
Report To:	Policy and Resources Committee	Date:	15 November 2011
Report By:	Head of Organisational Development Human Resources & Performance	Report No:	HR/07/11/AW
Contact Officer:	Allan Wilson	Contact No:	01475 712022
Subject:	Revised Voluntary Severance Policy		

1.0 PURPOSE

1.1 The purpose of this report is to propose a revised Voluntary Severance Policy that covers all employees and

- To make proposals in respect of the discretionary added years awarded to employees
- To introduce an employee severance selection matrix

1.2 The workforce development themes that the recommendations in this report relate to are:

- Planning for future
- Employees – our most valuable resource
- Continuous Improvement

2.0 SUMMARY

2.1 The current Policy was approved at the Policy and Strategy Committee in September 2003. The policy reflected the position across most Councils in Scotland at that time, i.e. maximum discretionary benefits were applied when releasing employees under voluntary severance. However, this position has changed as Councils react to the criticism that public sector pension schemes are too generous and attract higher costs now, e.g. strain on the fund. Councils are also facing budget restraints and require reducing operating costs.

2.2 At a meeting on 14 December 2010 the Council agreed that the number of added years to be awarded to all employees would be reduced to a maximum of 6 added years with effect from 1 June 2011. This brought all employees in line with the maximum added years awarded to Chief Officers.

2.3 Councils across the country have or are in the process of reviewing their severance arrangements with the outcome being that the discretionary added years awarded is being reduced. At this time I can advise the Committee that five Councils have moved to no added year's provision with others about to revise existing arrangements.

2.4 When carrying out any budget or restructuring exercises, etc, that affect employees, the Council has done everything possible to avoid compulsory redundancies, to date and if all voluntary options have been exhausted then the next step in the process of releasing employees would be a matter for consideration by the Committee.

2.5 The Council is required to formulate and publish a policy in connection with the exercise of the discretion to pay compensation under the Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998. This report fulfils that requirement.

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- 2.6 It is proposed to recognise that the Trades Unions, Unison, GMB, EIS and Unite are unable to support any changes to the current arrangements, however they are pragmatic in terms of the future of added year's provision and are divided in their view of bringing in selection criteria, para 4.13 provides further explanation of the trades unions' position.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approve the revised Voluntary Severance Policy as per Appendix 1.
- 3.2 It is recommended that the Committee agrees to the following reduction in discretionary added year's provision:
- Up to 31st March 2013 – up to a maximum of 6 added years
 - From 1st April 2013 - up to a maximum of 3 added years
- 3.3 It is recommended that a selection criteria matrix is used to identify displaced employees only when all other options have been exhausted and that the selection criteria are used from 1st October 2012. In the interim period it is recommended a restricted interview process replaces LIFO as the selection criteria.

The selection criteria to be used from October 2012 are:

- Disciplinary Record
- Performance Appraisal outcome
- Attendance Record
- Length of Service

Note : it is recommended that at this time to apply the matrix in part for teachers using disciplinary record, attendance record and length of service until such time that it is possible to incorporate Performance Appraisal.

- 3.4 It is recommended that where all voluntary options have been explored then any decision in respect of further releases of employees will be referred back to Committee for consideration.

Head of Organisational Development,
Human Resources & Performance

4.0 BACKGROUND

- 4.1 The Council previously agreed a policy on Severance at the Policy and Strategy Committee in September 2003. The policy at that time reflected the position across most Councils in Scotland where maximum discretionary benefits were applied when releasing employees under voluntary severance. The policy has worked well and the Council has released a considerable number of employees through this scheme.
- 4.2 For the purposes of redundancy and voluntary severance the Council has discretion to increase statutory payments in respect of redundancy payments (additional weeks) and pension scheme service (added years). The legislation which allows Councils to apply discretionary elements is Local Government (Discretionary Payments and Injury Benefits) (Scotland) Regulations 1998.
- 4.3 The policy agreed in 2003 included applying maximum discretion to the award of added years, up to $6\frac{2}{3}$ added years for *redundancy* retirements and up to 10 added years for *efficiency of the service* retirements. In addition Teachers were subject to voluntary severance through a Teacher's Refresh exercise which awarded provision up to a maximum of 4 added years.
- 4.4 Since the introduction of the policy in 2003, the Council has taken decisions to limit the number of added years to employees. The first of these was in respect of Chief Officers where the added year's provision was reduced to a maximum of 6 depending on length of service.

The second was at a meeting of the Inverclyde Council on 14 December 2010 where a report was agreed reducing the number of added years to be awarded to all employees to 6 with effect from the 1 June 2011.

- 4.5 The Council currently applies a Value for Money (VFM) criteria when considering whether an employee can be released through voluntary severance. The criteria are based on a payback period of 3 years and there are no proposals to amend this.
- 4.6 A survey of other Councils was undertaken in respect of the discretionary added years awarded by them with 19 Councils responding. The following is an analysis of the responses:
- 5 Councils responded that they give no added years
 - 9 Councils responded that the number of added years awarded was between 2 and 5
 - 5 Councils responded that they currently award $6\frac{2}{3}$ added years but that this is currently under review.

- 4.7 The current public perception of pensions being paid in the public sector is that they are too generous and should be reduced. In addition the cost of releasing employees has increased significantly through increased Strain on the Fund costs. These have been the main factors in determining that a review of the added year's provision awarded to employees be undertaken.
- 4.8 Where the Council requires to reduce the size of the workforce then the first steps taken are to either redeploy an employee to another job within the Council or where appropriate offer voluntary severance with any release subject to the Council's agreed 3 year Value for Money policy.

Where a selection criterion has required to be applied then this has been based on the traditional method of length of continuous service with local government with the employee with the least service being identified as being displaced. This is commonly known as last in first out (LIFO).

- 4.9 The use of LIFO is not a rounded enough approach and is increasingly at odds with equality legislation as this is based on the length of service of an employee and the older the employee is, the more service they have accrued, therefore to continue to use LIFO on its own could be challenged. Also the use of LIFO does not consider ability or who may be the most suitable employee to be retained by the Council.

In addition finding a suitable redeployment for displaced employees is becoming increasingly difficult due to the increased number of employees affected by future budget cuts and linking this to the reducing employee turnover rates and vacant positions that are available. This will lead to more emphasis being placed on how we select employees and it is not practical to rely on LIFO as the only criterion for selecting displaced employees.

Elected Members should note that any selection criterion is brought into use only when all voluntary options have been exhausted.

- 4.10 If the Committee were to agree to a revised selection matrix approach then this cannot encompass a value for money assessment. Cost can also be considered as discriminatory given that employees of a particular age could benefit from any value for money criterion that is applied. Case law on cost being used as a determining factor is developing and as things currently stand it is considered too high a risk to include this in any selection criteria. Length of service is recognised as acceptable if used alongside other measures and in addition satisfies, in part, those unions who feel it should still play a part.

The other areas that have been considered for use in selection criteria are absence, disciplinary and performance appraisal. These criteria are relevant when determining the most suitable employee that the Council should retain. In respect of absence when developing the criterion for use, this has included mitigating circumstances.

- 4.11 The Council's Voluntary Severance Policy currently makes provision for the application of compulsory redundancy, however, to date this option has been avoided through a combination of redeployment, voluntary severance, vacancy management and the management of temporary employees. The revised policy does not change the Council's position on compulsory redundancy but reinforces that the Council will do everything possible to avoid compulsory redundancies where practical.
- 4.12 The Council has agreed a 2 year budget strategy until 1 April 2013. The following 2 year budget will see proposed cuts in the region of £20m and to ensure that we put in place proposals that achieve any budget cuts consideration should be given to maintaining the incentive for voluntary severance when considering proposals to reduce the number of added years.
- 4.13 Trade union colleagues have been consulted on the report and the comments received have been included below:

- Added Years reduction – there is a recognition that the Council will require to reduce to 3 added years. Discussions with the trade unions developed the 6 added years being retained to March 2013.
- Severance Matrix – the EIS, Unite & GMB wish to retain the last in first out (LIFO) selection criteria while Unison recognises LIFO is increasingly open to challenge on equality grounds.

Unison did request that the performance appraisal section of the matrix be reviewed by October 2012 and the EIS have advised that they do not wish the matrix to be introduced. The EIS also advised that they would wish any changes to be through the Local Negotiating Council for Teachers.

5.0 PROPOSALS

5.1 The proposal being put to the Committee is for a single Voluntary Severance Policy, Appendix 1, which covers all employees. The main changes to the current policy are covered in 5.2 and 5.3.

5.2 **Added years** – (discretionary provision)

The Council has an agreed budget position until 1 April 2013. The next 2 year budget round will see proposed cuts in the region of £20m and to ensure that we put in place proposals that achieve any budget cuts through voluntary severance, it is proposed to maintain the current level of added years at a maximum of 6 and to reduce the number of discretionary added years to 3 from the 1st of April 2013.

Time Period	Number of added Years (up to a maximum)
To 31 st March 2013	6
From 1 st April 2013	3

5.3 **Selection Criteria** –

With the need to change the current selection criteria from using LIFO only it is proposed to use a set selection using the 4 factors below: Through discussions with the trade unions it is being proposed that the revised criteria be introduced in October 2012 and that a restricted interview process replaces last in first out policy; this would be applied with immediate effect.

The selection criteria that are being proposed are as follows: The criteria are weighted, details can be found in Appendix 1, page 23.

- Disciplinary record
- Performance Appraisal grade
- Attendance record
- Length of service.

Note: Where the matrix selects more than one employee (employees may have the same score) then the final selection process will be through a restricted interview process.

Note: at this time it is proposed to apply the matrix in part for teachers using disciplinary record, attendance record and length of service until such time that it is possible to incorporate performance.

5.4 Where the Council agrees to budget or any other proposals that affect employees and that where all voluntary routes have been exhausted, then any decision in respect of the next steps when releasing employees which may include compulsory redundancy, will be referred back to Committee for consideration.

6.0 IMPLICATIONS

6.1 Finance:

Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if Applicable)	Other Comments

6.2 **Human Resources:** HR have designed the proposed new policy (Appendix 1) and considered the implications.

6.3 **Legal:** no issues

6.4 **Equalities:** Policy would be applicable to all employees equally and mitigating circumstances would be duly considered in line with equality legislation.

7.0 CONSULTATION

7.1 Trades unions colleagues have been consulted on the report and their comments are included in para 4.12.

8.0 LIST OF BACKGROUND PAPERS

Appendix 1 – Voluntary Severance Policy.

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Voluntary Severance Policy

Produced by:

Organisational Development & Human Resources & Performance

Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

October 2011



Version 1.0

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DOCUMENT CONTROL

Document Responsibility		
Name	Title	Service
Pamela Jamieson-Smith	OD Advisor	OD,HR&Performance

Change History		
Version	Date	Comments
0.1	November 2003	
0.2	December 2007	Updated to clarify points and to include selection criteria and options for retrial/redundancy.
0.3	July 2009	Refresh of content in preparation for consultation/approval.
0.4	October 2010	Reviewed and updated previous versions put on hold.
0.5	April 2011	Review and Update in preparation for consultation.
0.5	Aug 2011	Trade Unions
0.6	October 2011	Version for Policy & Resources. Committee.

Distribution		
Name	Title	Location

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1 AIMS OF POLICY

- To ensure that all circumstances in relation to organisational changes which lead to roles being removed from Services are managed fairly and consistently and to the best possible benefit of both the Council and its employees;
- To strive to meet all requirements of organisational change in terms of employee displacement/redundancy on a voluntary basis;
- To provide a guide to the different sets of options for employees who leave the organisation early through severance;
- To ensure that in situations resulting in roles being identified as surplus to requirements, when voluntary methods cannot achieve desired outcomes, that effective and fair selection methods are used to ensure those employees best equipped to provide effective and cost efficient services are given the opportunity to do so.
- It should be noted that where voluntary severance is not taken up or redeployment is unsuccessful then a report will be submitted to the Policy & Resource Committee for consideration in respect of any displaced employee(s).

In order to meet these Aims:

- Council employees must understand the reasons and needs for Organisational Change initiatives, and be fully conversant as to the reasons for displacement/ & severance arrangements;
- Council Officials and Employees must understand that voluntary methods are the preferred methods of achieving the desired outcomes of a redundancy situation, however this may not always be possible, and that compulsory selection may be required.

- Council employees must have a sound understanding of the selection criteria or method that will be used in a displacement situation as part of their day to day understanding of being a council employee.

2 SCOPE

This policy applies to all council employees and will also act as a guide for managers who have to use Selection Criteria when considering their Service requirements in respect of organisational change.

The terms of this policy cover employees whose conditions of service are laid down by: -

- The Scottish Joint Council for Local Government Employees
- The Scottish Joint Council for Craft Operatives
- The Scottish Joint Negotiating Committee for Local Authorities (Chief Officials)
- The Scottish Negotiating Committee for Teachers.

3 CONSULTATION & IMPACT ASSESSMENT

An Equality Impact Assessment will be carried out in relation to this policy and is available from Organisational Development, Human Resources and Performance on request.

4 UNDERSTANDING DISPLACEMENT/SEVERANCE AGREEMENTS & TERMS

Periods of organisational change can be complex, and various terms and agreed conditions are used during such periods which are important to understand. In the context of this policy and its application, the following terms and conditions are used, and this section seeks to explain them.

- a) **Redundant Post** – relates to when post becomes surplus to requirements as a result of organisational change, the Council must remove the post from the organisation, effectively, making the post redundant. Ultimately, when a post is removed/redundant, the employee (s) occupying it are directly affected in that they will somehow be displaced out of it;
- b) **Displacement situation** - Relates to circumstances in which post(s) have been removed from the organisation as a result of organisational change as outlined above; thus the employee(s) in the post(s) find themselves in a displacement situation;
- c) **Redeployment** - Where post (s) have been confirmed as being removed/reduced as a result of organisational change, redeployment to other suitable posts within the Council will always be the first consideration before any other exit method is offered to an employee. The Councils Redeployment Policy should be considered in this regard, essentially though, it is about working with a displaced employee to find a new post so as to avoid termination of employment. An offer of reasonable redeployment is considered under employment legislation as an alternative to redundancy pay.
- d) **Voluntary Severance Trawl** - When the Council is looking to remove posts as part of organisational change, it may ask targeted groups of employees if they wish to be considered for “Voluntary Severance”. This is essentially a situation whereby employees indicate that they may be willing to leave their post voluntarily in return for a severance package. This will normally be either a redundancy payment, and/or access to pension, depending on the employees age and pension membership duration as outlined below in Table 1.
- e) **Efficiency of the Service** - relates to releasing pensionable aged employees and reconsidering their posts being filled at the lower end of the salary scale. This is different from a redundancy situation as no post is being made redundant, rather it is being filled a more efficient way, but is still relevant to this policy as employees may volunteer to leave on this basis, or be asked to consider doing so.
- f) **Severance** - relates to a monetary option made available to employees in terms of pension and redundancy pay entitlements as a result of a redundancy situation arising.

Severance in this context, due to Pensions legislation, for members of the Strathclyde Pension Fund is only available those employees over 50 or 55 who have more than 2 years pension membership, (over 50 or over 55 will depend on when employees joined the pension scheme as transitional rules are currently in place). The length of time an employee has been in the pension fund will also affect what options can be made available, this is governed by Pension regulations in terms of those with less than 2 years membership being unable to access their pension in a redundancy situation.

For employees who are members of the Scottish Teachers' Superannuation Scheme they must be aged 55 or over and have more than 5 year's pensionable service to be eligible for severance .

Table 1 – Severance Agreements

Employee Group - All Categories					
Group 1	Weekly Pay Used to Calculated Redundancy Payment	Redundancy Table Used	Access to Pension	Added Years in Redundancy	Added Years in Efficiency
Under 50 years of age – non members and members of pension scheme OR Over 50 years of age – non members of pension scheme OR Over 50 years of age – (< 2 years) membership of pension scheme	Average Weekly	Up to 66 Week Table (90 weeks until December 2011)	N/A	N/A	N/A
Group 2	Weekly Pay Used to Calculated Redundancy Payment	Redundancy Table Used	Access to Pension	Added Years in Redundancy	Added Years in Efficiency
Over 50 years of age (> 2 years) membership of pension scheme	Average Weekly	Up to 30 week table.	Yes	In Line with Table 2 below	In Line with Table 2 below

g) Added Years – Under the Pension Regulations, the Council maintains the discretion to offer qualifying employees (over 50 or 55 as stipulated by Pensions Regulations), and to members of the SPPA over 55, “added years” which essentially are offered as part of the enhanced severance package. The discretionary added years that the Council will consider awarding are shown in Table 2 below.

Table 2 – Discretionary Added Years Provisions

	Added Years Max
Until 31 st March 2013	Up to 6
From 1 st April 2013	Up to 3

NOTE: For Teachers Refresh Programs up to 4 added years will remain as an option until the Council reduces the additional added years to 3.

h) Voluntary Severance Response/Value for Money Test (VFM) - Requests by employees made under the Voluntary Severance Request /Trawl are considered against a value for money criteria calculation. If this value for money calculation proves that it is cost effective to release the employee and provided access to their pension a release date may be agreed should the employee be agreeable with the terms. If the employee responds to a request for voluntary severance, but does not demonstrate value for money, the employee will be advised that they cannot be released under this method and further options will be considered. (see Section 5 - Processes)

i) Identifying a displaced employee-

Where a singleton post is removed by the Council then the postholder is displaced. The Council will, in the first instance, offer redeployment to the employee but where this is not successful then the employee can be offered voluntary severance. (see Section 5 – Processes)

Where more than one employee is affected by an organisational change and all options under the voluntary redeployment and voluntary severance routes are **entirely**

exhausted, the Council will identify which employee is displaced by applying the “*Selection Criteria Matrix*”, (Appendix 1)

These criteria will be applied to defined/affected groups of employees within the service (i.e. those whose roles have to become redundant). Its objective will be to retain those employees deemed best equipped to deliver the required service whilst recognising other important factors.

The details of how the criteria will be applied are also outlined in Appendix 1, but in summary, the following factors are considered:

- Disciplinary Record
- Performance
- Absence
- Length of Service

The Selection Criteria Matrix will be utilised when necessary only some examples of necessary scenarios are:

- When there is more than one affected employee;
- To identify which employees are to be displaced and who should remain should there be no volunteers for voluntary severance or if voluntary severance cannot be applied due to costs;

j) Redundancy Pay relates to pay entitlements made available to employees who find themselves in a redundancy situation which has ultimately resulting in them leaving the Council because of this situation. Due to employment legislation, only those employees with more than 2 years continuous service qualify for a redundancy payment in any situation. There is a statutory table for calculating redundancy pay, but the Council use an enhanced version of this (Appendix 2) , unless the employee (s) are in the Over 50 category and being granted access to their pension in which case it will be the statutory table. The Council applies discretion in Redundancy pay in that it pays at Actual Weeks Pay (i.e. what is earned), as opposed to the Statutory Rate.

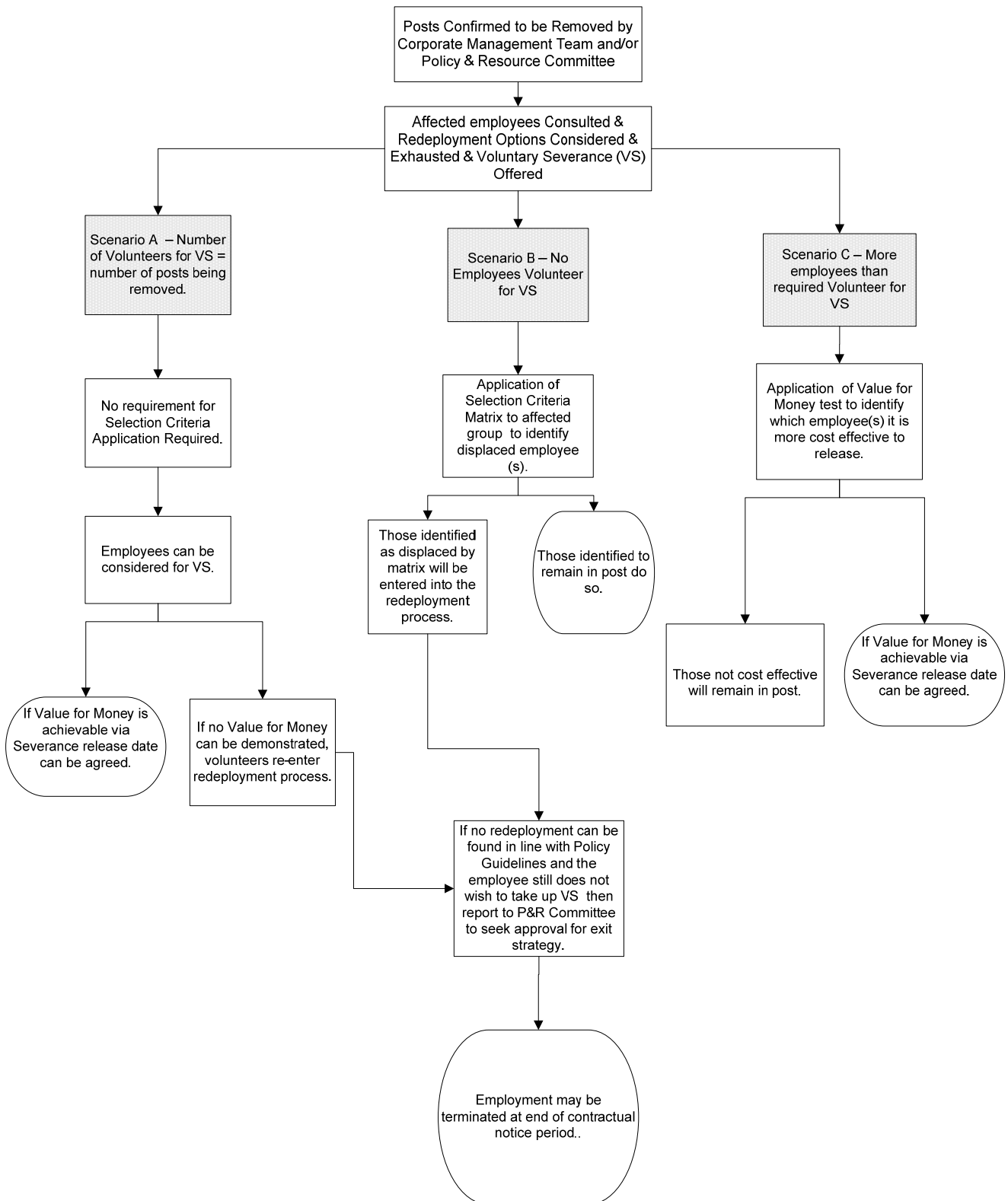
Please note: Those employees under 50 or 55 (depending on when they joined the pension scheme and to which pension scheme they belong SPFO or SPPA), can **only be** offered a monetary offer in relation to **redundancy pay only** under a Voluntary Severance Request/Trawl, as pension cannot be accessed before these ages.

k) *Compulsory Redundancy* – The Council will attempt to avoid compulsory redundancy where practicable but where an employee (s) are displaced from their job (s), have gone through the redeployment process without success and do not wish to opt for voluntary severance , then a report will be prepared for the Policy and Resources Committee to advise of the position and to seek authority to make a displaced employee or employees compulsory redundant. Any severance payment made will be the same that is offered under voluntary severance. All appropriate notice periods will apply.

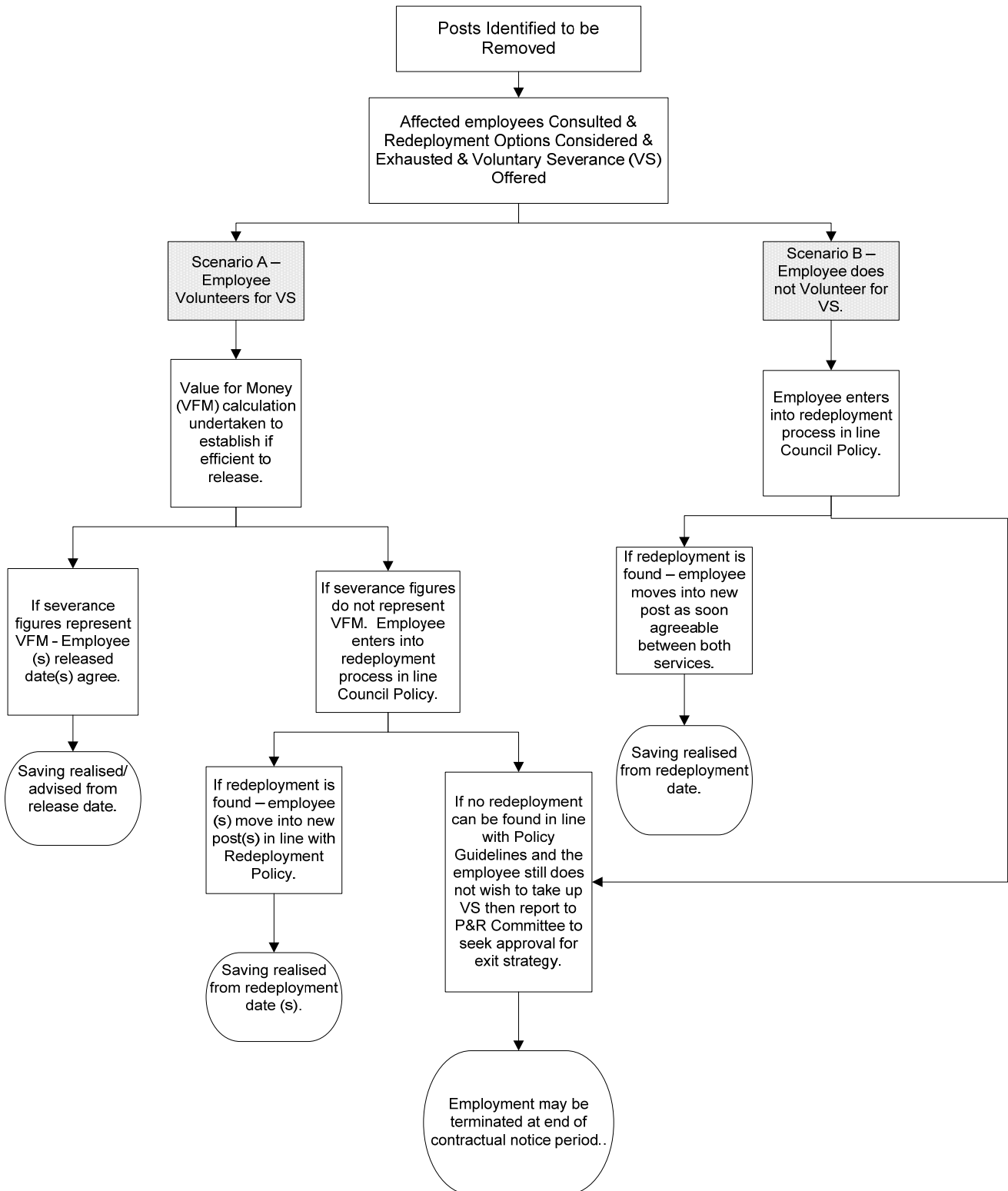
5 PROCESSES

The process outlined in the flow charts below cover each of the terms explained in Section 4, and explain various example scenarios that may occur as a result of organisational change affecting posts within the Council. There will no-doubt be scenarios that are not capture in these process charts, but the underlying aims and objectives of this policy will be applied.

5.1 Process: More than One Employee Affected



5.2 Process – Individual Employee Only Affected



6 ROLES & RESPONSIBILITIES IN THE PROCESS

a. *Managers*

- Will be responsible for considering the posts which need to be removed as a result of Organisational Change and obtaining the necessary approvals to proceed.
- Will be responsible for communicating and consulting with affected employees at each relevant stage in the process (in conjunction with Human Resources).
- Will be responsible for ensuring that posts are removed from their services on time to ensure necessary savings are achieved.

b. *Human Resources*

- Will be responsible for working in conjunction with managers leading organisational changes to ensure that employees are consulted with at each relevant stage in the process.
- Will be responsible for ensuring that the processes and selection criteria matrix are applied fairly and consistently across the Council.
- Will support and co-ordinate employees through the redeployment process (including sourcing suitable internal vacancies), and advise on third party employment support services for employee who require such services.
- Will ensure that legal/contractual best practice is applied in any formal correspondence/consultation with affected employees.

c. *Affected Employees*

- Will be responsible for ensuring that they fully understand their position during any consultation stages or responding to any requests from Managers/Human Resources during the process. This may mean gaining advice from a Manager, Human Resources, Trade Union or another third party (e.g lawyer/employment advisor etc).
- Will be responsible for playing an active role in any redeployment process that they may be entered into, including filling in necessary forms, attending interviews, and being open to alternative posts.

7 PAY PROTECTION – SALARY & PENSION

If redeployment is the outcome of the process for affected employees, there are 2 key factors that are relevant to this process (***a & b below***). ***Any other issues arising from redeployment should be considered under the Councils Redeployment Policy.***

a. Salary Protection

The Council has a salary protection policy that currently protects the salary of employees redeployed into a post which is graded lower than the employees previous salary, as a result of organisational change, any pay protection is on a cash conserved basis.

b. Pension – Certificate of Material Change

Members of Pension Funds may be eligible for a Certificate of Material Change to ensure any earning changes which impact on pension are protected for a period of approximately 10 years. This will be discussed on an individual basis as there are numerous factors which impact the need for this certificate. All those involved in the process should ensure this point is considered and discuss with Human Resources who will liaise with the pension funds and/or other colleagues to put this in place if it is applicable.

8 SUPPORT FOR EMPLOYEES

As outlined in the Roles & Responsibilities section, Human Resources will work with employees who are facing redeployment/redundancy to provide support if they are faced with re-entering the labour market. This will involve providing personal guidance on recruitment as well as working with third party organisations to ensure employees are as fully supported as possible.

9 RETURNING TO EMPLOYMENT WITH THE COUNCIL

It is not uncommon that following a severance/redundancy package being agreed, former employees may look to return to employment with the Council (for example in another

post which is advertised, or on a sessional/casual basis). This option remains and is seen as being of value to Services who need experienced staff to cover short time/sessional work. Employees who are in receipt of pension as a result of their severance package, should be aware the in terms of pension regulations, they must have a break of 1 month and 1 day before they can return to employment with scheme membership.

10 REDUNDANCY PAY; ELIGIBILITY AND CALCULATIONS

a) Eligibility for Redundancy Pay

In order to qualify for any redundancy pay, employees must be at least 17 years old and have at least 2 years continuous service with the Council.

This eligibility is derived from The Employment Rights Act (1996)

b) Redundancy Payment Calculations

Statutory redundancy payments currently stand at payment up to a maximum of 30 weeks pay depending on age and length of service. The government set the statutory rates for redundancy and as such they can vary annually.

When redundancy pay is being applied as a result of a voluntary measure, the council will calculate pay using the enhanced table as shown in Appendix 2.

c) Actual Pay Calculations

The Government sets the statutory upper limit on a week's pay. The Council has exercised its discretion to over-ride this limit and calculates pay on the basis of actual weekly pay. The amount of a week's pay to be taken into account for redundancy purposes is therefore that to which the employee is entitled under the contract of employment on date of redundancy. Actual weekly pay will be used regardless as to whether the payment is being considered as a result of voluntary or compulsory measures.

(i) Employees Working Normal Hours

Where the employee has normal working hours and the pay does not vary, for example, with the amount of work done, this is simply the basic weekly or monthly wage or salary.

(ii) Non Contractual Overtime Earning Employees

Overtime earnings are not included unless the overtime is contractual or compulsory, in which case, it will be taken into consideration when calculating redundancy payments as per paragraph (iii) below.

(iii) Contractual Overtime Earning Employees

A week's pay is arrived at by multiplying the number of hours normally worked in a week and the average hourly earnings over the 12 complete weeks before the date of redundancy (last working day).

Contractual overtime hours will also be taken into account in calculating the average hourly rate but their overtime premium will be included.

d) Employees Working Variable Hours

Where hours under the contract vary from week to week, the week's pay is arrived at by multiplying together the number of hours normally worked in a week and the average hourly earnings over the 12 complete weeks before the date of redundancy. This calculation period is determined by the Employment Rights Act (1996).

e) Other Payments

Where employees are in receipt of other payments such as:

First Aid Allowance

Standby Payments

Responsibility Payments

These will be taken into account by averaging their value over the 12 week period before the last working day when calculating a weeks pay. This list is not exhaustive and anything that has not been listed will be reviewed to ensure all earnings other than non-contractual over-time are taken into consideration when calculating a weeks pay.

f) Employee Working Shifts/Earning Allowances

Where an employee works shifts, the week's pay is arrived at in a similar calculation to that described above, an average earnings over 12 weeks before the last working day.

11 SERVICE CALCULATIONS

a) Single Appointment Holders

The amount of service to be taken into account for redundancy purposes for those with a single role within the Council is the actual continuous complete years of service, which have accrued at the date of redundancy irrespective of the proportion of part-time or full-time service. If any break in service is for less than a week and a day such service will be deemed to be continuous.

b) Dual/Multiple Appointment Holders

There will often be situations where employees hold more than one position within the Council, each of which may have different continuous service date.

In these circumstances, each role will be treated entirely separately, so that any redundancy calculation should be based on the length of service of the contract from which the employee is being made redundant.

The only exception to this is, if, at the time of redundancy the employee is employed under only one contract but in the past there have been one or more other overlapping contracts.

In such cases, length of service can be counted back to the start of the first contract if service has been continuous.

12 NOTICE IN A REDUNDANCY SITUATION

Where redundancy is on a voluntary basis and a mutually acceptable date of termination is agreed, then this date will be worked to. Where, however, redundancy becomes compulsory, notice will be given in line with contractual terms. As a general principle, notice will be issued as far in advance as possible.

13 METHOD OF CALCULATION – PENSION

i. Pension and Lump Sum Calculations

For employees who ultimately receive severance and thus pension access; The calculation of the pension element will depend on when the employee joined the Pension Fund.

- Pension is calculated at the rate of 1/80th of pensionable pay for each year of reckonable service (odd days counting at 1/365th of the rate for a year) on contributions paid up until 31st March 2009.
- Thereafter, i.e. from 1st April 2009, pension is calculated at the rate of 1/60th of pensionable pay for each year of reckonable service (odd days counting at 1/365th of the rate for a year)
 - Lump Sum Retirement Grant is calculated at the rate of 3/80th of pensionable pay for each year of reckonable service (odd days counting at 3/365th of the rate for a year)
- Compensatory Added Years are calculated at the rate of 1/80th of pensionable pay for each year of reckonable service (odd days counting at 3/365th of the rate for a year).
 - Reckonable service is usually the period in which contributions have been paid plus any additional service which may have transferred in from a previous pension scheme or bought by means of extra contributions or added years awarded by the employer.
 - Maximum service which can be counted is 40 years at the age of 60 (although some employees at retirement date may have achieved the maximum service altogether of 45 years).

ii. Final Pensionable Pay

This is the pensionable pay earned in the last year before retirement, or one of the previous two years pensionable pay if that is the higher, they pay which is protected by the Certificate of Material change if this is held. For part-time employees the figure used to work out pension benefits is the pensionable pay which would have been received if the employee had worked full-time, applied against the part-time service.

iii. Reckonable Service

Reckonable Service, for pension payments, is the number of full years and part years an individual has been in the pension scheme. For a part-time or job-share employee working half the normal full-time hours reckonable service is calculated proportionately i.e. for an employee who had worked full-time for 10 years and part-time for 6 years the reckonable service to be taken into account would be 13 years.

APPENDIX 1: Redundancy Selection Criteria Matrix & Application Guidelines

Redundancy Selection Criteria Matrix

Weighting x 3	Weighting x 2	Weighting x 2	Weighting x 1
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Disciplinary			Performance*			Absence**			Length of Service		
Level of Disciplinary Action	Points Awarded/Deducted	Multplier	Performance Appraisal Grade*	Points Awarded/Deducted	Multplier	Absence Percentage**	Points Awarded/Deducted	Multplier	Length of Service	Points Awarded/Deducted	Multplier
No Record	20		1	20		<2%	20		>20 years	20	
Oral Warning	-5		2	15		<3%	15		10-20 years	15	
Written Warning	-10	x3	3	10	x2	<5%	10	x2	5-10 years	10	x1
Final Written Warning	-15		4	-5		>5%	-5		<5 years	5	

Possible Scores	60
	-15
	-30
	-45

Possible Scores	40
	30
	20
	-10

Possible Scores	40
	30
	20
	-10

Possible Scores	20
	15
	10
	5

Max Possible	160
Min Possible	-60

Notes

Each employee in the pool starts with Zero points then is awarded/deducted points based on the above.

Basic points are based on a 20,15,10,5,-5 basis then multiplied to reflect weighting.

Lowest scoring employees are those identified for compulsory displacement/redundancy. Were relevant; if there is an equal score (draw), competitive interview will be used to determine which employee (s) remain in post and which become displaced.

An Interim Stage will arise to allow for review if there are any overlaps to ensure points are not awarded or deducted for same reasons (e.g poor absence and discipline for absence, etc). This will be done in full consultation with the affected employee (s).

* Where performance appraisal is not in place all employees in pool should be awarded 40 points to ensure consistency.

** Absence will be the best over a three year period. Exclusions to avoid discrimination are outlined in application guidance. Employees under 3 years will be based on the best period within their service.

Notes for Application

A representative from Human Resources will always be involved when this criteria is being applied.

Disciplinary

Consideration should be given to **live disciplinaries** only. Letters of Concern cannot be considered. If a live warning is in appeal stage it will still be considered as being live. Spent/Expired warnings are not relevant. Ongoing investigations cannot be considered either, if there is an ongoing investigation at the time the exercise is being carried out,

Performance

Performance appraisal grades should be used to allocate points in this section. When performance appraisal is not fully operational, full points should be awarded as any performance issues must be properly managed before it is considered fair to allocate lower points.

Absence

Certain reasons for absence cannot be taken into account when considering absence on this context. Individuals may be protected by certain legislation depending on their circumstances. Key points to consider for example are disability discrimination, sex discrimination and age discrimination. Further consideration should be given to planned absences or long term manageable absences (i.e. operations/recover times, periods of personal stress), pregnancy related absence (in relation to Sex Discrimination legislation) although there may be others. Short term, frequent absence or long term un-manageable absences which are not covered by any of the current legislations are those which should be graded at the lower end of this scale. Frequent unrelated absences should reduce points awarded. One off incidences of long term absences when someone's absence record is generally good should also be considered.

Length of Service

This is a factual piece of data. The main consideration here is that it should be the anniversary of service that is used to calculate how many full years service have been completed.

Appendix 2 - 60 Week Redundancy Table

		Completed years of Service																													
		2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Age																															
18		2.0	3.0																												
19		2.0	3.0	4.0																											
20		2.0	3.0	4.0	5.0																										
21		2.0	3.0	4.0	5.0	6.0																									
22		2.0	3.0	4.0	5.0	6.0	7.0																								
23		3.0	4.0	5.0	6.0	7.0	8.0	9.0																							
24		4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0																						
25		4.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0																					
26		4.0	6.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0																				
27		4.0	6.0	8.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0																			
28		4.0	6.0	8.0	10.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0																		
29		4.0	6.0	8.0	10.0	12.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0																	
30		4.0	6.0	8.0	10.0	12.0	14.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0																
31		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0															
32		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	21.0	22.0	23.0	24.0	25.0	26.0	27.0														
33		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	23.0	24.0	25.0	26.0	27.0	28.0	29.0													
34		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	25.0	26.0	27.0	28.0	29.0	30.0	31.0												
35		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	27.0	28.0	29.0	30.0	31.0	32.0	33.0											
36		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	29.0	30.0	31.0	32.0	33.0	34.0	34.0										
37		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	31.0	32.0	33.0	34.0	35.0	35.0	35.0									
38		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	33.0	34.0	35.0	36.0	36.0	36.0	36.0								
39		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	35.0	36.0	37.0	37.0	37.0	37.0	37.0							
40		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	37.0	38.0	38.0	38.0	38.0	38.0	38.0						
41		4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	37.0	38.0	39.0	39.0	39.0	39.0	39.0	39.0					
42		5.0	7.0	9.0	11.0	13.0	15.0	17.0	19.0	21.0	23.0	25.0	27.0	29.0	31.0	33.0	35.0	37.0	39.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0			
43		6.0	8.0	10.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0		
44		6.0	9.0	11.0	13.0	15.0	17.0	19.0	21.0	23.0	25.0	27.0	29.0	31.0	33.0	35.0	37.0	39.0	41.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0	43.0		
45		6.0	9.0	12.0	14.0	16.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	
46		6.0	9.0	12.0	15.0	17.0	19.0	21.0	23.0	25.0	27.0	29.0	31.0	33.0	35.0	37.0	39.0	41.0	43.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	
47		6.0	9.0	12.0	15.0	18.0	20.0	22.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	44.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	
48		6.0	9.0	12.0	15.0	18.0	21.0	23.0	25.0	27.0	29.0	31.0	33.0	35.0	37.0	39.0	41.0	43.0	45.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0	47.0	
49		6.0	9.0	12.0	15.0	18.0	21.0	24.0	26.0	28.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	44.0	46.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	
50		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	29.0	31.0	33.0	35.0	37.0	39.0	41.0	43.0	45.0	47.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	
51		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	32.0	34.0	36.0	38.0	40.0	42.0	44.0	46.0	48.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	
52		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	35.0	37.0	39.0	41.0	43.0	45.0	47.0	49.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	
53		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	38.0	40.0	42.0	44.0	46.0	48.0	50.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	
54		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	41.0	43.0	45.0	47.0	49.0	51.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0	53.0	
55		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	44.0	46.0	48.0	50.0	52.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0	
56		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	47.0	49.0	51.0	53.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	
57		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	50.0	52.0	54.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	56.0	
58		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	51.0	53.0	55.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	57.0	
59		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	51.0	54.0	56.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0	58.0	
60		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	51.0	54.0	57.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	59.0	
61		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	51.0	54.0	57.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	
62		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	51.0	54.0	57.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	
63		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	51.0	54.0	57.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	
64		6.0	9.0	12.0	15.0	18.0	21.0	24.0	27.0	30.0	33.0	36.0	39.0	42.0	45.0	48.0	51.0	54.0	57.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	
		2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
		Completed years of Service																													

APPENDIX 3 – 30 WEEK REDUNDANCY TABLE

Age	Completed years of Service																													
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
18	1.0	1.5																												
19	1.0	1.5	2.0																											
20	1.0	1.5	2.0	2.5																										
21	1.0	1.5	2.0	2.5	3.0																									
22	1.0	1.5	2.0	2.5	3.0	3.5																								
23	1.5	2.0	2.5	3.0	3.5	4.0	4.5																							
24	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5																						
25	2.0	3.0	3.5	4.0	4.5	5.0	5.5	6.0	6.5																					
26	2.0	3.0	4.0	4.5	5.0	5.5	6.0	6.5	7.0	7.5																				
27	2.0	3.0	4.0	5.0	5.5	6.0	6.5	7.0	7.5	8.0	8.5																			
28	2.0	3.0	4.0	5.0	6.0	6.5	7.0	7.5	8.0	8.5	9.0	9.5																		
29	2.0	3.0	4.0	5.0	6.0	7.0	7.5	8.0	8.5	9.0	9.5	10.0	10.5																	
30	2.0	3.0	4.0	5.0	6.0	7.0	8.0	8.5	9.0	9.5	10.0	10.5	11.0	11.5																
31	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	9.5	10.0	10.5	11.0	11.5	12.0	12.5															
32	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	10.5	11.0	11.5	12.0	12.5	13.0	13.5														
33	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	11.5	12.0	12.5	13.0	13.5	14.0	14.5													
34	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	12.5	13.0	13.5	14.0	14.5	15.0	15.5												
35	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	13.5	14.0	14.5	15.0	15.5	16.0	16.5											
36	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	14.5	15.0	15.5	16.0	16.5	17.0	17.0										
37	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	15.5	16.0	16.5	17.0	17.5	17.5	17.5									
38	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	16.5	17.0	17.5	18.0	18.0	18.0	18.0								
39	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	17.5	18.0	18.5	18.5	18.5	18.5	18.5							
40	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	18.5	19.0	19.0	19.0	19.0	19.0	19.0						
41	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	19.5	19.5	19.5	19.5	19.5	19.5	19.5					
42	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	20.5	20.5	20.5	20.5	20.5	20.5	20.5	20.5			
43	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	
44	3.0	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	21.5	
45	3.0	4.5	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	
46	3.0	4.5	6.0	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	22.5	
47	3.0	4.5	6.0	7.5	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	23.0	
48	3.0	4.5	6.0	7.5	9.0	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	23.5	
49	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	
50	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	24.5	
51	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	
52	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	25.5	
53	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	
54	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	
55	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.0	23.0	24.0	25.0	26.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	
56	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	23.5	24.5	25.5	26.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5	
57	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.0	26.0	27.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0	
58	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	26.5	27.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	
59	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	29.0	
60	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5	
61	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	
62	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	
63	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	
64	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	

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