

# DURHAM CONSTABULARY



*Altogether Better Policing*

## Redundancy and Redeployment Policy

<b>Application</b>	Police Staff (Police Officers at paragraph 9 only)
<b>Policy Owner</b>	Human Resources
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<b>Durham Constabulary Freedom of Information Act Publication Scheme</b>	



## **1.0 Redundancy Policy**

## **2.0 Purpose and Scope**

- 2.1 The purpose of this policy is to provide guidance to police staff when changes to organisational requirements may lead to the need for compulsory redundancies.

## **3.0 The Legal Basis and Legitimate Aims**

- 3.1 Durham Constabulary is required to comply with the requirements of the:
- Employment Rights Act 1996
  - S.188 Trade Union and labour Relations (Consolidation) Act 1992
  - Employment Equality (Age) Regulations 2006
  - Equality Act 2010
- 3.2 Throughout the operation of this policy Durham Constabulary will seek to take the least intrusive action which fits within the working policy criteria and will act fairly and proportionally to achieve the proposed purpose.
- 3.3 Durham Constabulary will operate within the policing principles as defined by the College of Policing Code of Ethics and in support of this our policies will seek to promote Accountability, Fairness, Honesty, Integrity, Leadership, Objectivity, Openness, Respect and Selflessness.
- 3.4 The Force recognises the contribution of its entire staff and is committed to creating a fully inclusive working environment. This will be achieved by making reasonable adjustments where appropriate, valuing the differences that a diverse workforce can bring and challenging unlawful and unfair discrimination, bullying, harassment, victimisation and other unfair treatment based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, ethnicity, religion or belief, sex and sexual orientation.

## **4.0 Policy Statement**

- 4.1 Durham Constabulary is committed to maintain where possible, secure employment for all police staff by forward planning.
- 4.2 Durham Constabulary aims to avoid, or keep redundancies to a minimum but recognises that circumstances may arise where changes to organisational requirements may lead to the need for compulsory redundancies.

- 4.3 It is recognised that such situations will generate anxiety and the Chief Constable will ensure the process is undertaken in the fairest, reasonable, consistent and sympathetic manner possible, balancing the needs of the organisation with those of the individuals affected. All reasonable measures will be taken to mitigate the effects of change to avoid or minimise the event of redundancies and subsequent hardship that may be suffered by the members of staff concerned.
- 4.4 Support will be available from the Health Management Unit and recognised Trade Unions as appropriate, if required.

## **5.0 What is Redundancy?**

- 5.1 The definition of redundancy is set out in the Employment Rights Act 1996 (ERA) which states that an employee is dismissed by reason of redundancy if the dismissal is wholly or mainly attributed to: -
- a) The fact that his or her employer has ceased or intends to cease to carry on the business for the purpose of which the employee was employed. Or has ceased, or intends to cease, to carry on the business in the place where the employee was employed.
  - b) The fact that the requirements of that business for employees to carry out work of a particular kind in the place where the employee was employed have ceased or diminished or are expected to cease or diminish.
- 5.2 The legal definition can therefore be split into three potential redundancy situations:
- closure of business,
  - closure of the employees workplace,
  - a diminishing need for employees to do work of a particular kind.

## **6.0 Avoiding Compulsory Redundancy**

- 6.1 Where possible Heads of Command/Department in consultation with the Head of HR should attempt to avoid redundancies where possible having regard to the below: -
- Reduce overtime working in the affected area
  - Flexible or Early retirement
  - Review and restrict the recruitment of staff into vacant posts
  - Cease the use of temporary staff and volunteers
  - Re-organisation of work
  - Voluntary reduction in hours either on a temporary or permanent basis

- End relevant 'acting up' or secondment arrangements which may free up a substantive post
- Natural Wastage
- Retrain/redeploy staff into other posts (taking into consideration individual requests)
- Voluntary redundancy – where an individual makes voluntary application to be considered for redundancy
- Offer sabbatical and extend secondment if appropriate.
- Consider workforce remodelling
- Substitution – this is a means of creating redeployment opportunities by seeking volunteers for redundancy/early retirement from outside those members of staff who are affected by redundancy. This may avoid the need for compulsory redundancies with a less demoralising and disruptive effect on members of staff.

6.2 Prior to supporting a request for voluntary redundancy (VR) or early retirement (ER) the appropriate Head of Command/Department must give their consideration to the potential imbalance within the Command/Department or the wider organisation, in the remaining skills and experience which may be created by supporting such applications. The request should not be supported if by doing so it would restrict / adversely affect the continued efficient operation of the Constabulary.

6.3 The outcome of the request for voluntary redundancy will be duly communicated to the members of staff by way of letter from the Head of People, Standards and Development (PSD) Command.

## **7.0 Durham Constabulary Redundancy Process**

7.1 Where the need for redundancies is identified either by way of organisational/staffing review, budget cuts or legislative changes, the Heads of Command /Department should notify the Head of PSD Command by report which should include: -

- the nature of and reasons for the potential redundancy situation
- the command(s)/section(s) affected
- the timescale for decision making and implementation of changes.

7.2 The criteria used to determine which members of staff are to be selected will be objective and precisely defined. The main purpose of such criteria is to ensure that employees are not unfairly selected. The process for organisational/staffing review is outlined at paragraph 14.

7.3 Consultation will take place with both the recognised Trade Unions and members of staff. The legislative timescales for consultation is;-

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- i) a minimum of 45 days before the first notice of dismissal is issued if 100 or more employees are involved, or
- ii) a minimum of 30 days where 20 – 99 employees are involved or
- iii) Less than 20 employees – a period of time as deemed reasonable by the Constabulary

7.4 Durham Constabulary where possible, will strive to give staff longer periods of consultation. In the course of consultation members of staff will be informed of the basis of their proposed selection for redundancy and will be invited to make representations on their proposed dismissals. Those staff at risk of compulsory redundancy will be advised of such in writing by the Head of PSD Command.

7.6 Care will be taken to ensure selection criteria are not indirectly discriminatory on grounds of sex, race, disability, age, sexual orientation, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity.

7.7 Members of staff under notice of compulsory redundancy will be granted permission to take time off work with pay, to seek alternative employment or training if they have 2 years continuous service on the date their notice expires. This will be a maximum of 2 days per week. The actual days must be agreed with appropriate line management.

7.8 Assistance will be provided to the affected members of staff in terms of: -

- C.V./application form preparation
- Interview techniques guidance
- Testing/assessment
- Transferable skills advice

Where possible, redundancy support workshops and redundancy support training will be arranged via Support Services Command - Learning and Development, for individuals who are deemed to be at risk of compulsory redundancy.

7.9 Suitable alternative employment will be considered for members of staff affected by redundancy. This may include the "bumping" process. (see paragraph 13 Alternative Employment).

7.10 If alternative vacancies are offered to redundant members of staff the terms and conditions for that post will apply and staff will be entitled to trial period of four calendar weeks. (see paragraph 16)

7.11 Where selection for redundancy is confirmed members of staff selected for redundancy will be given notice of termination of employment in accordance with the terms of their contract. Depending upon the needs of the organisation consideration will be given to members of staff who wish to leave early with payment in lieu of notice.

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- 7.12 Members of staff who are dismissed by reason of redundancy may be entitled to a redundancy payment. (see paragraph 19)
- 7.13 If dismissed by reason of redundancy and the individual is aged 55 years or over and the individual is in a pension scheme, there is an entitlement to payment of pension benefits without reduction. Staff should seek specific advice from Support Services Command - Pay and Pensions.

## **8.0 Selection Pool**

- 8.1 In consultation with the Head of PSD Command or their representative, Heads of Command/Department, or their representative must agree the composition of the selection pool.

## **9.0 Criteria for Redundancy Selection** - (see appendix B)

- 9.1 A combination of the below factors can be considered at each redundancy exercise and will be determined by the Assistant Chief Officer and Head of PSD Command in consultation with Unison at each proposed redundancy selection exercise:-
- Aptitude, knowledge and performance – over the last 18 months
  - Teamwork and attitude - over the last 18 months
  - Sickness Absence record over the last 18 months (excluding disability which was recorded at the time of the absence, maternity related absences including absence following a miscarriage.
  - Disciplinary record – over the last 18 months
  - Qualifications – as deemed essential under job evaluation
  - Service – with Durham Constabulary
- i) For guidance purposes please note a development plan should be used to develop skills for promotion or career progression whilst an action plan should be used to address issues in relation to underperformance.

**For Police Officers:-** A de-selection matrix will be used to facilitate reducing Police Officer numbers within certain areas of the Force (see appendix C)

## **10.0. Collective Consultation**

- 10.1 The Head of PSD Command or their representative will undertake consultation as early as is practicable. The consultation will reduce the level of uncertainty that will exist and lead to better well-informed decision making. The consultation will include ways to avoid redundancy, mitigate the effects of change, the selection

pool, redundancy payments, selection criteria and reducing the numbers affected even if the employees affected are volunteers for redundancy. These details will be provided in writing.

- 10.2. Consultation will be undertaken with a view to reaching agreement with the recognised trade unions.

#### **11.0 Individual Consultation**

- 11.1 Each individual who may be affected by compulsory redundancy will be invited to attend formal individual consultation meetings with an appropriate Line Manager and an HR representative. During these meetings individuals are entitled to be accompanied by a recognised Trade Union/Staff Representative/ Workplace Colleague / or Support Group Representative (not acting in a legal capacity) employed by Durham Constabulary
- 11.2 The first individual consultation meeting is the one to one meeting. Prior to the one to one meeting individuals will be provided with their Redundancy Selection Criteria Scoring Form and given time to consider their scores.
- 11.3 During the meeting the individual will be advised that they have been provisionally selected for redundancy, invited to comment upon their scores and provided with/be invited to discuss the below:-
- The reasons for the proposed compulsory redundancies
  - The numbers affected within their selection pool
  - The proposed method of selection
  - Consideration of voluntarily reducing working hours
  - Invited to provide appropriate suggestions to mitigate number of job losses
- 11.4 Individuals who are subsequently identified for compulsory redundancy will be invited to attend a second one to one meeting (dismissal meeting) (see paragraph 12)
- 11.5 It is the responsibility of line managers to keep all of their staff including those who are absent from the workplace, fully updated on all information in relation to the redundancy process.

## **12.0 Staff Selected for Compulsory Redundancy**

12.1 Following the first individual consultation meeting, staff will be notified in writing if they have been selected for compulsory redundancy. The individual affected will be invited to attend a second individual consultation meeting which is known as the dismissal meeting. This meeting will be held with the individuals Head of Command/Department, appropriate HR representative and if required, trade union representative/workplace colleague or friend. At this meeting the individual will be provided with/advised of the following:-

- Issues raised at the first individual consultation meeting
- Selection scores within their specific redundancy selection pool
- A breakdown of their redundancy payment and the way in which this has been calculated
- Termination date, notice period and any relevant timescales
- Potential alternative employment opportunities both internal and external
- The right to take time off to seek alternative employment
- Advice regarding available support
- Advice regarding the appeals process

12.2 Consideration will be given to those members of staff who wish to leave early to receive payment in lieu of notice, subject to the need of the organisation.

## **13.0 Alternative Employment and Redeployment**

13.1 All Police Staff vacancies will be initially advertised on the Force Bulletin and red circled to those on the redeployment register in an attempt to avoid compulsory redundancies and to support those members of staff whose post has been adversely affected by a job evaluation review. Individuals are required to make application for such and every effort will be made to redeploy affected members of staff into posts where they meet the essential skills and requirements of the post.

13.2 During their second individual consultation meeting (dismissal meeting) individuals will be advised of all available posts at that point in time.

13.3 When considering alternative employment the Head of PSD Command will consider the following issues:

- Pay – similar terms and conditions that are equivalent to the member of staff's current arrangements. There will be cash value protection where applicable for a period of 12 months following redeployment if the individual is redeployed into a post on a lower grade.
- Status – of similar status –this may result in a promotion for the individual.



- Location – within reasonable travelling distance.
- Working environment – due regard will be given to members of staff with disabilities.
- Hours of work – personal circumstances will be taken into account in terms of hours worked and shift patterns.
- Qualifications – as deemed necessary under job evaluation
- Skills

13.4 Whilst not favoured by the Force or the Trade Unions, an individual identified for compulsory redundancy has the legal right to request a transferred redundancy (known as bumping). Under this process, individuals are required to identify the post and member of staff they are seeking to transfer their redundancy to. A written report including rationale and supporting evidence should be submitted to the Head of PSD Command for consideration, who will in turn advise if the request has been supported or otherwise.

13.5 All staff adversely affected by this process will be included on the redeployment register for a period of 6 months and every effort will be made to redeploy the individual to their original grade. Consideration will be given to the requirements of the role before any offer is made to an individual on the redeployment register

13.6 If the individual refuses the offer of redeployment and the Head of PSD Command deems the refusal to be unreasonable, no further alternative employment will be sought and the employment will be terminated as from the date of the ending of the original contract and a redundancy payment will not be made. If refusal is deemed to be reasonable alternative employment will continue to be sought subject to vacant posts or the individual may elect to be made redundant and seek an appropriate payment.

13.7 In the event that a suitable candidate cannot be identified an appropriate wider recruitment and selection process will be considered.

#### **14.0 Organisation Staffing Review**

14.1 If an individual is to be redeployed as a result of an organisational/staffing review which has resulted in the creation of a new structure within the Command/Department, then a process of assimilation of existing staff to the new structure will begin with the top tier post(s) and work down in each tier. This process may involve the use of redundancy scoring matrix or interviews if there is

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more than one individual at each tier or there are fewer posts in the new structure than individuals.

- 14.2 The tiers will be determined by the Head of PSD Command in consultation with the Head of Command/Department and trade unions before assimilation begins. Substantial similarities of duties and responsibilities between the old structure and the new structure must be evident for automatic assimilation to take place.
- 14.3 If there is only one post and one individual to redeploy and the criteria at paragraph 14.2 are met, then the post will be offered to the individual. If the individual refuses the offer of redeployment and the Head of PSD Command deems the refusal to be unreasonable, no further alternative employment will be sought and the employment will be terminated as from the date of the ending of the original contract and a redundancy payment will not be made. If refusal is deemed to be reasonable alternative employment will continue to be sought subject to vacant posts or the individual may elect to be made redundant and seek an appropriate payment.
- 14.4 Appointment date will be 28 days following receipt of all clearances. The appointment date will be the commencement of the 12 month pay protection if appropriate.
- 14.5 If following assimilation/interview no candidate is deemed capable of satisfactorily performing the duties of the post no appointment will be made and the vacancy will be progressed in line with the constabulary's usual recruitment and selection procedures.
- 14.5 For individuals not assimilated, consideration may be given to posts of a lower grade in the new structure and individuals will be included on the redeployment register. Posts will be initially advertised on the Force Bulletin and red circled to those on the redeployment register.
- 14.6 If no suitable vacancies exist, the individual will be made compulsory redundant and receive an appropriate redundancy payment.
- 14.7 The movement of an individual subject to an action plan is subject to the approval of the 'incoming' Head of Command/Department. If the individual was subsequently appointed into another role, any live action would have to be reviewed and if necessary revised in conjunction with the objective setting process in their new role.

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## **15.0 Job Evaluation Review and Re-grading Of Existing Posts**

### **15.1 Following a review of job evaluation:-**

- if an individual is paid more than the job evaluated salary for their post, OR
- the individual's post subsequently attracts a lower grade

the individual will be included on the redeployment register for a period of 6 months. Posts will be initially advertised on the Force Bulletin and red circled to those on the redeployment register. The arrangements set out at paragraph 13.1. and 17.3 will also apply.

## **16.0 Trial Period**

- 16.1 Members of staff who are under notice of redundancy are entitled to a statutory trial period of four weeks as outlined in S.135 of the Employment Rights Act in an alternative post where the provision of the new main statement of terms and conditions differs from the old one. For the purposes of Durham Constabulary the four weeks will equate to 20 working days (pro rata). This enables the member of staff to determine if the new post is suitable without losing the right to redundancy payment. This four-week period can be extended by agreement in writing for retraining purposes. If the member of staff works beyond the four weeks or agreed extended period then any entitlement to a redundancy payment will be lost. Members of staff are obliged to accept an alternative post on a trial period if it is deemed to be a 'suitable alternative' by the Head of PSD Command, following appropriate consultation. If the individual refuses to do so, no further alternative employment will be sought and the individual will forfeit their right to a redundancy payment.
- 16.2 During the four-week trial period (longer if extended for training purposes) an assessment will be made by the Head of Command/Department as to the member of staff's suitability and capability for the role. If it is determined that they are unsuitable or incapable then they will be dismissed and retain the right to a redundancy payment. After 4 weeks this will be deemed to be a suitable post unless there is evidence to the contrary. Failure to accept the post will mean the member of staff is dismissed by reason of redundancy but will not maintain their rights to a redundancy payment.
- 16.3 Staff redeployed into the Force's Communications Centres will be required to undertake an extended trial period to incorporate pertinent training courses.

## **17.0 Pay Protection**

- 17.1 Where a member of staff opts to accept a post and remains in such after the 4 week trial period, the individual will forfeit their right to a redundancy payment however they will be afforded salary protection in accordance with the pay protection arrangements from the effective date of re-deployment. They will accept the post on its terms and conditions and not on the terms and conditions they held with their 'redundant' post.
- 17.2 All employees who are assimilated or redeployed into a post on a grade which is lower than the grade previously held, will remain on the redeployment register for a period of 6 months and every effort will be made to redeploy the employee to their original grade. All vacancies will be advertised on the Force Bulletin, red circled to those on the redeployment register and individuals are required to make application for such.
- 17.3 Every effort will be made to redeploy/assimilate employees to a post of the same job evaluated grade. If this is not possible, there will be cash value protection of pay based on their previous grade and usual allowance payable to the employee (e.g. standby, shift and weekend working) and the actual hours worked by the employee following this re-deployment. Individuals are entitled to 12 months' salary protection from the effective date of re-deployment/assimilation (which will include any trial period). During the salary protection period the employee's salary will not qualify for any annual cost of living awards. After such time an employee will be remunerated commensurate with the maximum of the grade of the post occupied.
- 17.4 If an employee is re-deployed into a post which attracts salary protection, it may be necessary to re-deploy the employee again in order that we place the right people in the right post at the right cost. Where an employee, as a result of a re-organisation/staffing review, is paid more than the job evaluation salary for the post, they will be offered preferential consideration for suitable alternative vacancies, when they arise during the 12 month period. This may include the offer of posts on grades which are higher than the post they are currently redeployed into but less than their original grade. An alternative vacancy may be declined on reasonable grounds which will be considered and determined by the Head of PSD Command. This process will continue until the individual attains their original grade or the 12 month protection period has expired

## **18.0 Excess Mileage**

- 18.1 If an individual's principal place of work is altered through no choice of their own on either a temporary or permanent basis, they will be reimbursed excess mileage for a period of 12 months (or as specified in their Statement of Main

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Terms and Conditions of Employment if different – see below) or for the duration of the temporary move whichever is the shorter.

- 18.2 For those members of staff whose statement of main terms and conditions of employment state they are eligible for 4 years mileage, this will now be payable under a reducing arrangement namely:-

- 3 years from 6<sup>th</sup> December 2018 to 5<sup>th</sup> December 2019
- 2 years from 6<sup>th</sup> December 2019 to 5<sup>th</sup> December 2020
- From 6<sup>th</sup> December 2020 all staff will be eligible for 12 months payment only

- 18.2 If there is an increase in working days and contractual hours within the same role an individual will also receive excess mileage as outlined above. This excludes sanctions arising from discipline.

- 18.3 Excess mileage will cease if the individual voluntarily applies for and is successful in attaining a permanent alternative post.

- 18.4 If voluntary application is made for a temporary post at either the same location or a different location, the reimbursement for excess mileage will be suspended for the duration of the temporary posting and re-instated once the individual resumes their substantive post.

- 18.5 If another move is required within the 12 months, the excess mileage as described above for the new and old place of work should be calculated. The additional expenses will be payable for 12 months from the date of the second required transfer

- 18.6 An individual will not be entitled to any additional travelling time compensation.

### **19.0 Redundancy Payment**

- 19.1 Members of staff who are dismissed by reason of compulsory redundancy may be entitled to a redundancy payment if they meet the following criteria: -

- Is an employee of Durham Constabulary
- Has a continuous service of a 2-year qualifying period with Durham Constabulary
- Has been dismissed by a reason of compulsory redundancy
- Has opted to leave the Constabulary via voluntary redundancy
- Has not unreasonably refused suitable alternative employment

- 19.2 The redundancy payment will be based on an individual's actual week's gross pay (including contractual allowances) for each year of service factored by the employee's age. Statutory redundancy legislation states that a maximum of 20

years service will apply to any redundancy payment calculations. (see appendix A).

- 19.3 Under the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2006, the Chief Constable may add an ex gratia multiplier to any redundancy payment. This arrangement will be the subject of review during all redundancy situations and may be subject to amendment at any time.
- 19.4 If the actual week's pay is less than the statutory redundancy payment, then the statutory redundancy payment will be made. The redundancy ready reckoner is available at appendix A.
- 19.5 All redundancy payments will be calculated on a pro rata basis for all part time and job share individuals.
- 19.6 Redundancy payments up to £30,000 are currently tax free

## **20.0 Pension**

- 20.1 If an individual is within 10 years of retirement and suffers a reduction in pay, as a result of either a voluntary or compulsory move after 31<sup>st</sup> March 2008, they can choose to use the average of any 3 consecutive years pay in the last 10 years ending on a 31<sup>st</sup> March as the basis for their pension calculation.

## **21.0 Additional Responsibilities for the Head of PSD Command**

- 21.1 It is the responsibility of the Head of PSD Command to notify the recognised trade unions and enter into consultation with a view to considering all of the options. The Secretary of State, as required by TULRA Section 188, will also be notified on form HR1 if the numbers to be made compulsory redundant are likely to be in excess of 100.
- 21.2 Recognised trade unions will be provided in writing by the Head of PSD Command after consultation with the Heads of Command the following information concerning redundancy proposals: -
- The reasons for the proposal.
  - The numbers and members of staff proposed to dismiss as redundant.
  - The total number of this type of members of staff employed by Durham Constabulary.
  - The proposed method of selection for redundancy.
  - How the dismissals will be carried out and the period over which the dismissals take effect.
  - The methods of calculating redundancy payments.

- 21.3 As far as possible in advance, the Head of PSD Command will notify those affected members of staff that compulsory redundancies are proposed and that a provisional selection has been made.
- 21.4 The Head of PSD Command or their representative will make due note of the representations and give full consideration to recognised trade union representations before a confirmed selection for redundancy is made.

## **22.0 ADMINISTRATION**

- 22.1 All offers of suitable alternative posts will be made in writing by the Head of PSD Command and will include how the post offered differs from their existing post. The offer will outline that commencement in the new post will be immediately after the termination of the redundant post or if this is not practicable, within four weeks.

## **23.0 APPEALS PROCEDURE**

- 23.1 Under this policy, there are two grounds for appeal, which will be considered, namely:

- If the decision is reasonable
- Has the process been followed

If an individual wishes to appeal against any decision made in connection with this policy, they should write to or email, the Deputy Chief Constable at the below address within 14 days of receiving a decision. The appeal will be considered and consultation will take place with appropriate individuals to establish all facts before a decision with regard to the appeal is made. A response to the appeal will be provided in writing within 10 working days of receipt of the appeal. Should this period not be achievable the individual will be notified in writing when a decision will be communicated.

The Deputy Chief Constable  
c/o Human Resources  
Police Headquarters  
Aykley Heads  
Durham  
DH1 5TT  
Telephone number:- 101  
Email [human.resources@durham.pnn.police.uk](mailto:human.resources@durham.pnn.police.uk)

**STATUTORY REDUNDANCY PAY – READY RECKONER****Appendix A**

To calculate the number of week's pay due, read off the employee's age and number of complete years' service.

**Complete years' service**

	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
<b>18</b>	1																		
<b>19</b>	1	1½																	
<b>20</b>	1	1½	2																
<b>21</b>	1	1½	2	2½															
<b>22</b>	1	1½	2	2½	3														
<b>23</b>	1½	2	2½	3	3½	4													
<b>24</b>	2	2½	3	3½	4	4½	5												
<b>25</b>	2	3	3½	4	4½	5	5½	6											
<b>26</b>	2	3	4	4½	5	5½	6	6½	7										
<b>27</b>	2	3	4	5	5½	6	6½	7	7½	8									
<b>28</b>	2	3	4	5	6	6½	7	7½	8	8½	9								
<b>29</b>	2	3	4	5	6	7	7½	8	8½	9	9½	10							
<b>30</b>	2	3	4	5	6	7	8	8½	9	9½	10	10½	11						
<b>31</b>	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12					
<b>32</b>	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13				
<b>33</b>	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14			
<b>34</b>	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15		
<b>35</b>	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	
<b>36</b>	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
<b>37</b>	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
<b>38</b>	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
<b>39</b>	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
<b>40</b>	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
<b>41</b>	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
<b>42</b>	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
<b>43</b>	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
<b>44</b>	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
<b>45</b>	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
<b>46</b>	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
<b>47</b>	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
<b>48</b>	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
<b>49</b>	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>50</b>	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
<b>51</b>	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
<b>52</b>	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
<b>53</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
<b>54</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
<b>55</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
<b>56</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
<b>57</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
<b>58</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
<b>59</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
<b>60</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
<b>61</b>	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

**DURHAM CONSTABULARY****Appendix B**



**REDUNDANCY SELECTION CRITERIA - SCORING FORM – POLICE STAFF**

*Altogether Better Policing*

<b><u>NAME</u></b>		<b><u>JOB TITLE</u></b>	
<b><u>START DATE WITH DURHAM POLICE</u></b>			
<b><u>COMMAND/DEPARTMENT</u></b>			

- Line Managers to complete Sections 1 and 2. Sections 3, 4 and 5 to be completed by HR.
- An appropriate HR representative will act as an independent moderator during the scoring exercise
- The period under review will be the 18 months prior to the date that the redundancy programme is agreed.
- To achieve the total score for an Employee, each of the criteria is weighted by a factor of 1, 2 or 3 to reflect the relevant importance. This weighting takes into account the organisation's requirements to meet its primary business needs and targets.
- Line Managers should ensure that care is taken when completing the criteria at Sections 1 and 2 to ensure that appropriately evidenced scores are awarded for individuals who may have absences related to maternity or disability.

**SECTION 1 – APTITUDE, KNOWLEDGE AND PERFORMANCE**

<b>Description of individual</b>	<b>Score associated with criteria</b>	<b>Comments/evidence around score from line manager</b>	<b>Score Awarded</b>
An individual who continually demonstrates versatility/initiative/innovation in their role and produces work to an exceptional standard	9 or 10		
An individual who has the knowledge and ability with regard to the role and who consistently performs to the required standard	7 or 8		
An individual who has the knowledge and ability to perform the main duties and responsibilities of the role but on occasion requires guidance	5 or 6		
An individual who is not yet conversant with the role and requires regular guidance from supervision and/or produces varying quality of work	3 or 4		
An individual who has been subject to an action plan related to under performance or has been subject to incapability procedure for under performance	2		
An individual who is currently subject to an action plan related to under performance or is subject to incapability procedure for under performance	1		

**SECTION 2 – TEAMWORK AND ATTITUDE**

<b>Description of individual</b>	<b>Score associated with criteria</b>	<b>Comments/evidence around score from line manager</b>	<b>Score Awarded</b>
An individual who continually displays a positive attitude and/or works co-operatively with team members and colleagues, contributing positively and constructively to the team/Command	5		
An individual who regularly displays a positive attitude and/or works co-operatively with team members and colleagues, contributing to the team/Command	4		
An individual who occasionally displays a positive attitude and/or actively contributes to the efficient working of the team/Command	3		
An individual who occasionally displays a negative attitude and/or does not regularly contribute to the team/Command	2		
An individual who is currently subject to management guidance in relation to their team working and/or attitude.	1		

**SECTION 3 – ATTENDANCE - RECORD – OVER THE PAST 18 MONTHS**

**Pro rata calculations to be made in accordance with hours worked.** This excludes disability related absence which was recorded at the time of the absence, maternity related absences including absence following a miscarriage

<b>Description of Level of Sickness Absence</b>	<b>Score associated with description</b>	<b>Comments/Evidence around score from supervisor/line manager</b>	<b>Score awarded</b>
No sickness absence	6		
The individual has had 2 occasions or less, or 5 days (37 hours) or less of sickness absence	5		
The individual has had 3 or 4 occasions, or between 6 days (44.4 hours) and 12 days (88.8 hours) of sickness absence	4		
The individual has had 5 occasions or more or 13 days (96.2 hours) or more of sickness absence	3		
The individual has been subject to an informal Attendance Review meeting for reason of attendance, but has not been subject to formal capability procedures	2		
The individual is currently subject to the Capability Procedure for reason of attendance	1		

#### **SECTION 4 - QUALIFICATIONS AS DEEMED NECESSARY UNDER JOB EVALUATION**

Documentary evidence may be requested to support claim by individual if not already on record.

<b>Description of Criteria Area</b>	<b>Score associated with description</b>	<b>Comments/Evidence around score from supervisor/line manager</b>	<b>Score awarded</b>
The individual possesses all the qualifications required for the role	3		
The individual possesses some qualifications required for the role and is working towards attaining others	2		
The individual does not possess any qualifications required for the role but is working towards attaining them.	1		
The individual does not possess required qualifications	0		

#### **SECTION 5 – DISCIPLINARY RECORD**

<b>Description of Criteria Area</b>	<b>Score associated with description</b>	<b>Comments/Evidence around score from supervisor/line manager</b>	<b>Score awarded</b>
The individual has no 'live' warnings on file	3		
The individual has a 'live' First Written Warning	1		
The individual has a 'live' Final Written Warning	0		

#### **SECTION 6 – COMPLETED YEARS SERVICE WITH DURHAM CONSTABULARY**

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Previous continuous service with an organisation covered by the redundancy payments (Local Government)(Modification)(Orders) will count towards redundancy payment only AND NOT for the purpose of completing this form.

Previous service with Durham Constabulary will only be counted for redundancy payment if the break in service lasted for less than 1 week (7 days). Previous service with Durham Constabulary will not be aggregated for redundancy purposes unless an individual has been on a career break, however, the duration of the career break will not be counted.

Completed Years Service	Score associated with description	Comments/Evidence around score from supervisor/line manager	Score awarded
21 +	5		
16 – 20	4		
11 – 16	3		
6 – 10	2		
0 – 5	1		

Last in first out can be used in exceptional circumstances as a selection criterion as long as it is not used in isolation. Therefore date of appointment, in exceptional circumstances can be used.

**SUMMARY OF SCORES**

Criteria Score X Factor = Assessment Rating.

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Section	CRITERIA	SCORE	FACTOR	OVERALL SCORE	COMMENTS
1	Aptitude, Knowledge and Performance		X 3		
2	Teamwork and Attitude		X3		
3	Attendance		X 3		
4	Qualifications		X 2		
5	Disciplinary Record		X 1		
6	Length of Service		X 1		
<b>TOTAL</b>					

**LINE MANAGER**

Signed..... Date.....

Print Name.....

**VERIFYING MANAGER**

Signed..... Date.....

Print Name.....

**HR REPRESENTATIVE / INDEPENDENT MODERATOR**

Signed..... Date.....

Print Name.....

**DURHAM CONSTABULARY**

**Appendix C**

**OFFICIAL**

**DE-SELECTION CRITERIA - SCORING FORM – POLICE OFFICERS**

*Altogether Better Policing*

<b>NAME</b>		<b>JOB TITLE</b>	
<b><u>Command</u></b>			

- Line Managers to complete Sections 1 and 2. Sections 3, 4 and 5 to be completed by HR.
- An appropriate HR representative will act as an independent moderator during the scoring exercise
- The period under review will be the 18 months prior to the date that the de-selection programme is agreed.
- To achieve the total score for an Officer, each of the criteria is weighted by a factor of 1, 2 or 3 to reflect the relevant importance. This weighting takes into account the organisation's requirements to meet its primary business needs and targets.
- Line Managers should ensure that care is taken when completing the criteria at Sections 1 and 2 to ensure that appropriately evidenced scores are awarded for individuals who may have absences related to maternity or disability.

**SECTION 1 – APTITUDE, KNOWLEDGE AND PERFORMANCE**



**OFFICIAL**

<b>Description of Officer</b>	<b>Score associated with criteria</b>	<b>Comments/evidence around score from line manager</b>	<b>Score Awarded</b>
An Officer who continually demonstrates versatility/initiative/innovation in their role and produces work to an exceptional standard.	9 or 10		
An Officer who has the knowledge and ability with regard to the role and who consistently performs to the required standard	7 or 8		
An Officer who has the knowledge and ability to perform the main duties and responsibilities of the role but on occasion requires guidance	5 or 6		
An Officer who is not yet conversant with the role and requires regular guidance from supervision and/or produces varying quality of work	3 or 4		
An officer who has been subject to an action plan related to under performance or has been subject to unsatisfactory performance procedure for under performance	2		
An officer who is currently subject to an action plan related to under performance or is subject to unsatisfactory performance procedure for under performance	1		

**SECTION 2 – TEAMWORK AND ATTITUDE**

**OFFICIAL**

**OFFICIAL**

<b>Description of Officer</b>	<b>Score associated with criteria</b>	<b>Comments/evidence around score from line manager</b>	<b>Score Awarded</b>
An Officer who continually displays a positive attitude and/or works co-operatively with team members and colleagues, contributing positively and constructively to the team/Command	5		
An Officer who regularly displays a positive attitude and/or works co-operatively with team members and colleagues, contributing to the team/Command	4		
An Officer who occasionally displays a positive attitude and/or actively contributes to the efficient working of the team/Command	3		
An Officer who occasionally displays a negative attitude and/or does not regularly contribute to the team/Command	2		
An Officer who is currently subject to management guidance in relation to their team working and/or attitude.	1		

**SECTION 3 – ATTENDANCE RECORD – OVER THE PAST 18 MONTHS**

**OFFICIAL**

**OFFICIAL**

**Period under review: - From\_\_\_\_\_ To\_\_\_\_\_**

**Pro rata calculations to be made in accordance with hours worked.** This excludes disability related absence which was recorded at the time of the absence, maternity related absences including absence following a miscarriage

**If an Officer features in more than one category below they will be afforded the lower score.**

<b>Description of Level of Sickness Absence</b>	<b>Score associated with description</b>	<b>Comments/Evidence around score from supervisor/line manager</b>	<b>Score awarded</b>
No sickness absence	6		
The Officer has had 2 occasions or less, or 5 days (37 hours) or less of sickness absence	5		
The Officer has had 3 or 4 occasions, or between 6 days (44.4 hours) and 12 days (88.8 hours) of sickness absence	4		
The Officer has had 5 occasions or more or 13 days (96.2 hours) or more of sickness absence	3		
The Officer has been subject to an informal Attendance Support meeting for reason of attendance (excluding disability related absence) but has not been subject to formal capability procedures	2		
The Officer is currently subject to the Unsatisfactory Attendance/Performance Procedure for reason of attendance (excluding disability related absence)	1		

**OFFICIAL**

**SECTION 4 - QUALIFICATIONS AS DEEMED NECESSARY FOR THE ROLE**

Documentary evidence may be requested to support claim by individual if not already on record.

<b>Description of Criteria Area</b>	<b>Score associated with description</b>	<b>Comments/Evidence around score from supervisor/line manager</b>	<b>Score awarded</b>
The Officer possesses all the qualifications required for the role	3		
The Officer possesses some qualifications required for the role and is working towards attaining others	2		
The Officer does not possess any qualifications required for the role but is working towards attaining them.	1		
The Officer does not possess required qualifications	0		

**SECTION 5 – DISCIPLINARY RECORD**

OFFICIAL

Description of Criteria Area	Score associated with description	Comments/Evidence around score from supervisor/line manager	Score awarded
The Officer has no 'live' warnings on file	3		
The Officer has a 'live' First Written Warning	1		
The Officer has a 'live' Final Written Warning	0		

**SUMMARY OF SCORES**

Criteria Score X Factor = Assessment Rating.

Section	CRITERIA	SCORE	FACTOR	OVERALL SCORE	COMMENTS
1	Aptitude, Knowledge and Performance		X 3		
2	Teamwork and Attitude		X3		
3	Attendance		X 3		
4	Qualifications		X 2		
5	Disciplinary Record		X 1		
TOTAL					

**LINE MANAGER**

OFFICIAL

OFFICIAL

Signed.....Date.....

Print Name.....

**VERIFYING MANAGER**

Signed..... Date.....

Print Name.....

**HR REPRESENTATIVE / INDEPENDENT MODERATOR**

Signed..... Date.....

Print Name.....

**EQUALITY IMPACT ASSESSMENT (EIA)**

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### **REDUNDANCY AND REDEPLOYMENT POLICY**

An equality impact assessment (EIA) form **must** be completed by the Policy/Function lead when developing or reviewing policies or procedures which may impact on the way the Force conducts its business (both internally and externally) and must show that when making decisions we:-

- Give due regard to the impact it will have on protected groups
- Undertake an assessment **prior to** any decisions around policies/procedures being ratified to identify what potential impact has been found and subsequent action taken, and
- Provide an audit trail of the assessment undertaken which identifies how the policy or procedure is likely to affect protected groups.

The EIA must be completed **before** decisions are made, and remain a live document to be reviewed and continually updated during policy/procedure development or updating

This form is a Tool to document the assessment and should be completed, attached to the relevant policy/procedure document and submitted to the HR User Group or other strategic group for ratification

#### **1) Purpose of the policy. Why do we need it and what will it achieve**

The purpose of this policy is to provide guidance to police staff when changes to organisational requirements may lead to the need for compulsory redundancies

#### **2) Explain briefly why the Policy/Procedure is being developed or reviewed?**

Policy updated to amend the timescales for inclusion on the redeployment register which is now 6 months

#### **3) What research/resources have been used or considered in the initial stages of this assessment?**

#### **4) Who has been consulted around the potential impact during the development/amendment of the policy/procedure**

All support networks.	Force Executive (AC0)
HR Staff	Independent Advisory Groups (IAG's)
Staff associations	
Legal Services	
Heads of Command	

#### **5) Following assessment of available information, has a positive or adverse impact been identified OR is the initiative equality neutral?**

A **Positive Impact** – will actively promote equality of opportunity or improve relations between

one or more groups

An **Adverse impact** – will cause some form of disadvantage or exclusion.

<p><b>Neutral impact</b> is when there are no notable consequences for any diversity group</p> <p><b>Provide details on ALL decisions for ALL the protected characteristic groups below. Specify what actions, if any, will be taken as a result of the assessment, provide any findings and the reason any decisions were reached, and determine what changes may be necessary to either reduce any adverse impact or enhance any beneficial impact.</b></p> <p><b>If an adverse (negative) impact has been identified question 5 must be completed.</b></p>				
	<b><u>Positive</u></b>	<b><u>Negative</u></b>	<b><u>Neutral</u></b>	<b><u>Details</u></b>
<b>Age</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay protection will continue to apply
<b>Disability</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay protection will continue to apply
<b>Transitioning from one sex to another (either thinking of, in the process of or have)</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay protection will continue to apply
<b>Marriage and Civil Partnership</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD



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				Command. 12 months' pay protection will continue to apply
<b>Pregnancy and Maternity</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay protection will continue to apply
<b>Race</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay protection will continue to apply
<b>Religion or Faith</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay protection will continue to apply
<b>Sex</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay protection will continue to apply
<b>Sexual Orientation</b>		<b>x</b>		There is the potential for a negative impact by reducing the period of time on the register from 12 months to 6 months however in the unlikely event a member of staff is not suitably redeployed then this will be considered by the Head of PSD Command. 12 months' pay

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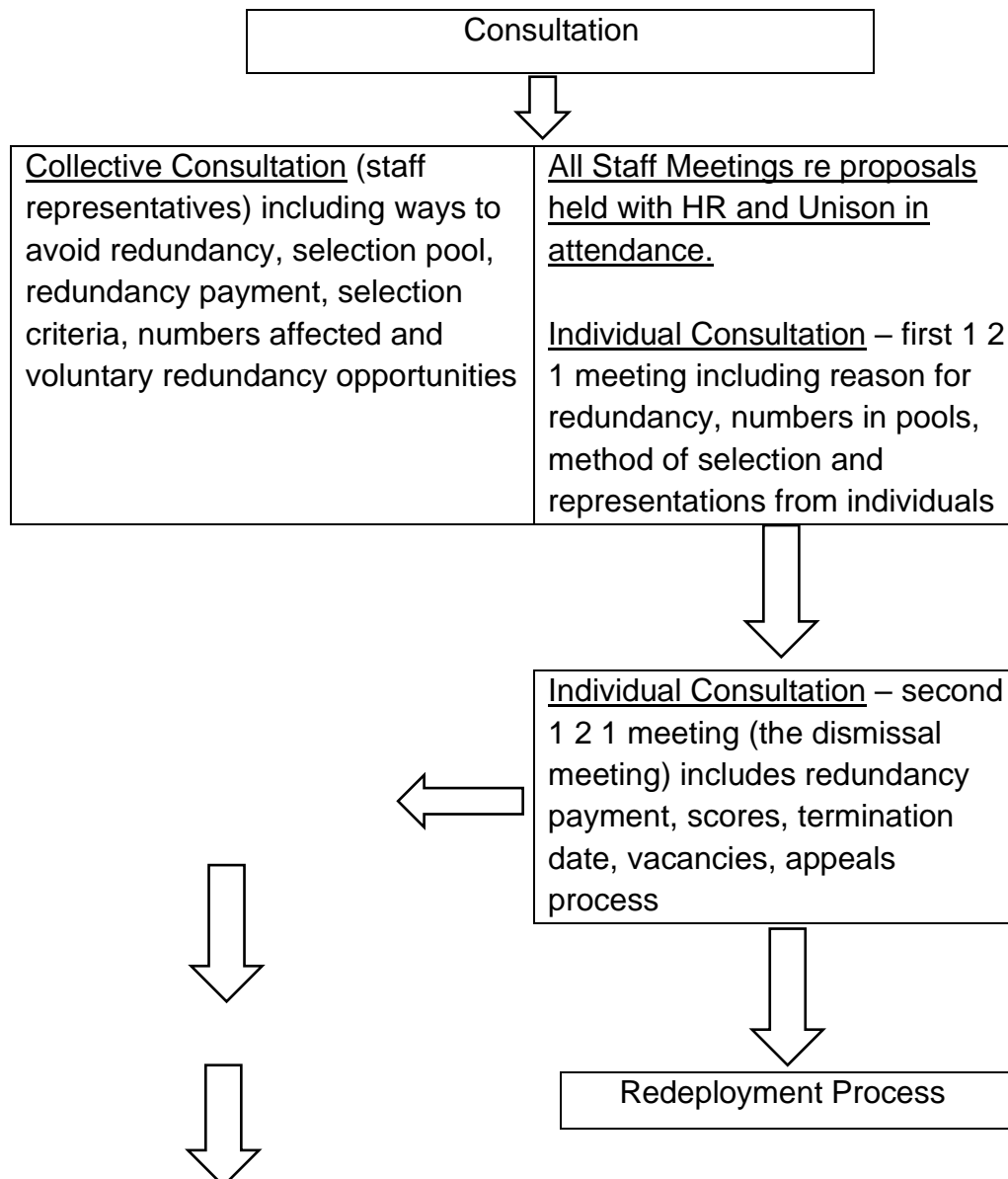
					protection will continue to apply
	<b>6) If a negative impact has been identified, please provide further details stating what actions need to be undertaken as a result of the section 5). How any negative impact can be justified for this initiative.</b>				

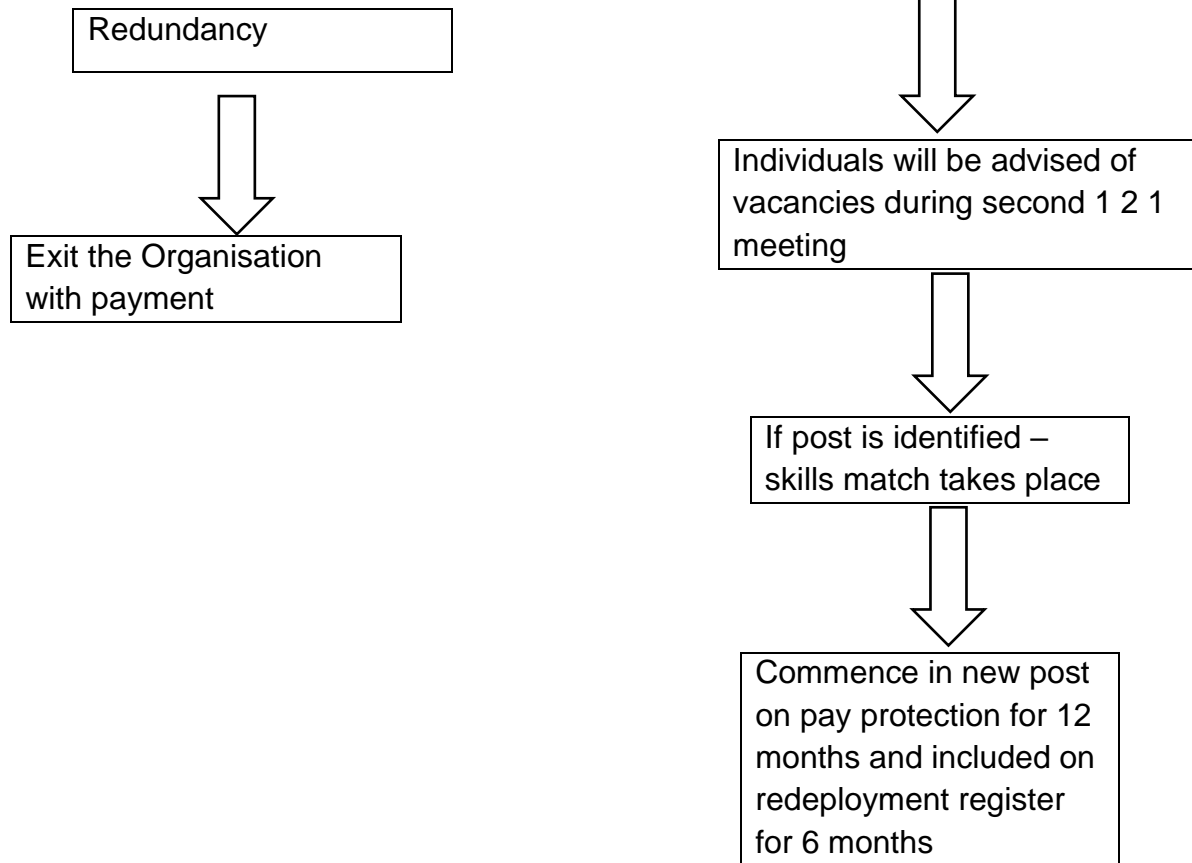
	<b>Confirm the above Actions have been incorporated and the EIA is now ready for submission to HR PUG or other Strategic Group.</b>				
	<b>Signature...</b>				
	<b>Name</b> Sylvia Horsfield		<b>Date</b> 14th February 2020		
	<b>7) – Ratify the Policy / Procedure at HR PUG or other Strategic Group</b>				
	<b>Meeting/Group:-</b>		<b>HR PUG</b>		
	<b>Chair of Meeting/Group:-</b>		<b>T/C/Supt Chris Curtis</b>		

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**REDUNDANCY AND REDEPLOYMENT PROCESS FOR POLICE STAFF**

<u>Stand-alone role:-</u>  Identified due to the diminished need for work of a particular kind	<u>Multiple roles:-</u>  Nature of and reason for redundancy identified including Command/Dept., numbers affected and timescales
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