

**POLICY TO MANAGE STAFF CHANGES**

Policy to Manage Staff Changes

**1)** **The Purpose of the Policy**

1.1 This policy to manage staff changes sets out our approach to treating employees in an open, fair, and legally compliant way, when employee reductions or other significant change are considered necessary.

1.2 The aim of this policy is to ensure, as far as possible, security of employment and the avoidance of compulsory redundancies. This policy therefore sets out the measures that will be taken to maintain employment security and the discretion which Mole Valley District Council (MVDC) can exercise regarding compensation in cases where severance is agreed or unavoidable. All parties agree to use their best endeavours to comply with its provisions. The main objectives include:

* Retaining skills, expertise and knowledge.
* Preventing avoidable job losses.
* Creating organisational flexibility and resilience; and
* Avoiding the costs associated with redundancy and early retirement.

1.3 This policy applies to all employees of MVDC, except the Chief Executive, Directors, the Monitoring Officer and the Section 151 Officer.

1.4 It is recognised that if the scale of change is small, some aspects of this policy may not be appropriate. However, the principles of the policy regarding consultation and redundancy will still be applicable.

1.5 The policy should be read in conjunction with the Managers’ Guide to Effecting Change. Managers are accountable for their business areas and their employees and are expected to take the lead role in conjunction with steering from SLT/the relevant Executive Head and to adhere to this policy when implementing a change or a restructuring. HR will provide support and advice.

 **2) Planning**

2.1 When planning a restructure, managers must determine what needs to be done between conceptualising the reorganisation through to the actual “go live“ date. Depending upon the scale of the change, they will need to:

* Prepare a business rationale/consultation document
* Obtain SLT approval
* Complete the appropriate formal consultation period
* Implement the new organisational structure

2.2 Statutory guidelines about the length of consultation period

MVDC will carry out consultations for a reasonable length of time in accordance with prevailing legislation. This varies according to numbers of redundancies proposed across the organisation in a defined period and is dependent on the context.

**3)**

**3) Consultation**

Whenever proposed changes may lead to employee reductions or restructures are considered necessary, MVDC will, at the earliest possible opportunity, consult with those employees affected by the change. Employees will be consulted about the:

* Business rationale for change,
* Posts potentially at risk and reasons why those posts have been selected
* Proposed method of selection for appointment to any available new posts
* Time frame for change

3.1 Employees on maternity/paternity/family leave, long term sickness or unpaid absence and secondments affected by change must also be formally consulted.

3.2 All employees at risk of redundancy will be given the opportunity for a 1:1 meeting with the appropriate manager in order to understand the direct impact of the proposed changes on them personally..

3.4 Employees whose jobs are at risk of redundancy will be given the opportunity to be considered for redeployment or other options that could prevent the need for redundancy. The meeting should therefore provide the opportunity for discussion on issues such as to what alternatives the employee would be prepared to consider, e.g. secondments, reduced working hours or reduced grade/salary.

3.5 Employees are entitled to be represented by a work colleague at the individual consultation meetings. In addition, although MVDC does not formally recognise a Trade Union, employees may bring a Unison representative to formal consultation meetings. Appropriate records of all meetings under the formal consultation will be maintained and will be provided to the employee on request.

3.6 At the end of the consultation period, the manager will consider any responses provided by employees (collectively or individually) and respond. Details of the confirmed new organisational structure will be provided.

**4. Implementing the new structure**

4.1 It is the manager’s responsibility to ensure that all affected employees (including those not in the workplace for whatever reason, e.g. on secondment, sick leave, unpaid absence or parental leave) are notified of the arrangements for assimilation into the new structure.

4.2 Employees will be managed and supported through the following order of selection:

A - **Automatic Transfer** - Where the new role is identical to the old role or variations are minor such as title or location, and there are enough roles available. Where there are fewer roles than people, appointment will follow a competitive selection process, on a ring-fenced basis.

Or

B - **An 80% Plus Fit Role** – Individuals will be slotted into a similar role in the new structure where, following a comparison of old and new job profiles, the new role is at least 80% similar to their previous role.

Where there are fewer roles than people, appointment will follow a competitive selection process, on a ring-fenced basis.

4.3 Anyone who has not secured a post after this exercise may be ring fenced to apply, on a competitive selection basis, for any other roles within the new structure which remain unfilled.

4.4 The selection process will be defined by the underlying principles of equality of opportunity, fairness, transparency and objectivity.

Please note that MVDC has a duty as an employer to offer an employee who is on maternity leave any suitable alternative vacancy. This means that any available job must be offered to an employee on maternity leave in preference to another employee who is not on maternity leave but whose job is also redundant.

**5. Employees at risk of redundancy**

5.1 Employees, who have not been appointed to any job within the new structure are deemed to be at risk of redundancy. All possible options of minimising the redundancy should be explored. Employees should be considered for redeployment opportunities and provided with pension estimates/redundancy payment estimates as applicable.

5.2 Once the decision to make an individual redundant has been confirmed by the SLT lead, a meeting will be convened with the manager or SLT lead at which an HR representative may also be present. The employee has the right to be represented at this meeting by a work colleague and MVDC will additionally allow a Unison rep to accompany them.

5.3 Typically, employees should be issued with their redundancy notice letters within 5 working days of the meeting. The notice period will be the contractual or statutory notice period applicable in each case, whichever is the longer. The employee will be notified of their right of appeal.

5.4 MVDC will consider providing assistance to those individuals who will be entering the external job market in the form of training, support and advice.

**6) Redundancy Payments**

6.1 Employees who are made redundant from MVDC are entitled to severance terms based on a multiple of a week’s pay according to age and length of service. A ready reckoner for the calculation of the number of weeks is attached at Appendix 1. Please note that the definition of a week’s pay in this context is based on the individual’s actual pay at the date of redundancy and that these are terms which, if enhanced, include sums due as statutory payments.

6.2 MVDC reserves the right to decide whether to approve requests for voluntary redundancy as per section 9.3 below.

6.3 If the employee has a lease car, the car will be returned to MVDC on the last day of employment (or earlier as agreed) but MVDC will waive any penalties which may otherwise be payable by the employee for early return.

6.4 For an employee employed on a **fixed term contract** which has run its intended term and all mutual obligations under the contract have been fulfilled, any redundancy payment or eligibility will be restricted to the statutory entitlement.

6.5 Employees will not be entitled to a redundancy payment if they:

* Accept an offer of employment with another local authority or an associated employer contained in the Redundancy Payments (Modification) Order 1999 and commence employment within four weeks of leaving the employment of MVDC. Guidance on which organisations this applies to, in addition to any local authority, can be given by HR.
* Unreasonably refuse an offer of suitable alternative employment by MVDC prior to their last day of service.
* Without good reason, refuse to complete a trial period for a job offered by MVDC.
* Resign from MVDC during a trial period of a job offered.
* Unreasonably refuse to take the job after completion of trial period.

**7) Redeployment**

7.1 MVDC will look to redeploy any affected employees and to preserve their continuity of employment by considering the following measures:

* Assessing the use of consultancy, contracting and agency staff in the affected department or in other departments so far as reasonably practicable, with the objective of reducing/ceasing such arrangements if the affected employees have relevant transferable skills.
* Reviewing paid overtime in any areas where this would provide alternative employment opportunities for those employees whose jobs are at risk.

7.2 Every effort will be made to fill vacant and new posts from employees at risk of redundancy. If a vacancy in another team in MVDC arises, and an employee at risk expresses an interest, he/she may be interviewed before other candidates who are not at risk of redundancy, but will still be required to demonstrate that they meet the essential criteria outlined in the person specification. Where more than one employee expresses an interest in a post, a competitive selection process will take place.

**8) Suitable Alternative Employment**

8.1 HR will maintain a list of those employees seeking redeployment and will review all vacancies across MVDC in an attempt to identify a potential match.

8.2 Offers of suitable alternative employment will be made in writing and, as a minimum, will cover; the job details, the location and the terms and conditions including pay protection principles.

8.3 If an employee has been redeployed into a lower graded post considered to be suitable alternative employment, their salary will be frozen at the lower of;

a) the actual spinal column for their substantive post immediately prior to redeployment, or

b) the maximum of the grade of their new post plus five spinal column points.

8.4 Pay protection will apply for a period of 2 years or until the maximum of the new grade is equivalent or more than the protected spinal column point, whichever is the soonest. Once an employee has accepted redeployment, he/she will be deemed to consent to the ending of pay protection as outlined above.

8.5 Entitlement to lease car or essential car user allowance, if redeployed to a post that does not attract the allowance, will be protected until the earlier of the end of the lease period on that employee’s car, 2 years, or such time that any such scheme is discontinued. SLT may consider discretion over the application of this provision in cases where strict application would cause an individual particular hardship.

8.6 Any employee who rejects an offer for suitable alternative employment will lose their entitlement to redundancy. MVDC, in discussion with the employee, will decide whether a post is considered to be suitable alternative employment and will take into account job content, the terms and conditions applicable to the post and its location. Terms and conditions will include the salary for the post taking into account any protection that applies. An employee who disagrees with the decision of MVDC with regards to the suitability of employment will have the opportunity to appeal.

8.7 Following redeployment, an employee will be entitled to a trial period of 4 weeks. By mutual agreement, before the start of the new contract, the trial period may be extended by up to a further 8 weeks for retraining purposes and to ensure that the employee is capable of undertaking the new role. The line manager will meet with the employee regularly throughout the trial period to review and discuss progress.

8.8 If the employee is not successful during the trial period, they will be advised of the reasons why at a meeting with the relevant SLT lead and an HR Representative at which they may be represented or accompanied by a work colleague, or MVDC will additionally allow a Unison representative to accompany them. The outcome will be confirmed in writing and will include the severance terms that would have applied had they not been redeployed. They will be given the opportunity to appeal. They will be offered further opportunities for redeployment, if they exist, and may be required to work their notice period.

**9) Other options**

**9.1** **Efficiency**.

This may be appropriate where an employee is no longer able to meet the changing needs of MVDC. Whilst they are able to perform in their current role, MVDC is proposing general changes to improve a service or reduce costs. In such cases the employee may be given the opportunity to leave MVDC’s service and receive compensatory benefits.

Each individual case will be considered on its merits weighing factors such as:-

* + Loss of skills/experience
	+ Pension fund strain costs (if relevant)
	+ Whether there is a business case to justify the costs (e.g., opportunities for restructuring or using a post differently after the departure of the current post holder generating savings).
	+ Any compassionate grounds or other special circumstances.
* Whether any of the following efficiency criteria can be satisfied:
	+ The employee's ability to perform the job has been affected by changes which mean that it is difficult for them to adjust
	+ The job requires new skills or competencies that the employee does not have and where retraining or investment in future development would not be appropriate or realistic.
	+ It would create internal job opportunities or unblock promotion channels which succession planning could fill through an internal appointment.
	+ Structural changes could lead to savings through appointing a replacement at a lower pay level, or where a replacement removes or avoids a pay protection.
	+ It avoids a redundancy situation by allowing an employee to be redeployed or transferred into the vacancy created
	+ It facilitates adherence to the requirements of the Equality Act 2010 regarding employing people with disabilities

The purpose of the efficiency arrangements is to seek to reach agreement with the individual for the mutual termination of the contract of employment. Thus, there is no dismissal in law. It is essential that cases are approached with sensitivity and tact.

Managers will consider each case against the Efficiency Criteria listed above, taking account of costs and any demonstrable benefit to MVDC. If considered appropriate, managers will need to present a business case to MVDC’s Section 151 Officer. Once a business case has been established, authority for approval may be given by the Chief Executive in consultation with the Strategic Lead for HR and OD. It is expected that the manager will take the lead role when handling a case, with support and advice from HR.

Examination of a case needs to be manifestly fair and the decision a reasonable one, following a balanced assessment of all relevant factors.

Factors to consider when calculating appropriate compensation are set out in Appendix 1.

**9.2 Voluntary Early Retirement Scheme on the Grounds of Efficiency**

In some situations, an employee may request to be allowed to retire prematurely to obtain access to pension benefits. From age 55 onwards, employees do not need their employer’s permission to retire and receive immediate payment of their benefits. However, if an employee states that they wish to retire early and request to have any associated actuarial reductions to their pension waived, managers will consider each case against the Efficiency Criteria listed above, taking account of costs and any demonstrable benefit to MVDC. If considered appropriate, managers will need to present a business case to MVDCs Section 151 Officer. If such a request is accepted; the cost of permitting early access to pension benefits will be paid into the LGPS by MVDC. (This must be considered in the light of prevailing legislation at the time).

It is emphasised that this is not a redundancy situation, but it is an opportunity for an employee to request that they be considered for early retirement to the mutual benefit of themselves and MVDC. All efficiency cases require mutual agreement therefore MVDC has the right to reject any applications made by the employee and there is no right of appeal.

Employees who are members of the LGPS may be able to convert any lump sum compensation payment into added years of service. He/she is advised to contact the Surrey Pensions Department in order to ascertain the impact of this.

Other than in cases of efficiency, MVDC will not make use of the augmentation provisions of regulation 12 of the Local Government Pension Scheme, i.e. MVDC will not ‘add years’ to an employee’s actual service for the purpose of calculating their pension.

**9.3 Voluntary Redundancy**

The aim of the Voluntary Redundancy Scheme is to reduce the need for compulsory redundancies. MVDC may invite volunteers for redundancy or individuals may also submit an application.

MVDC is not bound to accept any voluntary redundancy applications submitted and, in all cases,, voluntary redundancy applications require the support of the relevant SLT lead and approval by SLT, on a case-by-case basis.

If a request for voluntary redundancy is accepted, a redundancy payment will be made. Payments will be based on a multiple of a week’s pay according to age and length of service. A ready reckoner for the calculation of the number of weeks is attached at Appendix 1. Please note that the definition of a week’s pay in this context is based on the individual’s actual pay at the date of redundancy and that there is a discretion for enhanced terms which, if paid, include sums due as statutory payments.

Once an application for voluntary redundancy has been accepted, a meeting will be convened at which the employee will be informed of the decision and confirmation of the payment applicable. Typically, employees should be issued their redundancy notice letters within 5 days of the meeting. The notice period in such cases will be the contractual notice period or statutory notice period applicable in each case, whichever is the longer.

Employees seeking voluntary redundancy will not normally be considered for redeployment and there is no right of appeal.

**10) Early Retirement - Redundancy**

10.1 If an employee is aged under 55 when they are made redundant, their pension benefits will be deferred until they transfer them into another scheme or until they reach age 55, which is the earliest date they can be brought into payment.

10.2 If an employee is aged 55 or over and has a minimum of three months service when they are made redundant, their pension benefits will be payable immediately. Please note at the time of writing, the government have legislated to implement a total severance payments cap of £95,000 including any requirements to pay pension strain (so that the pension is not actuarially reduced). Once the pension scheme arrangements are fully in place, this policy and the [Pensions Discretions Policy Statement](https://molevalleydc.sharepoint.com/%3Aw%3A/s/Team-HRa/EdYrxFpf9UVJlqTMScMkYyQB5koh7Z06VG1gIQb3IEystQ?e=xpJw1F) will be amended in line with legislation.

**11) Office Moves and Change of Work Location**

In the event that there is a need to re-locate employees (i.e., move their work base permanently or otherwise), managers will produce a business case detailing reasons and drivers for change. This will be subject to consultation with any impacted staff.

In the event of any office move, it is likely that staff will be offered roles undertaking their work at a different work location. Depending on all the circumstances, an offer to work at an alternative site may be deemed to be an offer of suitable alternative employment.

Reasonable expenses (See [Pay and Expenses Policy](https://molevalleydc.sharepoint.com/%3Aw%3A/s/Team-HRa/Eb7EHWoojFtOl8--fitKN-gB4MPKwpXb1LVB-jHAZ2iJIQ?e=8sXi4n)) to compensate staff for any additional travelling time for a defined period may be paid in some circumstances. However, this will depend on the degree of disruption and any relevant personal circumstances in relation to those directly impacted.

Managers contemplating an office/workplace relocation for staff are advised to contact HR as soon as possible.

All office moves and relocations will be managed in alignment with section 139 of the Employment Rights Act 1996

**12) Appeals Procedure**

If an employee wishes to exercise their right of appeal in relation to being made compulsorily redundant, they must lodge written notice of their appeal, clearly stating the grounds to the SLT lead for their service, copied to HR within 10 working days of being notified of the action/decision (If the person appealing is an SLT lead, the appeal should be lodged with HR).

There is no right of appeal in cases of efficiency, voluntary redundancy or Early Retirement on the grounds of efficiency.

Please refer to MVDC’s ‘Appeals Procedure’ for full details.

**Appendix 1**

This Appendix illustrates how payments referred to in the Policy to Manage Staff Changes will be calculated.

**Redundancy**

These payments only apply to employees leaving MVDC’s employment due to redundancy.

1. Each employee declared redundant and entitled to redundancy pay will be paid a lump sum statutory redundancy payment based on their actual weekly pay derived from the *Department of Business Innovation & Skills* *Redundancy Pay Calculator*.
2. Other than redundancies under Clause 6.4, MVDC retains discretion to pay any employees made redundant under this policy an Enhanced Redundancy Payment. This will comprise a statutory redundancy payment augmented by a multiplier of 2 using the *BIS Redundancy Pay Calculator* based on actual weekly pay as shown in Table 1.
3. Any employee who is a member of the Local Government Pension Scheme (“the LGPS”) may be given the option of converting the Enhanced Redundancy Payment, less the statutory payment, into additional pensionable service. (The employee is advised to contact Surrey Pensions in order to understand the impact of this).
4. As an employer participating in the LGPS, MVDC has certain discretionary powers under the Regulations which apply to the LGPS. A [Pension Discretion Policy Statement](https://molevalleydc.sharepoint.com/%3Aw%3A/s/Team-HRa/EdYrxFpf9UVJlqTMScMkYyQB5koh7Z06VG1gIQb3IEystQ?e=xpJw1F) articulates the extent to which MVDC may exercise discretionary powers under Regulations relating to the payment of compensation to employees whose employment is terminated as a result of redundancy or certain other reasons. In the event of any conflict between the provisions of the Pensions Discretions Policy Statement and this Policy to Manage Staff Changes, the provisions of the [Pensions Discretions Policy Statement](https://molevalleydc.sharepoint.com/%3Aw%3A/s/Team-HRa/EdYrxFpf9UVJlqTMScMkYyQB5koh7Z06VG1gIQb3IEystQ?e=xpJw1F) will take precedence.
5. MVDC will consider each request to exercise discretion following submission of a written request, to the Strategic Lead for HR and OD. Each request will be considered by the Strategic Lead for HR & OD, Chief Executive, and Section 151 Officer, based on its own merits in line with the policy summary below.
6. MVDC will not utilise an employee’s statutory redundancy payment to pay for additional years of service or make any other payments to the LGPS and any payments made to the employee from the LGPS immediately on redundancy or within a short time thereafter will not be offset to reduce the employee’s statutory redundancy payment.

**Efficiency**

These payments only apply to employees leaving MVDC’s employment due to efficiency.

1. In efficiency cases, MVDC will consider making a one-off compensation payment based on the merits of each individual case. Factors to be taken into account in determining the award of compensation will include:
	* Overall reasonableness, including benefits to the council tax payer by the employee leaving MVDC’s service.
	* The level of probability of the employee finding suitable alternative employment elsewhere.
	* Direct financial savings to be incurred by the employee leaving MVDC’s service; and
	* Employee relations considerations.
2. Employees who are members of the LGPS will be given the option of converting any compensation benefits into additional pensionable service. (The employee is advised to contact Surrey Pensions in order to understand the impact of this).
3. Any cost of permitting early access to pension benefits will be paid into the LGPS by MVDC in line with the Pensions Discretions Policy Statement.

Table 1 Ready Reckoner for calculating the number of weeks under Enhanced Scheme for Redundancy payments (including statutory payments)

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

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| **Version** | **Version Status**  | **Date** | **Version Comment**  | **Version Author** |
| V1.0 | Final | November 2020 |  |  |
| V2.0 | Review | Due November 2023 | Policies to be reviewed at least every 3 years or in the event interim changes are needed (e.g. changes in legislation, work practices). | CS |