

Pay and Reward Policy Statement For All Council Staff 2026-2027

Contents

1. Introduction
2. Legal Framework
3. Definitions
4. Principles
5. Pay Ranges
6. Notice Periods
7. Pensions
8. Senior Pay
9. Accountability and Decision Making on Remuneration and Reward
10. Review of Policy

Appendices

- i) Appendix A – Shropshire Council Pay Scales (NJC Staff)
- ii) Appendix B – Pensions and Retirement Policy
- iii) Appendix C – Redundancy and Compensation Policy

Summary

Shropshire Council recognises the importance of managing pay fairly and in a way that motivates staff to make a positive contribution and support the delivery of the Council's objectives. The pay policy details our approach to managing pay and reward in a way which supports the aims and objectives of the organisation.

This policy applies to all council staff, excluding schools where a separate policy exists.

1.0 Introduction

- 1.1 Shropshire Council has a clear written policy on wages and salaries to ensure that all staff employed at the Council are rewarded fairly, without discrimination, for the work they do.
- 1.2 This policy applies to all council employees, including Executive Directors and the Chief Executive, as well as fixed term and temporary employees and casual workers.
- 1.3 With the exception of;

- 1.3.1 Employees on teachers' pay & conditions and educational support staff (employed directly by the school and subject to the School Staffing (England) Regulations (2009)) who are covered separately by the Schools Model Pay Policy.
- 1.3.2 Unattached Teachers on Teachers Pay and Conditions who are covered separately by the Unattached Teachers Pay Policy.
- 1.4 This policy does not apply to contractors, consultants, agency workers or any self-employed individuals working for the council, schools including teachers' pay & conditions and educational support staff (employed directly by the school and subject to the School Staffing (England) Regulations (2009)) who are covered separately by a school's pay policy, unattached teachers on teachers' pay and conditions who are covered separately by a sperate pay policy.
- 1.5 In some cases, formal Local Agreements may override the standard payments or allowances set out in this policy. Where a local agreement is in place, its terms will take precedence over the general provisions of the Pay and Reward Policy. All Local Agreements must be documented, approved in line with Council procedures, and communicated clearly to affected employees. Employees can check if a Local Agreement applies to their role or team, by contacting their manager or HR for guidance.
- 1.6 When reviewing the pay policy, Trade Union Representatives will be consulted as appropriate and their views considered when deciding the respective elements of the pay policy.
- 1.7 Shropshire Council recognises that pay is not the only means of rewarding and supporting staff, and endeavours to ensure that all staff have good working conditions, regular access to appropriate development and training opportunities, and other forms of financial and non-financial reward.
- 1.8 This policy aims to reflect:-
- pay and grading underpinned by job evaluation (where a scheme exists)
 - fairness and equality of opportunity
 - the need to encourage and enable people to perform to the best of their ability
 - the need to recruit and retain skilled, experienced, and qualified staff in a competitive market
- 1.9 Shropshire Council's employment offer includes a wider range of benefits alongside pay
- access to learning and development
 - access to local government pension scheme
 - flexible working where this fits business needs
 - performance management which incorporates smart objectives and behaviours

- access to a range of benefits offered through 'Shropshire Rewards'
- carrying out work which is of public value and contributes to making Shropshire a great place to live and work.

1.9.1 To make these principles work, Shropshire Council needs remuneration arrangements which:-

- are based on a clear and rational process for setting and reviewing the pay of employees;
- provide a pay framework and levels of remuneration which are sufficiently flexible and reasonably competitive, taking account of relevant benchmarking, and market related pay data at local and national level;
- enable the Council to recruit and retain employees with the required skills, knowledge and experience; and
- which are affordable by the Council and support the provision of good quality public services.

1.9.2 Shropshire Council will make this policy and any related procedures available to all staff, ensuring that any concerns, complaints or formal appeals about its application are managed promptly, fairly and objectively.

1.9.3 Shropshire Council wishes to ensure that development and promotion opportunities, where possible, are available to all employees.

1.9.4 Shropshire Council will not promote staff through the grading system nor use other pay mechanisms in order to improve an employee's pension entitlement.

2.0 Legal Framework

2.1 The primary legislation governing equal pay is the Equalities Act 2010 and subsequent amendments. This requires employers to ensure that men and women in the same employment, carrying out equivalent work (as defined below), receive the same level of pay. The following terms are contained in Equal Pay Legislation:

- ‘Like work’ is defined as work which is the same or broadly similar
- ‘Work rated as equivalent’ is defined as work which has achieved the same or similar number of points under a job evaluation scheme.
- ‘Work of equal value’ is defined as work which is broadly equal in value when compared under headings such as effort, skill and decision-making responsibility.

2.2 In addition, indirect discrimination has been incorporated into equal pay as a result of case law in the UK and Europe. Indirect discrimination may arise when the pay policy has a disproportionate impact on one particular sex.

2.3 Differences in pay may be justified where it is established that the difference is for a genuine and material reason which is not related to gender.

2.4 From April 2018 all employers with more than 250 employees are required to report on the Gender Pay Gap. This information is published on Shropshire Council’s website.

3.0 Definitions

3.1 For the purposes of this policy and in line with legislation, pay is defined by Article 141 of the Treaty of Rome as:

The ordinary basic or minimum wage or salary and any other consideration, whether in cash or kind, which the worker receives, directly or indirectly, in respect of his (or her) employment from his (or her) employer.

3.2 Pay therefore includes allowances, pensions, discretionary bonuses, annual leave and sick pay, as well as other non-financial benefits such as vocational training.

3.3 Chief Officer means the Head of Paid Service - Chief Executive, Executive Director, Director and Service Directors. For further details of the Council’s delegations to officers including delegations to Chief Officers, see Part 8 of the Council’s Constitution or follow the link below:

<https://shropshire.gov.uk/legal-and-democratic-services/our-constitution/>

4.0 Principles

4.1 Pay Structures

4.1.1. Shropshire Council's pay structure is currently split as follows:

- NJC- Pay Ranges 1-10
- NJC -Banded Posts
- Chief Officers
- Other –Soulbury and NHS

4.1.2 The pay range for a large proportion of staff is based on the NJC framework for Local Government Services (the Green Book). The national pay spine applies for posts on Grades 1 to Band 15.

4.1.2 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining mechanism and/or as determined by Council Policy.

4.1.3 Pay structures described in this policy may be subject to Local Agreements. Where a local agreement exists, its terms will take precedence over the standard provisions in this policy.

4.1.4 In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of commissioning or provide high quality services to the community, delivered effectively and efficiently and at the times at which those services are required.

4.1.5 The Council faces significant challenges in attracting, recruiting and retaining talent. The use of market supplements, additional payments and agency staff has increased over the years but are subject to regular reviews.

4.1.6 The NJC pay award for 1 April 2025 saw final agreement in July 2025 with an increase of 3.20% on all pay scale points from Grade 1 to Band 15. The NJC has also agreed that from 1 April 2026, Spinal Column Point (scp) 2 will be permanently deleted from the NJC pay spine. Work to implement this within the grading structure is currently underway. At that point, the lowest SCP will become SCP 3.

4.1.7 Implementation of the 3.20% changes to the pay structure took place in October, back dated to April 2025.

4.1.8 At the time of writing this policy National negotiations for April 2026 NJC pay award are to commence. The likely % pay award isn't fully known.

4.1.9 Equal opportunity considerations; pay and conditions will apply equally to employees working full-time and part-time in accordance with the Part-time Employment (Prevention of Less Favourable Treatment) Regulations 2000.

See Appendix A for current pay scales for Grade1 to Band 15.

5.2 Pay Range – Grades 1 to 10

- 5.2.1. For the majority of its staff, Shropshire Council operates a Grade 1 to 10 pay structure, ranging from spinal column point (scp) 2 to scp 28. The Shropshire grading structure has been developed through the local application of the National Joint Council (NJC) Job Evaluation Scheme. The NJC Scheme is designed for application within local authorities and provides a mechanism for reviewing the duties and responsibilities of posts to determine the appropriate grade.
- 5.2.2. Salary on recruitment in all pay ranges should be set at a level within the range consistent with attracting and securing the appointment of good calibre people. Flexibility exists to pay a higher incremental point or a higher salary within the range for both recruitment and retention purposes. Such practice must be made within budgetary arrangements and take account of equality implications.
- 5.2.3. The lowest remuneration for Council employees is Grade 1, scp 2 £24,413 p.a at 1 April 2025.

5.3 Pay Ranges –Banded Posts

- 5.3.1. From scp 29 £39,862 p.a. Shropshire Council has a Banded grading structure in place. These posts require a high level of technical competence or have significant management responsibility.
- 5.3.2. The structure has five abutting bands (Band 11 to Band 15). Each band contains five spinal column points. The structure was developed by means of benchmarking existing job/roles using the Monks Job Evaluation Scheme, as agreed with the trade unions.
- 5.3.4 As outlined in 4.1.7 the April 2026 pay award is pending.

5.4 Pay Ranges – Chief Officer Grades

- 5.4.1 Senior management are defined for this purpose as the Chief Executive and Chief Officers (as defined under the Localism Act 2011 Part One Chapter 8, section 43(2), Government and Housing Act 1989 2(8), and for the avoidance of doubt include Executive Directors and Directors, statutory and non-statutory chief officers and deputy chief officers mentioned in section 2 (6) and (7) of the act. Senior management grades are locally agreed salary scales, which are reviewed annually having regard to the JNC pay award for Local Authority Chief Executives and Chief Officers and market conditions. The senior management pay structure is shown in section 4.4.3.
- 5.4.2. A review by the Local Government Association (LGA) was undertaken and posts were job evaluated using the LGA Scheme for Chief Officers in the summer of 2018.
- 5.4.3 April 2025 rates were agreed by Council on 11th December 2025 are shown below and take account of the positions detailed in 4.8.2.

	Min 2025	Max 2025	Job Title
C1		£176,803.63	Chief Executive
C2	£141,864.42	£153,510.83	Executive Director
C3	£124,394.80	£130,218.01	Director
C4	£106,925.20	£112,748.39	Service Director
C5	£95,278.78	£101,101.99	Head of Service
C6	£77,809.18	£89,455.59	Service Manager

5.4.4 In relation to the termination of the employment of Chief Officers, the council will consider making such payments, having regard to the law, the council's constitution, and where it is in the council's best interests. This will take into account any potential risks and liabilities to the council, including any legal costs, disruption to services, and impact on employee relations and management time. The council will only make special severance payments in exceptional circumstances where the application is fair, proportionate, lawful and demonstrates value for money for the taxpayer. Special severance payments will be defined by, and considered, in accordance with the statutory guidance issued under section 26 of the Local Government Act 1999. Refer to section 4.14 termination of employment.

5.5 Other Pay Schemes

5.5.1 Shropshire Council has a small number of employees on other nationally determined pay scales and conditions, including:

- Soulbury (teaching staff now in Education Improvement Roles)
- NHS (TUPE staff only)

5.5.2 These pay schemes are used to give greater flexibility to meet particular service needs and assist in recruitment and retention of appropriately qualified and experienced staff within the respective sectors.

5.6 Salary Progression

Grade 1 to Band 15 (scp 2 to scp 53)/Chief Officer Grades

5.6.1. Increments are usually due on the 1st April each year, or 6 months after appointment where the employee has been in the post for less than 6 months by 1st April, i.e. if the employee is appointed between 01st October and 31st March the increment will be paid after 6 months in post and then annually on the 1st April thereafter up to the maximum SCP within the grade

5.6.2. Posts are usually advertised within salary bands with annual increments, and where the top of the salary band advertised represents the maximum incremental point within that pay range. Appointments are normally made at the minimum of the pay range, unless there is an objectively justifiable reason e.g. the candidate's previous experience or difficulties in recruiting at the lowest pay point. However, the advice of Human Resources must be sought in these cases, to ensure equality issues have been considered.

5.6.3. Incremental progression (for posts on NJC for Local Government Services terms and conditions) up to Band 15 within the pay range for the job takes place until the maximum scp of the job is achieved. Thereafter the employee is only eligible to receive the annual cost of living award as negotiated by the appropriate bodies and implemented by the council

5.6.4 For Chief Officer Grades (C Grade), progression through the grade will be via annual incremental progression.

5.6.5. Accelerated Increments

5.6.5.1 The salary of an employee may be accelerated within the grade on the grounds of special merit or ability, by up to two increments, provided that the maximum of the grade is not exceeded. The additional benefit of increments granted in this way is not carried over on the regrading of the post or on the employee's promotion to a higher graded post.

5.6.6. Additional Increments

5.6.6.1 Up to two additional increments may be granted to employees (graded on an NJC grade) beyond the normal maximum of the grade of the post to which they are appointed.

5.6.6.2 The award of up to two additional increments may only be made to employees who have consistently achieved a high level of performance and who have made a significant contribution to the Council's work.

5.6.6.3 All employees who have completed 35 years of unbroken service will be considered, but not automatically accepted for the additions.

5.6.6.4 At any one time, the number of employees receiving additional increments shall not exceed 3% of the number of full-time employees employed under the conditions of service to which the scheme applies.

5.6.7. Honoraria

5.6.7.1. An employee, who for any reason other than the annual leave of another employee is called upon at the request of their service area to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks, is entitled to be paid in accordance with the grading of the post temporarily occupied. The salary to be paid in such circumstances is the salary that would apply if the employee were promoted to the higher graded post. Once the qualifying period of four weeks has been satisfied the higher salary will be paid with effect from the first day on which the employee was required to undertake the full duties and responsibilities of the higher post.

5.6.7.2. In any case where there is no automatic entitlement to a higher salary the Council may consider granting an honorarium (of an amount dependent upon the circumstances of each case) to an employee who performs duties outside the scope of his post over an extended period or where the additional duties and responsibilities involved are exceptionally onerous.

5.6.8. Ex Gratia Payments

5.6.8.1. The principal purpose of the ex-gratia payments scheme is to maintain the goodwill of staff who have suffered personal loss during the course of their duties and where no provision exists for the claim to be referred to the council's Insurers.

5.7 Chief Officer Grade

5.7.1 New appointments will normally commence on the bottom of the salary band or on an 'entry salary' within the bottom 10% of the salary band. However, this may be adjusted to take account of previous experience and remuneration.

5.7.2. Any additional payment within the Chief Officer Grade will be based on performance in relation to the achievement of objectives and on meeting the behavioural competences set.

5.8 Pay Review

5.8.1. Grades 1 to Band 15 are reviewed in line with the National Pay Award for Local Government staff, as described in 4.1.1

5.8.2 Shropshire Council's Chief Officer Grades are locally determined and not subject to national pay negotiations by the JNC for Chief Executives and Chief Officers in Local Authorities. Pay levels consider any cost of living increase negotiated nationally by the JNC for Chief Officers of Local Authorities Conditions of Services. There are no automatic cost of living increases and any adjustments to the pay band range are based on affordability, market forces and full Council approval.

5.8.3 Employees are able to request re-evaluations of the grade of their post where they believe that work duties have substantially altered. All re-evaluation requests will be graded using the council's JE scheme in line with the job evaluation and grading policy that provides the right of appeal against any grade outcomes. Where a manager or employee led job evaluation request results in a grade increase the appointment will be made at the bottom of the grade or at the minimum point of advantage.

5.9 Market Supplement

5.9.1. Basic pay may be supplemented by a market supplement which reflects the current national or regional rate for the nature of the post, provided this can be supported by researched market evidence.

5.9.2. Any Market Supplements are reviewed annually and can be adjusted or removed in line with market changes.

5.10. Recruitment and Retention Payments

5.10.1 The Executive Director S151 has delegated powers under Shropshire Council's Constitution to introduce and maintain employee benefits, other than the provision of cars, where these are likely to assist with recruitment and retention and where the costs can be found within existing budgets.

5.11 Redundancy Payments

5.11.1 Employees who are dismissed for redundancy and meet the statutory eligibility criteria will receive a redundancy payment. The amount and method of calculation are set out in the Council's Restructure and Redundancy Policy, in line with statutory requirements. Redundancy payments are normally made in the month of leaving. For further details, please refer to the Restructure and Redundancy Policy.

5.11 Pay Data

5.11.1. Shropshire Council will obtain up to date local, regional and, if appropriate, national pay data to inform decision making on local pay awards and market levels, alongside, other relative factors e.g. labour turnover rates.

5.12 Allowances

- **Sick pay**

- During 1st year of service 1 month's full pay

- During 2nd year of service 2 months' full pay

- During 3rd year of service 4 months' full pay

- During 4th and 5th years of service 5 months' full pay

- After 5 years of service 6 months' full pay

- **Overtime**

- Time off in lieu (TOIL) will be given as a first priority for all additional hours worked, rather than overtime. Additional hours / overtime, which are not eligible for an enhancement (for night, weekend or public holiday work), will be paid at plain time.

- **Subsistence**

Subsistence payments for reimbursement of the cost of breakfast and evening meal are made when an employee is required to stay away from their home overnight on Council business, on production of appropriate receipted evidence of such expenditure.

- **Annual Leave**

Annual leave entitlement from April 2023 was nationally increased by an additional day (pro-rata for part-time staff) as part of the pay award for 2022. Shropshire has a locally agreed annual leave entitlement and following agreement with the trade union entitlements will increase in line with the national agreement. Flat rate scheme of 28 days (207 hours) annual leave plus bank holidays, with 5 days (33 days, 244 hours) extra awarded to those staff with 5 years local government service. 2 days of an employee's allowance (pro-rata for part-time staff) must be taken at Christmas for any potential Christmas closures.

Where a service operates at this time, the 2 days (pro-rata for part-time staff) are added to leave entitlement to be used during the year.

- **Office Hours / Annualised Hours**

The public opening hours for Shropshire Council are 7am to 7pm, Monday to Friday and 8am to 1pm on a Saturday. All staff are subject to Annualised Hours, i.e. they are contracted to work a set number of hours over a year, not a fixed working week, with working patterns designed in line with the Council's Hours of Work Policy.

- **Callout/Standby**

Payments are made to reflect the unsociability of working in particular circumstances, where an employee is recalled to work at short notice. These are locally agreed.

- **Relocation**

Shropshire Council may provide relocation assistance to new recruits as part of the employment package; this is offered on an exceptional basis to attract candidates to hard to fill roles. The Council does not make payments to employees to reflect the costs of increased travel to work if the employee's work location changes. Approval of relocation assistance is delegated to the Executive Director S151.

- **Salary Protection**

Shropshire Council operates salary protection arrangements in a range of circumstances including:

- where an employee has been at risk of redundancy and is successfully redeployed to another post at a lower salary (within 15%)
- Where an employee has been redeployed to another lower graded post due to a disability or health related issue
- Where as a result of a restructuring or grading review/ job evaluation process the grade of the post is reduced

In these circumstances the employee will receive pay protection (based on the level of pay but not hours of work). Protection applies for 12 months.

- **Car Allowances**

Employees using their cars, electric cars or hybrid, motor cycles or cycles for the efficient performance of their duties, which have been agreed by their line manager, will be eligible to receive an allowance in line with HMRC Approved Mileage rates as follows

Cars/electric cars Up to 10,000 miles (in each financial year April to March) – 45p per mile. Over 10,000 miles (in each financial year April to March) – 25p per mile

Motor Cycle 24p per mile

Cycles 20p per miles for the first 10,000 miles (for cycles, reimbursement above 20p per mile is liable for income tax)

5.14 Termination of Employment

5.14.1. In relation to the termination of employment, the Council will have due regard to making any appropriate payments where it is in the Council's best interests. Any such payments will be in accordance with contractual or statutory requirements and take into account the potential risks and liabilities to the Council, including any legal costs, disruption to services, impact on employee relations and management time. This is consistent with the risk management practices of well governed organisations in private, public and voluntary/charitable sectors.

5.14.2 Where a severance package (not including employee statutory entitlements) is payable the following approval process is put in place:

- Payments in excess of £100,000, the decision to award such package will be made by full Council.
- Payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service; with a clear record of the Leader's approval and that of any others who have signed off the payment in accordance with the local authority's scheme of delegation.
- Payments below £20,000 must be approved according to the local authority's scheme of delegation.

5.14.5 Appropriate HR, legal and financial advice will be sought and considered in respect of all special severance payments. Where it is thought appropriate, the council's external auditors will be consulted in relation to substantial severance packages

5.14.6 In addition to the Special Severance Payments authorisation policy and process detailed in this section (18) and in accordance with the statutory guidance on Special Severance Payments, the council's S151 Officer and Monitoring Officer will take a close interest in and be able to justify any Special Severance Payments made by the council and in particular any payments that are made that are not consistent with the statutory guidance.

5.14.7 Where the proposed payment is to the Head of Paid Service, to avoid a conflict of interest it is expected that the payment should be approved by the Leader and full council.

5.14.8 It is the Council's policy not to re-employ any chief officer who was previously made redundant from the authority / received any other severance payment, or later engage them under a contract for service or interim contract except under exceptional circumstances

6.0 Notice Periods

6.1 The contractual period of notice required to be given to an employee to terminate their employment, and that required of them on resignation, will be clearly stated in the terms of their appointment. The following local scheme on contractual notice periods has been adopted for NJC employees:-

Those graded up to and including Grade 8	1 month
Those graded Grades 9 and 10 (scp 23-28) inclusive	2 months'
Those graded Band 11 (scp 29-33)	2 months'
Those graded Band 12 (scp 34-38)	3 months'
Those graded Band 13 (scp 39-43)	3 months'
Those graded Band 14 (scp 44-48)	3 months'
Those graded Band 15 (scp 49-53)	3 months'

6.2 The contractual notice period for JNC Chief Officers is 3 months.

6.3 The contractual notice for Soulbury staff is those laid down by the Soulbury Committee (The Blue Book)

6.4 The contractual notice for centrally employed teacher within our Music Service / Speech and language Teachers are laid down by the conditions of Service for School Teachers in England and Wales (Burgundy Book).

6.5 The statutory provisions relating to minimum periods of notice to be given by the employer to any employee are as contained in the Employment Rights Act 1996

Period of continuous employment - Minimum notice

One month or more but less than 2 years	Not less than 1 week
Two years or more but less than 12 years	1 week for each year of continuous service

12 years or more	Not less than 12 weeks
------------------	------------------------

6.7 The employer's obligation to the employee under the contractual notice agreed must always be read against any additional notice required to be given to the employee under the statutory grade. Therefore, an employee with one month's contractual notice entitlement, with 5 years' service, will be entitled to five weeks statutory notice on the termination of their employment by the Council and an additional week's notice for each additional year's service up to a maximum of 12 weeks' notice.

6.8 Pay in Lieu of Notice (PILON) - The Council reserves the right to make a payment in lieu of notice where appropriate. This payment will reflect basic salary for the contractual notice period.

6.9 Garden Leave - The Council may require employees not to attend work during their notice period while continuing to receive full pay and benefits.

7.0 Pensions

7.1 All Council employees are entitled to join the Local Government Pension scheme (LGPS) which is offered by Local Government Employers. Staff eligible for membership of the LGPS will automatically become a member of the "scheme" in accordance with the Auto Enrolment Regulations. Employees have the right to decide to opt out of the "scheme" by following the required process. The benefits and contributions payable under the Fund are set out in the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2013. Appendix B provides details of Shropshire Council's Pensions and Retirement Policy and Appendix C details of the Council's Redundancy and Compensation Policy.

7.2 The current level of contribution to the scheme by employees effective from 1 April 2025 is as follows, based on actual pensionable pay:

If your pay is:	Main section contribution rate:	50/50 section contribution rate:
Up to £17,800	5.50%	2.75%
£17,801 to £28,000	5.80%	2.90%
£28,001 to £45,600	6.50%	3.25%
£45,601 to £57,700	6.80%	3.40%

£57,701 to £81,000	8.50%	4.25%
£81,001 to £114,800	9.90%	4.95%
£114,801 to £135,300	10.50%	5.25%
£135,301 to £203,000	11.40%	5.70%
£203,001 or more	12.50%	6.25%

The contribution band will be assessed using the actual pensionable pay plus any pensionable extra payments.

8.0 Chief Officer Pay

- 8.1. The salary levels of Chief Officers (to 3rd tier) on appointment is set by elected members, at the relevant committee of the council. The salary details for Chief Officers are published at:

<https://shropshire.gov.uk/open-data/datasets/senior-salary-information/>

This information has been published since October 2010 in the interests of openness and transparency and shows levels of remuneration for Chief Officers for the previous financial year. The definition of Chief Officer is contained in paragraph 3.3 above.

- 8.2 Under Regulation 4 of the Accounts and Audit (Amendment No2) (England) Regulations 2009 [SI 2009 No.3322] the Council has a legal requirement to report the remuneration of senior employees as part of its published salaries information. This requirement is reinforced under section 38 (1) of the Localism Act 2011, which requires the Council to produce a pay policy statement on an annual basis.
- 8.3 The relationship between the rate of pay for the lowest paid Council employees and the chief officers' is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton review 'Review of Fair Pay in the Public Sector' 2010. The Government supports the case for a fixed limit on dispersion of pay, through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The Hutton report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of

the ratio between the highest paid salary and the median average salary of the authority's workforce.

- 8.4 The remuneration of the most senior manager within Shropshire Council, the Chief Executive is £176,803.63 (at 1 April 2025). The median basic remuneration for a full-time equivalent employee of Shropshire Council is £36,363 per annum. The mean basic pay, based on 2403 posts ranging in pay from the Chief Executive remuneration to Grade 1 (scp 2 - £24,413), is £39,927.18. The current pay multiple from top to bottom of the organisation is 1:8. The ratio from the median pay to the Chief Executive pay is 1:5, which is well within the limits outlined in the Hutton Review.
- 8.5 Chief Officers do not receive bonuses.
- 8.6 All Chief Officers are eligible for the same Car Allowance as outlined for all employees in section 4.12 above.
- 8.7 All Chief Officers are currently entitled to the same annual leave entitlement as outlines for all employees in section 4.12 above.
- 8.8 The Council will have regard to the specific legal requirements which apply to the termination of employment of the Head of Paid Service, the Section 151 Officer and the Monitoring Officer as its Statutory Officers in accordance with Part 4 of the Standing Orders relating to staff.

9.0 Accountability and Decision Making on Remuneration and Reward

- 9.1 The Council's Cabinet has powers delegated to it in accordance with Section 3 of the Constitution, to make decisions on major policy matters affecting the council as a whole and to make decisions which have significant service or resource implications across the Council as a whole. This includes significant locally determined changes to staff terms and conditions and remuneration.
- 9.2 The Employees' Joint Consultative Committee which consists of Trade union representatives and Members is constituted to agree changes to employee terms and conditions, such as changes to allowances, mileage, and annual leave, subject to ratification by Cabinet and, where the decision has significant financial implications, by full Council.
- 9.3 In accordance with the Council's constitution the Head of Paid Service (Chief Executive) has delegated powers to approve the grading and regrading of posts (covered by NJC for Local Government Service, Soulbury Conditions of Service) where the grade maximum is Band 15 or above (or equivalent). Chief Officers have authority to approve changes to the grading of posts (covered by NJC for Local Government Service, Soulbury Conditions of Service), taking account of job evaluation outcomes for posts covered by these schemes and subject to financial provision for the current and future years being available, and the proposed maximum of the grade being below Band 15 (or equivalent).

9.4 New appointments to Chief Officer positions will be in line with the [Senior Officer Employment Procedure](#).

10.0 Review of the Policy

10.1 This policy will be subject to annual review and amendment, taking account of legislation, external best practise, internal data on recruitment and retention and external pay data etc.

APPENDIX A
April 2025

Grade	SCP	Per Annum	Per Hour
Grade 1	2	24,413	£12.65
Grade 2	3	24,796	£12.85
Grade 3	4	25,185	£13.05
Grade 4	5	25,583	£13.26
Grade 5	6	25,989	£13.47
	7	26,403	£13.69
Grade 6	8	26,824	£13.90
	9	27,254	£14.13
	10	27,694	£14.35
	11	28,142	£14.59
Grade 7	12	28,598	£14.82
	13	<i>not in use</i>	<i>not in use</i>
	14	29,540	£15.31
	15	30,024	£15.56
	16	<i>not in use</i>	<i>not in use</i>
	17	31,022	£16.08
Grade 8	18	<i>not in use</i>	<i>not in use</i>
	19	32,061	£16.62
	20	32,597	£16.90
	21	<i>not in use</i>	<i>not in use</i>
	22	33,699	£17.47
Grade 9	23	34,434	£17.85
	24	35,412	£18.35
	25	36,363	£18.85
Grade 10	26	37,280	£19.32
	27	38,220	£19.81
	28	39,152	£20.29
Band 11	29	39,862	£20.66
	30	40,777	£21.14
	31	41,771	£21.65
	32	42,839	£22.20
	33	44,075	£22.85
Band 12	34	45,091	£23.37
	35	46,142	£23.92
	36	47,181	£24.46
	37	48,226	£25.00
	38	49,282	£25.54
Band 13	39	50,269	£26.06
	40	51,356	£26.62
	41	52,413	£27.17

	42	53,460	£27.71
	43	54,495	£28.25
Band 14	44	55,618	£28.83
	45	56,738	£29.41
	46	58,203	£30.17
	47	58,923	£30.54
	48	60,031	£31.12
Band 15	49	61,154	£31.70
	50	62,253	£32.27
	51	63,352	£32.84
	52	64,478	£33.42
	53	65,602	£34.00

Effective from 01 April 25, implemented with arrears from Oct 25 payroll

NB: hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week), then rounded to nearest 1p

Appendix B



Employee Pensions Lifecycle Policy

Section	Contents	Page
1.0	Introduction	2
2.0	Scope	2
3.0	Roles and responsibilities	2
4.0	An introduction to the Local Government Pension Scheme	3
5.0	Pensions Discretions	4
6.0	Pensions Appeals	6
7.0	Equality statement	7
8.0	Data Protection	7
9.0	Key legislation	7
10.0	Monitoring and Review	7
11.0	Further advice on Pensions	7
12.0	Links to other policies	8
Appendix A	Pension Discretions 1 April 2014 LGPS CARE Policy Statement	
Appendix B	Pension Discretions Pre-1 April 2014 LGPS Policy Statement	
Appendix C	How to Guide 1: Joining the Local Government Pension Scheme	
Appendix D	How to Guide 2: LGPS during employment	
Appendix E	How to Guide 3: Ways to enhance or reduce LGPS pension benefits	
Appendix F	How to Guide 4: LGPS Leaving the Council	
Appendix G	How to Guide 5: LGPS Redundancy	

This policy has been agreed by:	Approval Date:
Policy Forum	14 March 2024
EJCC	11 April 2024

1.0 Introduction

- 1.1 The Pensions Lifecycle Policy is the starting point for information relating to pensions for employees and their line managers. The overarching Pensions Lifecycle Policy is complimented by How to Guides which relate to different stages of the employment life cycle. The How to Guides are as follows:
- How to Guide 1: Joining the Local Government Pension Scheme
 - How to Guide 2: LGPS during employment
 - How to Guide 3: Ways to enhance or reduce LGPS pension benefits
 - How to Guide 4: LGPS Leaving the Council
 - How to Guide 5: LGPS Redundancy
- 1.2 This policy refers to the Local Government Pension Scheme, known as the (LGPS). The LGPS is a defined benefit occupational pension scheme and is offered to all eligible employees. The scheme is administered on the council's behalf by the Shropshire County Pension Fund, referred to as the Pensions Team.
- 1.3 This policy is meant to be a guide and specific individual circumstances should be discussed with the Pensions Team. The appropriate legislation will prevail in all instances.

2.0 Scope

- 2.1 The Council offers an occupational pension scheme to all eligible Shropshire Council employees. Please refer to Appendix C, Guide 1 for further information.
- 2.2 If a person is eligible for membership of the LGPS, they will be contractually enrolled into the LGPS from the first day of employment or the first date they become eligible, if later, providing they have a contract of employment for at least three months.
- 2.3 Eligible school support staff have access to the LGPS. Support staff whose terms and conditions of employment are set by school governing bodies, should also refer to this policy as there is not a separate policy.

3.0 Roles and Responsibilities

3.1 Employee Responsibilities

- 3.1.1 All eligible employees are contractually or automatically enrolled into the LGPS; however, individuals are responsible for deciding whether they wish to remain a member of the LGPS or not.

- 3.1.2 Employees who want to request to transfer any other pension scheme membership into the LGPS, must take the necessary actions within stated timescales, please refer to Appendix C, Guide 1.
- 3.1.3 Employees are responsible for checking their pay slip each month to ensure that pension contributions are being taken. If it subsequently comes to light that contributions have not been taken and the employee hasn't opted out, the Council will not be liable to pay the backdated contributions.
- Therefore, employees should check their payslip monthly and notify payroll.notifications@shropshire.gov.uk of any pension discrepancies.
- 3.1.4 Employees should also create and log into their '[My Pension Online](#)' to view their pension Statement.
- 3.1.5 Employees should check their personal details on 'My Pension Online'. If the address is incorrect, this can be updated in My Pension Online, please also update the ERP. Name changes must be made via payroll.notifications@shropshire.gov.uk Contact payroll notifications if you change your name by getting married, divorced or by deed poll. Payroll will request evidence and update the ERP and IConnect which notifies the Pensions Team.
- 3.1.6 Please ensure you complete an Expression of Wish form and update this if your circumstances and preferences change. Please refer to the forms and guides section of the [Shropshire Pensions website](#)
- 3.1.7 Employees are also responsible for following the relevant processes outlined within this policy and those listed on the Shropshire County Pension Fund website.

3.2 Manager Responsibilities

- 3.2.1 To ensure that employees are aware of this policy, the Appendices, and the How to Guides.

4.0 An introduction to the Local Government Pension Scheme

Employees who are in the LGPS are referred to as members.

- 4.1 The LGPS is a defined benefit occupational pension scheme, which means the pension benefits received at retirement are guaranteed and are not linked to the state of the financial markets at retirement.

Pension benefits are calculated using the scheme rules, based on members pay, the accrual rate, and length of service in the pension scheme.

- 4.2.1 **The defined benefit final salary scheme (for membership pre-1 April 2014).**

Until 31 March 2014 the LGPS was a defined benefit final salary scheme.

- The accrual rate for service prior to 1 April 2008 was 1/80th and a retirement grant accrual of 3/80ths.
- The accrual rate for service between 1 April 2008 to 31 March 2014 was 1/60th.

4.2.2 Protection is still in place for members with final salary benefits built up in the final salary scheme. This means that pension built up in the LGPS to 31 March 2014 will continue to be based on the member's final pay when they leave employment in the future.

4.2.3 **The Care Scheme (also referred to as the 2014 scheme).**

On 1 April 2014 the LGPS was reformed to a defined benefit career average revalued earnings (CARE) scheme. This means that pension earned each year is based on the actual pensionable pay the member receives in the scheme year (1 April – 31 March).

- The accrual rate became 1/49th.
- The Normal Pension Age (NPA) was changed from 65 to State Pension Age (whichever is later). NPA is the age at which a member can take their pension benefits without a reduction for early payment.

4.3 Each member of the pension scheme holds a pension account which is added to on 31 March each year by using the pay that was earned during the year and multiplying it by the accrual rate. On 1 April each year the total accrued pension is revalued in line with the change in inflation as measured by the Consumer Price Index (as of the previous September).

4.4 LGPS a contributory pension scheme which means the employee contributes some of their monthly salary towards their pension pot and the Council as the employer also contributes at a higher rate than that paid by the employee. The combined contributions make this a generous scheme and an important benefit for employees.

4.5 Membership of the LGPS is an important step for employees to take to help with planning for their future and saving for retirement. There are numerous benefits of being in the scheme, full details of the LGPS and information guides can be found on the Shropshire County Pension Fund website <https://shropshirecountypensionfund.co.uk/>

5.0 Pension Discretions Policy

5.1 The Council is required to prepare and publish a Discretions Policy and keep it under review. Discretions are powers that enable employers to choose how to apply the scheme rules in respect of certain provisions. Discretions only apply at the time of application and are subject to change.

5.2 The Council has limited resources and needs to maintain a balanced budget. When exercising a discretion, the cost must be contained within existing service budgets and are only exercised in exceptional circumstances.

- 5.3 The Council has two Pension Discretion Policy Statements.
- 5.4 The Pension Discretions 1 April 2014 LGPS CARE Policy Statement, Appendix A. Refer to this policy if you are an active member of the LGPS or ceased being a member after 1 April 2014. The following are Statutory and recommended discretions and are explained in the Policy Statement:
1. Granting extra annual pension
 2. Shared Cost Additional Pension Contribution (SCAPC)
 3. Flexible retirement
 4. The 85 Year rule
 5. Early Retirement and Actuarial reduction
 6. Shared Cost Additional Voluntary Contribution (SCAVC)
 7. Transferring in deferred LGPS pension rights
 8. Transferring in other pension rights
 9. Employee contribution rates
 10. Calculating assumed pensionable pay (including regular lump sums).
 11. Calculating Assumed pensionable pay (substituting higher pay).
- 5.5 The Pension Discretions Pre-1 April 2014 LGPS Policy Statement Appendix B includes the following tables.
- Please refer to Table A for scheme members who ceased active membership between 01.04.2008 and 31.03.2014.
 - Please refer to Table B for scheme members who ceased active membership between 01.04.1998 and 31.03.2008.
 - Please refer to Table C for scheme members who ceased active membership before 01.04.1998.
 - Table D and E for early termination of employment since 2000.
 - Table F Injury allowance since 2011.
- 5.6 Employees who request the Council to apply any of the statutory and recommended pension discretions will be considered only in exceptional circumstances and will not be an automatic entitlement. An employee who wishes to request a statutory or recommended pension discretion must complete a Pension Discretions Employee Request Form and provide a copy to their line manager. The form is within the appropriate Discretion Policy Statement.

The line manager will arrange a meeting with the employee to discuss the request, they must contact their Strategic HR Business Partner for guidance and consider any pension strain costs for the service. If the line manager approves, they will provide a Manager Report to their manager detailing their approval, potential effective date, and the implications operationally and financially upon the business. The approvals process is detailed in the report template which is within the appropriate Discretion Policy Statement.

The report also requires the approval of the Assistant Director of Workforce and Improvement, in consultation with the Executive Director of Resources (Section 151 Officer).

Each case will be considered on the

- merits of the financial and / or operational business case, or
- merits of the compassionate case put forward.

6.0 Pensions Appeals

6.1 In accordance with Regulation 73 of the Local Government Pension Scheme (Administration) Regulations 2013, the Council is required to draw all employees' attention to the fact that, if they are dissatisfied with any decision in relation to their rights or liabilities under the Scheme (the implementation of this Policy or the Discretions Policy Statements) they have the right to ask for that decision to be looked at again under a formal complaint procedure, which is called the "internal dispute resolution procedure".

6.2 The process has two stages.

6.2.1 First stage. A formal complaint (an appeal) must be made within six months of the event or decision that the employee wants to complain about. The [Standard guidance and Appeals form](#) is available from the Pension Team for this purpose. The Pension Team will also be available to advise employees of their rights under the Scheme. To make an appeal the employee or someone on their behalf should write to the Head of Pensions – LGPS Senior Officer (the nominated person), Shropshire Council, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND. The complaint will be considered carefully, and a decision will be made in writing.

6.2.2 Second stage. If,

- the employee remains dissatisfied with the nominated persons decision, or
- they have not received a decision or interim letter from the nominated person within three months of lodging the appeal, or
- it is one month after the date stated in the interim letter that they would receive a decision, and they have not yet received a decision.

The employee or someone on their behalf may apply for a reconsideration of the decision to the Assistant Director Legal and Governance. The complaint must,

- be made within six months of the nominated persons decision, or
- be within 9 months from the date the complaint was originally submitted if the nominated person has not given a decision within 3 months of that date, or
- if the nominated person provides an interim decision but not a final decision, within 7 months of the date the nominated person had promised to give a final decision.

The complaint will be considered carefully, and a decision will be made in writing.

6.3 If the employee remains dissatisfied, they can take their case to the Pensions Ombudsman. This must be within 3 years from the date of the original decision (or lack of decision) about which they complained. This is the final level of appeal.

7.0 Equality Statement

7.1 To ensure that Shropshire Council's Pensions policy meets the requirements of the Equalities Act 2010, the policy must be applied in a fair and consistent manner in line with Shropshire Council's priorities. No employee should be discriminated against on the grounds of one or more protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation).

8.0 Data Protection

7.1 Data is shared with the Pensions Team for the purposes of administering the pension scheme. Information on the Pensions Team [data protection](#) procedures can be found on their website.

9.0 Key Legislation

9.1 The current regulations are The Local Government Pension Scheme Regulations 2013. There are previous regulations which may apply depending on the dates of your membership in the scheme, for guidance please contact the Pensions Team.

10.0 Monitoring and Review

10.1 Human Resources will work with line managers to monitor the application of this policy. The Council may review any aspect of the policy in the light of changing circumstances at any time, in consultation with the trade unions.

10.2 The policy will be reviewed at regular intervals, in conjunction with changes to legislation that may impact upon it.

11.0 Pensions information

11.1 Information on the LGPS is available in the first instance from the Pensions Team who can be contacted on 01743 252130 or at pensions@shropshire.gov.uk.

Further useful information and guides can also be found at: <http://shropshirecountypensionfund.co.uk/>

The LGPS also has a national website: <https://www.lgpsmember.org/> which contains guides and videos.

[Pension Wise](#), is a service from MoneyHelper which is a free and impartial service offered by the Government to help people understand their pension options.

To find out more about My Money Matters (formally AVC Wise) go to <https://shropshire.vivup.co.uk>

12.0 Links to Other Policies

TUPE Policy	Redundancy Policy
Family Leave Policy	Death in Service Process
Flexible Working Policy	Sickness Absence Management Policy
Annual Leave Policy	



Restructure and Redundancy Policy

Contents

<u>1.0</u>	<u>Introduction</u>	3
<u>2.0</u>	<u>Scope</u>	3
<u>3.0</u>	<u>Aims and Objectives</u>	3
<u>4.0</u>	<u>Management and Shropshire Council Responsibilities</u>	3
<u>5.0</u>	<u>Employee Responsibilities</u>	3
<u>6.0</u>	Trade union Responsibilities	4
7.0	Restructures and TUPE	5
8.0	When Does a Redundancy situation occur?	5
9.0	Alternatives to Redundancy	5
10.0	Voluntary Redundancy	5
11.0	Bumped Redundancy	6
12.0	Consultation	6
13.0	Workforce Diversity Impact Assessment	8
14.0	Ring-fencing and slotting-in arrangements	8
15.0	Selection methods	9
16.0	Communicating the decision	10
17.0	Issuing notice	10
18.0	Appeals	10
18.0	Redundancy payments	11
19.0	Payment of pension	12
20.0	Redeployment	12

21.0 Help to seek new employment.....13

22.0 Equality Statement.....13

23.0 Data Protection..... 14

24.0 Related Policies and Procedures14

25.0 Key Stakeholders.....14

26.0 Key Legislation.....14

27.0 Review..... 14

Appendices

Appendix A Redudancy Selection Criteria

Appendix B Statutory Redundancy Calculator

This policy has been agreed by:	Approval Date:
Policy Forum	03/10/2024
EJCC	09/10/2024
Date for Review:	October 2026

-

-

- ## 1.0 Introduction

- 1.1 Shropshire Council (the Council) is committed to being a fair and equitable employer and aims to maintain the highest possible level of job security for its employees. However, it is recognised that organisational change can be essential to maintaining high quality services and addressing budgetary constraints and may result in staffing restructures and reductions .
- 1.2 The Restructure and Redundancy Policy sets out how potential restructures (including transferring services to or from another employer), and, if necessary, how compulsory redundancies will be managed within the Council.

- ## 2.0 Scope

- 2.1 The policy applies equally to all directly employed staff including centrally employed teachers. The policy excludes those employed directly by schools who have a specific policy available on the Schools Learning Gateway.
- 2.2 This policy covers internal restructures and those that result from a TUPE transfer of staff in or out of the Council from another organisation.
- 2.3 The Restructure and Redundancy Policy will not apply in the following circumstances:
 - termination during, or at the end of a probationary period of service in accordance with the [Managing Employee Performance Policy](#) , whether or not the probationary period was extended beyond its originally specified duration
 - resignation by an employee, or other termination, by mutual consent
 - termination of a secondment when an employee returns to their substantive post
 - termination of with agency staff, contractors or external consultants' assignments
 - termination of apprentices who do not secure permanent employment after their training
 - termination of fixed-term contracts under two years' service.
- 2.4 This policy does not form part of employee's contract of employment.

- ## 3.0 Aims and Objectives

- 3.1 The aims and objectives of this Restructure and Redundancy Policy are to:
 - ensure that organisational change is conducted through fair and consistent procedures that support clear communication and meaningful consultation processes
 - ensure compliance with contractual and legislative requirements in relation to redundancy situations

- provide clear advice when handling potential redundancy situations
 - outline measures that may be available to seek to minimise or avoid compulsory redundancies
 - set out a clear framework for the management of compulsory redundancy situations
 - ensure that where compulsory redundancies are necessary, employees leave the Council feeling that they have been treated in a fair and equitable manner.
- **4.0 Management and Shropshire Council Responsibilities**
 - 4.1 Managers and Line managers have the responsibility to:
 - seek approval of any restructure proposal via a completed business case
 - work with trade unions at all stages of consultation
 - ensure that this policy is applied fairly to all staff
 - refer to the [Manager Resizing Toolkit](#) and related templates for support with managing processes in line with this policy
 - seek advice and work with their HR Business Partner/Advisor at all stages to ensure that the timescales and tasks are adhered to.
 - 4.2 Human Resources have the responsibility to:
 - ensure that the content of this policy reflects employee terms and conditions, local agreements, and statutory requirements.
 - review and update related [Managers Resizing Toolkit](#) / [Employees Resizing Toolkit](#)/ and [Employee Resizing FAQs](#) to support managers and employees with processes associated with the policy.
 - provide professional HR advice and support to managers on restructuring and redundancy processes to include scoping their new structure, identifying how employees will be affected, attending consultation meetings, drafting letters, obtaining redundancy calculations, supporting selection, dismissal, and redeployment processes.
- **5.0 Employee Responsibilities**
 - 5.1 All staff have the responsibility to:
 - attend meetings and engage as requested at each stage of the process to include making alternative suggestions to proposals that affect them
 - refer to the [Employee Resizing Toolkit](#) and [Employee Resizing FAQs](#) available to support their understanding with processes associated with this policy.
- **6.0 Trade union responsibilities**
 - 6.1 Trade unions have the responsibility to:
 - work closely with the Council during proposals for organisational change
 - ensure they are available for scheduled meetings group and individual consultations to support their members.

7.0 Restructures and TUPE

7.1 This policy applies to all restructuring proposals, regardless of whether staffing reductions are proposed. Sections 12 (Consultation), 13 (Workforce Equality, Diversity and inclusion Impact Assessment), 14 (Ring-fencing and Slotting-in), 15 (Selection Criteria) and 16 (Communicating the Decision) will be key to ensure a fair consultation with clear communication at all stages.

7.2 Restructuring proposals following a TUPE transfer into the Council will only be made where economic, technical, or organisational reasons are identified which will normally be identified as part of the measures prior to a TUPE transfer.

•

8.0 When does a Redundancy situation occur?

8.1 A potential redundancy situation arises when:

- an employer has ceased, or intends to cease, to carry on the business in the place where an employee was so employed; or
- where the requirements of the business for employees to carry out work of a particular kind have ceased or diminished or are expected to cease or diminish; or
- where the requirements of the business for employees to carry out work of a particular kind, in the place where they are so employed, have ceased or diminished or are expected to cease or diminish.

9.0 Alternatives to Redundancy

9.1 The Council will consider taking action to avoid redundancies, and wherever possible will minimise the number of redundancies we have to make. The following list gives examples of some alternative approaches we may look at (taking account of service delivery needs):

- natural wastage through normal staff turnover
- suspending relevant external recruitment
- reducing overtime
- reducing the number of hours worked
- voluntary redundancy
- reviewing how we use consultants, self-employed contractors and agency staff
- redeployment within the Council

10.0 Voluntary Redundancy

10.1 Applications for voluntary redundancy are invited during all stages of consultation to mitigate the risk of any compulsory redundancies. The Council reserves the right not to accept a volunteer for business-critical reasons.

10.2 Where the number of the applications exceed the number of posts proposed for redundancy, not all will be selected for redundancy. The Council will make a decision based on the need to retain a balanced workforce that has the necessary skills, experience, and job knowledge for both current and future

business needs and the overall affordability of releasing staff and cost above and their business needs and priorities.

11. Bumped Redundancy

- 11.1 A bumped or transferred redundancy occurs when an employee whose job is not at risk of redundancy is dismissed as redundant, and the resulting vacancy is filled by a suitable employee whose job is redundant.
- 11.2 Bumping may be considered when restructuring teams to ensure skills and experience can be retained within the team. Employees will be paid the grade for the job that they accept, which must be at the same grade as their current post or lower. Pay protection would apply as set out in paragraph 14.5.
- 11.3 Where bumped redundancies are agreed, employees must be treated in line with this policy and be offered an individual consultation meeting and reasonable time off to look for new employment.
- 11.4 Written records of agreed bumped redundancies should be retained to demonstrate the fairness of the decision in the event of a challenge.

12. Consultation

- 12.1 Informal proposals will be shared with trade unions ahead of the first formal consultation meeting.
- 12.2 Formal restructuring proposals not involving staff reductions will be set out in writing and will involve a reasonable timescale appropriate to the nature of the proposal and the number of employees affected. This would normally not be less than 10 working days.
- 12.3 Formal proposals involving staff reductions will be confirmed in a Section 188 (S188) notice letter and issued to full-time unions in line with statutory provisions ahead of a first formal consultation meeting. (The S188 letter will also be made available to affected employees). A HR1 form will also be issued to the Secretary of State where there are 20 or more redundancies proposed.
- 12.4 Statutory consultation periods for proposed redundancies are between 30 and 45 days depending on the number of employees affected as shown below. The Council will usually adopt 45 calendar days, except in cases of individual consultation for a proposed redundancy.

Proposed redundancies	Minimum period
20 to 99	30 days
100 or more	45 days

- 12.5 Affected employees and unions will be invited to attend the first formal meeting which marks the start of the formal consultation period.
- 12.6 Attendance will be recorded at this meeting. It is important to also record that consultation has included those who are on sick leave, taking family leave, on

secondment or other unpaid leave. Failure to consult an employee on maternity leave may lead to a successful sex discrimination claim at tribunal, with unlimited compensation.

- 12.7 Except in exceptional circumstances, the following core consultation documents will be available for affected employees to access following the first consultation meeting. It is recognised that some final details in job descriptions may still be worked on during consultation and that indicative grading/ bandings of posts will need to be confirmed via the job evaluation procedure after the consultation period ends:
- rationale for change (including mitigation against compulsory redundancies)
 - current and proposed staffing structure
 - skills required for the new structure and any training opportunities.
 - job descriptions and indicative grading/ bandings of posts
 - selection methods and criteria by which employees will be selected for posts within the new staffing structure (as discussed with recognised Trade Unions)
 - a completed Workforce diversity impact assessment
 - a timeframe for consultation
 - feedback methods through the consultation process
 - any templates for employees to complete as part of the process;
- 12.8 Following the first consultation meeting, affected employees will be notified in writing of their indicative position which may include:
- slot-in to new or similar role
 - At risk-ring-fence to roles in new structure
 - At risk-no ring-fence
- 12.9 Employees whose indicative position is 'at risk' or 'ring-fence' will have 20 working days to challenge this decision.
- 12.10 Employees engaged on fixed-term contracts who have been continuously employed for two years or more and have reached their termination date or will terminate during the consultation time, are excluded from the requirement to consult collectively unless the fixed term contract is ending as a result of the proposals. Employees engaged on casual assignments should also be assessed as to whether they are included or excluded from the requirement to consult collectively.
- 12.11 Affected employees will be offered an individual consultation meeting (1:2:1 meeting) with an appropriate manager during the consultation period. The line manager will speak to employees identified as being 'at risk' separately to actively encourage a 1:2:1 meeting. The employee can bring a professional Association/Trade Union representative or colleague to the meeting. A HR representative may also be present if required by the manager.
- 12.12 Affected employees are actively encouraged to engage in consultation and make suggestions for avoiding redundancy, including:
- any feedback on selection methods/criteria

- if they believe they have been wrongly or unfairly selected and why
 - to suggest how they could be redeployed
 - to put forward any other ideas they have.
- 12.13 Interim staff consultation meetings will be held as necessary to provide an update of the position. An end of consultation meeting will be held with affected employees following the close of the consultation period to summarise the position and any changes to original proposals.
- 13. Workforce Diversity Impact Assessment**
- 13.1 A [Workforce diversity impact assessment template](#) must be completed when restructuring teams. The form has been created to support managers in the consideration and recording of likely impacts upon the workforce of overall transformation programmes such as 'Resizing' to streamline the organisation and achieve savings. This local approach endeavours to complement the equality impact assessments that we are legislatively required to do to demonstrate that we have had 'due regard' in our decision-making processes upon the nine Protected Characteristic groupings in the community defined in the Equality Act 2010.
- 14. Ring-fencing and slotting-in arrangements**
- 14.1 Where possible, new posts will be filled utilising slotting-in and ring-fencing during a first round of recruitment: Managers can refer to the [Managers Resizing Toolkit](#) for support with this process and consult their Strategic HR Business Partner.
- 14.2 Slotting-in without the need to go through a recruitment process will apply where the majority of current duties and responsibilities of a post remain following restructuring and where the number of posts available is equal to, or more than the number of existing post holders in the workplace unit. To qualify for this treatment, a post must not be less than 15% of the same grade before and after restructuring, while no other member of staff should have a comparable claim on the post.
- 14.3 Ring-fencing of applications for posts in the new workplace unit will apply where the former unit contained posts that carried substantially the same duties and responsibilities, but the number of staff exceeds the number of posts available in the new unit, or where there are similarities between old and new posts but there are also significant differences that do not make them suitable for slotting in.
- 14.4 For any remaining posts, priority will be given to applications from employees classified as "at risk." without a ring-fence. If the position remains vacant, it will be advertised internally. If the post still remains vacant, it is possible at this stage to go to an external advertisement.
- 14.5 If the slotting-in or ring-fencing represents a reduction in salary of less than 15%, the employee is entitled to 12 months' salary protection of their current grade. Following this period, the employee would be placed at the top of the new lower grade. If the slotting-in represents a reduction in salary of more

than 15%, the employee's post could be considered redundant. However, if they wish to be considered for the post regardless and were successful in securing the post, pay protection will only be applied if this presents a clear saving to the Council compared with making the employee redundant.

15. Selection methods:

- 15.1 Where it is necessary to select for redundancy from a pool of employees, reasonable and objective selection criteria will be applied that can be explained and justified. The aim will be to ensure that the types of skills necessary to meet current and future business objectives are retained. Selection for ring-fence can be achieved by using pre-agreed selection criterion or holding a competitive interview/assessment process. Managers can refer to the [Managers Resizing Toolkit](#) for support and consult with their Strategic HR Business Partner to decide the best option and ensure the agreed method is applied consistently.
- 15.2 Pre-agreed selection criteria may be applied where the positions in the new structure are the same as existing positions or 70% like the existing positions of the ring-fenced employees. They must be free from bias and discrimination and should include some or all the following. See Appendix A for examples

- experience and skills - these should be measurable and to a maximum of 2 year unless objectively justified
- levels of performance - these can be used if there are possible quantifiable factors, such as recent appraisals/performance reviews that can be used for base scores can be measured objectively
- attendance record – criterion that includes attendance records should be used cautiously and discount absences relating to disability or maternity to avoid potential discrimination
- live disciplinary warnings - these might be selected to support the above.

The collection of data for experience and skills criteria will normally be collected via an audit skills form issued to affected employees to complete with consultation documents. Additional data for levels of performance, attendance records and disciplinary records is collected from management records and reports.

Criteria will be applied against the post holders within the selection pool which may include:

- a filtering system by order of priority *or*
- a scoring system *or*
- a weighted scoring system (with the weighted scores to be used against each of the criteria indicated).

- 15.3 Competitive selection interviews may be applied where there is 'clear blue water' between new positions and existing positions in the new structure or more than 70% of the role are new tasks.

Affected employees will be asked to complete an expression of interest application for positions that they are invited to apply for.

- 15.4 Whichever selection method is applied, a Recruitment Panel consisting of at least two managers will carry out the process and they will keep records such as score sheets, matrixes and candidate interview assessment forms to evidence reasoning or outcomes. HR will normally support the selection process.

16. Communicating the decision

- 16.1 By the end of the consultation period and potential selection process, the outcome should be communicated personally to the employee as soon as possible.
- 16.2 Where the employee is successfully slotted into or recruited to a position in a new structure, they will receive written confirmation of the job title, grade, hours and location and any trial period. (See paragraph 20.4 and 20.5).
- 16.3 Where the employee is unsuccessful after a selection process, they will be offered feedback with a member(s) of the relevant Recruitment Panel about the selection decision.
- 16.4 Dismissal Meeting; Where the employee remains displaced after consultation and potential selection, they will be invited to attend a meeting with a member of staff with delegated authority to dismiss. The employee may be accompanied by a Professional Association/Trade Union representative or colleague. HR will also attend. Reasons for the dismissal will be confirmed together with rights of appeal.
- 16.5 Where an employee is offered and accepts voluntary redundancy, the employee should be invited to a dismissal meeting in line with paragraph 16.4.

17.0 Issuing Notice

- 17.1 Written notice must be provided to employees who are made either voluntary or compulsory redundant following the above consultation and potential selection process. The notice letter must set out that employment is being ended for reasons of redundancy and include details of redundancy pay (if entitled) and other payments due together with rights of appeal. The notice period will be whichever is greater; statutory or contractual. Notice afforded to centrally employed teachers must be in line with dates set out in the School Teachers' Pay and Conditions Document (STPCD). For more information on notice periods, please refer to the [Notice Periods Policy](#)

18.0 Appeals

- 18.1 Appeals against redundancy should be made in writing by the individual within 10 working days of the receipt of the letter informing them their employment is being ended in line with their contract of employment. The

letter (or email) must be addressed to the Assistant Director of Workforce and Improvement (sam.williams@shropshire.gov.uk) and explain exactly why they are appealing.

- 18.2 While an appeal is in progress, the contractual period of notice will continue to run from the original date of notification of redundancy.
- 18.3 The appeal hearing will be led by a Redundancy Appeals Panel whose members will not have been involved in any redundancy decisions and take place before any proposed employment end date. The final decision will be outlined in a letter normally sent within 10 days of the appeal hearing. There is no further right of appeal following this stage.

19.0 Redundancy Payments

- 19.1 Eligible employees who are voluntary or compulsory redundant and have a minimum of two years' continuous local government service (in accordance with the Redundancy Payments (Continuity of Employment in Local Government, (etc.) (Modification) Order 1999) are entitled to a redundancy payment.
- 19.2 Redundancy pay will be calculated using the same method of calculation as for statutory redundancy payments, except for weekly pay, which will be an actual weeks' pay without applying the statutory cap. This entitlement is based on age, length of continuous service (up to a maximum of 20 years) and weekly pay. The statutory redundancy table (shown in Appendix B) will be used to determine the number of weeks' redundancy pay an employee is entitled to which is summarised in the table below:

Service	Entitlement
For each complete year of employment between the ages of 16 – 21	Half a weeks' pay for each completed year of service
For each complete year of employment between the ages of 22 – 40	one weeks' pay for each completed year of service
For each complete year of employment for aged 41 and above.	One and a half weeks' pay for each completed year of service

- 19.3 In addition to statutory redundancy pay, an added compensatory ('enhanced') payment will be made based on a 1.5 statutory entitlement multiplier. In most cases the relevant date for calculation will be continuous service up to the date on which notice expires (i.e., the termination date). However, subject to paragraph 19.1, this can include separate periods of previous LG service or service covered by the Redundancy Payments Modification Order in the (20 years) maximum total. The employee will be required to identify where this

applies and may need to provide proof of this service as only continuous service will be calculated by Employment Services

- 19.4 A weeks' pay is the amount to which an employee is entitled under their contract of employment when they work a normal week. This is usually calculated by dividing the annual salary by the contracted weeks per year. Where working hours vary, or where additional payments are made, employees pay is averaged over the previous 12 weeks from the date of their termination letter. If the employee receives no pay for any of these 12 weeks, the 12-week period is extended to include previous weeks where pay was received.
- 19.5 Employees who hold more than one post will only be made redundant from the affected post and will remain in any other posts. Redundancy pay will be calculated on the continuous start date of the post from which they are being made redundant and all other continuous start dates will remain for other posts.
- 19.6 Redundancy payments are exempt from income tax if the total compensation paid to an employee does not exceed the £30,000 tax-free limit. Payment is made once the employee has completed their notice period and all final salary payments have been made. The redundancy payment will then be calculated and paid on the next available pay run.
- 19.7 Redundancy is not payable where the employee seeks and is offered employment by any local authority (or specified body covered by the Modification Order) accepted by the employee who is under notice of redundancy and commences within four weeks of the date of redundancy.
- 19.8 There is no continuity of service for purposes of any future redundancy pay rights for employees who are re-employed to another local authority post (or with a related employer) after their termination date (and receipt of redundancy payment) with the Council and service starts afresh.
- 19.9 Employees are responsible for checking their redundancy calculations to ensure any errors are highlighted as soon as possible.

20.0 Payment of Pension

- 20.1 Employees 55 and over at the date of (redundancy) termination who are members of the Local Government Pension Scheme (LGPS), will be eligible to receive immediate payment of their pension they have built up to the day of they leave. No reduction is applied to the pension and lump sum (if applicable) for being paid earlier. In these cases, the employing service will meet any additional strain on pension fund. For further information on pensions and redundancy, refer to the [Pensions Lifecycle Policy and Discretions](#) or contact the Shropshire LG Pensions Team pensions@shropshire.gov.uk telephone: 01743 252130.
- 20.2 This provision does not apply to centrally employed teachers who are members of the Teachers' Pension Scheme.

21.0 Redeployment

- 21.1 The Council will work with affected employees and explore whether we have any suitable alternative before making a redundancy. Affected employees must inform the Council if there are any specific roles they want to be considered for as we may not be aware that they are interested in them.
- 21.2 Any offers of alternative work will always be driven by the Council's service delivery needs. Whether or not employees at risk can apply for an internal vacancy will depend on all the circumstances. Employees at risk will be informed of the procedure to follow if it is deemed that they are eligible to apply.
- 21.3 Employees who are on maternity, adoption, surrogacy take priority for offers of redeployment in a redundancy situation from the point at which they inform their employer of their pregnancy. For notifications of pregnancy received on or after 6 April 2024 and for maternity leave ending on or after this date, this is extended until 18 months after the birth of a child or EWC. In the instance of miscarriage, the individual is prioritised for redeployment offers from the point of notification of the pregnancy until two weeks after the loss of the child. Failure to do so will result in the dismissal being automatically unfair.
- 21.4 Employees who are offered suitable alternative employment, are entitled to a four-week trial period. During that trial period they can decline the alternative role if either the employee or the Council deem the role to be unsuitable and, subject to paragraph 20.5, the employee will not lose their redundancy payment.
- 21.5 Employees may lose their entitlement to a redundancy payment if they unreasonably refuse to accept suitable alternative work offered to them. For further information refer to the Redeployment Policy.

22.0 Help to Seek New Employment

- 22.1 In line with our [Special Leave Policy](#), employees with at least one years' continuous service can take reasonable time off with pay for any interviews within local government service or in the public sector areas.
- 22.2 Employees with two years' continuous service at the dismissal date have a statutory right during their notice period to time off to look for any new employment or to make arrangements to undertake training for future employment. Employees are entitled to take up to two days absence for this purpose.
- 2.3 Employees are required to provide reasonable notice of their interview and request time off for this purpose with their Line Manager through ERP Absence attaching proof of the interview date, time, and location.

23.0 Equality Statement

23.1 This policy ensures that restructure and redundancy selection procedures and processes are implemented in a fair and consistent manner and in line with the Council's values and priorities. Furthermore, it does not discriminate against any member of staff on the grounds of one or more protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and care experience).

24.0 Data Protection

24.0 Any personal data collected will be processed in accordance with our Data Handling Policy.

25.0 Related Policies and Procedures

25.1 Related policies and procedures which staff may wish to refer to include:

- [Health & Wellbeing Support](#)
- [Management Essentials Handbook](#)
- [Employees Resizing Toolkit](#)
- [Managers Resizing Toolkit](#)
- [Voluntary Redundancy](#) Programme
- [Family Leave Policy](#)
- [Notice Periods Policy](#)
- [Pensions Lifecycle Policy and Discretions](#)
- [Managing Poor Performance Policy](#)
- Redeployment Policy
- [Special Leave Policy](#)
- Workforce Equality, Diversity and Inclusion Policy

26.0 Key Stakeholders

26.1 Key stakeholders for this policy are all staff in scope, Line Managers, Employment Services, Human Resources, Pensions and recognised Trade Unions.

27.0 Key Legislation

27.1 Key legislation that applies to this policy include:

- Trade Union and Labour Relations (Consolidation) Act 1992 as amended by the Trade Union Reform and Employment Rights Act 1993
- Collective Redundancy and Transfer of Undertaking (Protection of Employment) (Amendment) Regulations, 1995 and 1999.
- Employment Rights Act 1996 and 2002
- Equality Act 2010
- Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- Protection from Redundancy (Pregnancy and Family Leave) Act 2023

28.0 Review

28.1 The policy will be reviewed at regular intervals and no later than 2 years after its implementation by the Assistant Director - Workforce and Improvement in consultation with recognised Trade Unions.

Document version control

Version	Date	Comments
4.0	11/10/2024	applied to restructures that commence on or after this date

Redundancy Selection Criteria

1. Introduction

As part of this policy, it is agreed that selection criteria provide a clear, structured and consistent system for managing selection where compulsory redundancies are necessary. The criteria should be relevant and appropriate to the job and be objective and measurable rather than subjective and based solely on personal opinion. Whether or not certain criteria are reasonable ones to adopt will depend on the circumstances of each case with the principal aim of maintaining a balanced workforce after the redundancies are carried out, measured against the anticipated needs of the Council.

Agreed selection criteria may applied to more than one volunteer who has met management considerations and would otherwise be approved to leave via voluntary redundancy.

2. Example evidence and scoring criteria and points

Objective criteria, which are potentially fair, usually includes factors such as performance, skills and qualifications. Disciplinary records and level of absence can also be used with careful consideration of individual circumstances and only with agreement with HR.

Different levels of points may be applied according to the importance of each criterion ('weighting') depending on service needs. For example, if it is agreed that a particular skill is more important than a qualification more points can be allowed for this. So, someone could score a qualification out of 10 points and a particular skill out of 15.

2.1 Work performance, skills, experience, and qualification :

Work performance, ability and experience are potentially fair criteria capable of objective assessment, although this is more straightforward for some jobs than others. For certain posts where a particular skill or competence can be measured, it would be easier to measure the skill or competence over a defined period. The time frame selected should be a reasonable one, and allowances may have to be made for anyone who has been absent during part of that period, or who may be new to the job, to ensure that the scoring is fair.

For some roles, it will be reasonable to assess performance with reference to recent appraisals or performance reviews. An assessment of performance has the potential to involve an element of subjectivity but, provided that the manager undertaking the exercise can show logical reasoning behind the scores and is consistent and fair in their approach, this can be an appropriate method.

Other methods of recording skills, experience, and qualification is to ask all employees to periodically complete a skills audit form prior to, and during a restructuring process that may lead to compulsory redundancies.

Work performance scoring might be:

- outstanding – consistently exceeds service standard 15

- exceeds objectives of the role 12
- meets all objectives of the role 9
- meets some objectives of the role 6
- fails to meet objectives of the role 3

Skills, experience and competence scoring might be:

- fully competent, multi-skilled, supports others on regular basis 15
- fully competent in current role 12
- competent in most aspects of current role, requires some supervision 9
- some competence in role, requires regular supervision and guidance 6
- cannot function without close support or supervision 3

Qualification scoring might be:

- holds all qualifications 10
- is working towards qualification 6
- does not have relevant qualifications 1

2.2 Disciplinary warnings:

Disciplinary warnings can be an acceptable criterion provided that the scoring is consistent and applied in a reasonable way. Only live warnings can be used and not any expired warnings. Use of this criterion must be agreed with HR.

Disciplinary scoring might be:

- no record of disciplinary warning 5
- record of informal disciplinary warning 3
- first written warning current 2
- final written warning current 1

2.3 Attendance

Attendance can also be a potentially fair criterion provided that the absence records are accurate, and the reasons for the periods of absence are considered. Absences due to pregnancy-related illness, maternity or other family leave reasons should be discounted, as a failure to do so could be discriminatory. Use of this criterion must be agreed with HR.

Attendance scoring might be:

- no recorded absence 5.
- some absence but below average for selection pool (or workplace) 4
- attendance in line with workplace (or selection pool) average 3
- absence level above average for selection pool (or workplace) 2
- high and unacceptable level of absence 1

2.4 Last in First out

The application of "last in, first out" (LIFO) has traditionally been regarded as a straightforward and uncontroversial method of selecting for redundancy that has the advantage of being objective and easily measurable. However, this method has the disadvantage of being a rather blunt potentially indirectly discriminatory on the grounds of age to those who will have had less opportunity to build up length of service than older workers. The Council will only apply LIFO if the set of agreed selection criteria fails to separate employees in the selection pool.

3. Weighting

To achieve the total score for an employee, each criterion can be weighted by a factor of 1-3 to reflect its relative importance. The weightings consider service requirements to meet its future service needs and targets as well as the need to maintain a balanced workforce. The weighting can be applied as follows:

- Work Performance (x3)
- Skills, experience & competence (x3)
- Qualification (x3)
- Disciplinary (x1)
- Attendance (x1)
- Continuous Service (x1)

Having weighted the scores, a total is calculated for each employee. For example, where necessary to reduce the headcount in a service area from 20 to 15 a selection matrix is completed for all 20 employees. The 5 with the lowest scores will be provisionally selected for redundancy.

4. Recording the selection

Wherever possible two senior managers and a Strategic HR Business Partner together, with responsibility and/or knowledge of staff in the unit of selection will apply selection criteria. A redundancy matrix template will be used to set out the criteria against which individual employees are scored. The appropriate criteria to include in the matrix will depend on the nature of the job in question (see sections 1,2 and 3 above).

Written evidence will be recorded against each of the criteria. The completed matrix in respect of each employee will provide good evidence of how the selection process was conducted.

Employees identified as being at risk of redundancy will be provided with the decision and a copy of their own score as soon as possible and in a sensitive manner which fully recognises the difficulties faced by the employee. Those not selected should also be told of the decision as soon as possible.

Where someone has been selected for compulsory redundancy, they must be given the reasons for their selection in writing and notifying them of their right to appeal (refer to section 11 of the policy)

5. Summary of expectations

5.1 In choosing and applying redundancy selection criteria we will:

- ensure this is drafted at the outset of formal redundancy consultation process so it can be agreed by employees and recognised Trade Unions
- be objective, measurable and fair as possible
- ensure it is based on facts that can be measured and will be unaffected by personal opinions

- consider what skills and experience are most relevant for the job and ensure that the criteria reflect the requirements of the job
- assess performance, on quantifiable factors such as recent appraisals and performance reviews.
- apply the same criteria and scoring method to everyone in the same group, although we may need to use different scoring for different groups of employees
- use absence levels as a criterion with caution to ensure that we discount sickness absences related to, for example, disability or maternity
- only use "last in, first out" if our criterion fails to score employees differently
- ensure that scores are moderated by more than one person to remove any risk of bias
- ensure that employees identified as being at risk of redundancy are provided with their own score (as a minimum) and fully consulted on it prior to the final decision being made.

5.2 We will not discriminate employees based on:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- pregnancy or maternity
- the basis of maternity leave, paternity leave, adoption leave, ordinary parental leave, shared parental leave, parental bereavement leave, time off for dependants and carer's leave
- their role as an employee representative or trade union representative
- membership of a trade union
- working part time or on a fixed-term contract
- working time regulations – for example if they've raised concerns about holiday entitlement or rest breaks
- concerns they've raised about whistleblowing
- attendance records relating to disability

Statutory Redundancy Pay Table

Appendix B

Age	Service (years)																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
18*	1	1 1/2																		
19	1	1 1/2	2																	
20	1	1 1/2	2	2 1/2																
21	1	1 1/2	2	2 1/2	3															
22	1	1 1/2	2	2 1/2	3	3 1/2														
23	1	2	2 1/2	3	3 1/2	4	4 1/2													
24	2	2 1/2	3	3 1/2	4	4 1/2	5	5 1/2												
25	2	3	3 1/2	4	4 1/2	5	5 1/2	6	6 1/2											
26	2	3	4	4 1/2	5	5 1/2	6	6 1/2	7	7 1/2										
27	2	3	4	5	5 1/2	6	6 1/2	7	7 1/2	8	8 1/2									
28	2	3	4	5	6	6 1/2	7	7 1/2	8	8 1/2	9	9 1/2								
29	2	3	4	5	6	7	7 1/2	8	8 1/2	9	9 1/2	10	10 1/2							
30	2	3	4	5	6	7	8	8 1/2	9	9 1/2	10	10 1/2	11	11 1/2						
31	2	3	4	5	6	7	8	9	9 1/2	10	10 1/2	11	11 1/2	12	12 1/2					
32	2	3	4	5	6	7	8	9	10	10 1/2	11	11 1/2	12	12 1/2	13	13 1/2				
33	2	3	4	5	6	7	8	9	10	11	11 1/2	12	12 1/2	13	13 1/2	14	14 1/2			
34	2	3	4	5	6	7	8	9	10	11	12	12 1/2	13	13 1/2	14	14 1/2	15	15 1/2		
35	2	3	4	5	6	7	8	9	10	11	12	13	13 1/2	14	14 1/2	15	15 1/2	16	16 1/2	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14 1/2	15	15 1/2	16	16 1/2	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 1/2	16	16 1/2	17	17 1/2	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16 1/2	17	17 1/2	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17 1/2	18	18 1/2	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18 1/2	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19 1/2	
42	2 1/2	3 1/2	4 1/2	5 1/2	6 1/2	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4 1/2	5 1/2	6 1/2	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	
45	3	4 1/2	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4 1/2	6	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	
47	3	4 1/2	6	7 1/2	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	
49	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	
50	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	
51	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16	17	18	19	20	21	22	23	24	
52	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	
53	3	1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19	20	21	22	23	24	25	
54	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	25 1/2	
55	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19 1/2	21	22	23	24	25	26	
56	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	23 1/2	24 1/2	25 1/2	26 1/2	
57	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	24	25	26	27	
58	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	24	25 1/2	26 1/2	27 1/2	
59	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	24	25 1/2	27	28	
60	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/5	18	19 1/2	21	22 1/2	24	25 1/2	27	28 1/2	
61**	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	24	25 1/2	27	28 1/2	

18* - it is possible that an individual could start to build up continuous service before age 16, but this is likely to be rare, and therefore we have started from age 18.

61** - The same figures should be used when calculating the redundancy payment for a person aged 61 and above