

Resource Guide for Reading's Community

# Resources for Small & Medium Enterprise Employers

For business owners and managers planning for redundancy and  
how best to manage the process

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# Introduction

A group of Voluntary Organisations in Reading (Reading Faith Forum, Reading Voluntary Action and The WELL Centre) worked in consultation with other groups across the town to explore a coordinated approach to the economic recovery in Reading.

Following the launch conference 'Tackling Redundancy – a different opportunity' this Resource Guide is a first step, offering an initial overview of support available for Small to Medium Enterprises (SME's) without access to in-house Human Resource support and people whose jobs may be at risk or whose jobs have been declared redundant.

This Guide has been prepared and made available through the voluntary support agencies in Reading so that SME's and individuals can find out more about the main sources of support available to them. It is intended to supplement the information and support already available to organisations and their employees through official channels such as the local Job Centre Plus and other agencies. Whilst every effort has been made to ensure the accuracy of material in this guide, it is always recommended that organisations and individuals seek professional advice and guidance in cases of redundancy and unemployment.

The Resources Guide is in 4 sections:

Section 1: Support Organisations Contact Details

Section 2: A guide to assist employers in good practices

Section 3: To Assist Employees: Local Voluntary Support available and Contact Details

Section 4: To Assist SME Owner/ Managers

## ***Disclaimer***

***All information is accurate at time of publishing. Reading Faith Forum, Reading Voluntary Action and The WELL Centre are not responsible for the contents or reliability of linked websites. Information becomes out of date quickly so needs to be checked with an advice worker or a mentor for current data.***

## Section 1 The Redundancy Process for the Employer

### 1.1 How to help Redundant Employees

- Employees (especially those who have worked for many years in the same job or workplace) can find the redundancy experience traumatic- even if they have received a redundancy payment above the legal minimum
- Where possible the employer should help employees come to terms with their situation. The practical and financial help offered will of course depend on the size of the business and the seniority of any employee made redundant
- Employers can help with financial issues by:-
  - Providing clear information on the financial effects of redundancy – amount of redundancy pay, effect on pension payments, and eligibility for state benefits
  - Pointing out the need for employees to discuss the financial implications of redundancy with their families as early as possible. There are a number of specialist financial planning firms that can offer Life and Financial Planning advice
  - Helping employees to find new jobs. To do this the employer could:-
    - Advise them to contact their nearest Job Centre Plus to locate any suitable vacancies
    - Advise them to register with JCP to qualify for any financial benefit support that they are eligible to receive
    - Ensure that during their period of unemployment their State Pension rights are protected through maintaining their continuity of National Insurance payments. It is essential that they register with their local JCP as being available for work
    - Set up interviews on-site for redundant employees. Employers could consider using a specialist outplacement agency – outplacement counseling and retraining is tax deductible in respect of all redundant employees
    - Contact other employers who may have vacancies
    - Offer advice in searching for suitable vacancies in the press and on the internet
    - Offer guidance on CV's job application forms and interview techniques
    - Highlight the importance of being prepared to consider a wide range of jobs
    - Consider re-employment if business recovers, where this is appropriate
- Offer Outplacement Support

*'Outplacement support is extremely valuable (for most candidates)'*

*'Just under half (45.%) of respondents offered outplacement support to employees during their last round of redundancies. Of those that did, the majority offered this support on-site.'* (Quoted from the IDS Redundancy Survey 2009)

- Help employees to analyse their skills and experience. The resulting profile can identify personal qualities and transferable skills that they possess
- Help improve their job searching skills, and offer access to available vacancies
- Support for 16 and 17 year olds being made redundant
- People aged 16 – 17 year-old can get extra help for their local Connexions /New Directions (ND) service when they find themselves out of work or training. If someone in this category is employed in a job which does not include a training element, Connexions will already be in touch with that person to find out how they are progressing. If an employer has to make a 16-17 yr old redundant then the employer should contact the local Connexions website [www.connexions-berkshire.org.uk](http://www.connexions-berkshire.org.uk)
- From the 1<sup>st</sup> April 2012 this service will be provided by New Directions, Reading [www.newdirections.co.uk](http://www.newdirections.co.uk)

## 1.2 Support for Employees who stay

*'Most respondents agreed that the key to engaging staff who kept their jobs following a redundancy programme is through communication. Effective communication before, during and after can help minimize 'survivor syndrome' and reassure remaining employees of their own future in the company. A number of companies highlighted the value of explaining why the change was necessary, putting the redundancies in the context of the business performance and objectives, and that employees need to be kept informed about how the company is progressing.'*

*'A wide range of communication channels were used by respondents, including e-mails, face to face meetings and company presentations. The attitude of the managers was also important, reflected in their willingness to be open and to answer any questions that they were asked.'*

*'Respondents reported that on-going training was an effective means of ensuring staff were trained for their revised roles, which lifted morale. Employee assistance programmes, occupational health services and telephone counselling were all offered to help employees still in post following redundancies.'* (Findings from the IDS Handling Redundancy Survey 2009)

## 1.3 Employers' Top Tips on Managing Redundancy

### Consider the Alternatives

*'Before you consider redundancies, be very clear that there are no alternatives.'*

*'If Trade Unions put forward alternative proposals, listen to them seriously.'*

### **Plan Carefully**

*'Have a detailed plan from the outset. Try to cut once only.'*

*'Ensure you understand the real cost of redundancy, including early retirement benefits and capital costs to pension funds.'*

*'Make sure you are up to date with relevant case law.'*

*'Put in place a comprehensive appeals process internally to minimize external involvement/tribunal.'*

### **Use Objective Selection Criteria**

*Ensure that the pool for redundancy selection are defined as closely as possible.*

*Make sure that the line managers required to carry out the selection process do so fairly and are confident that they could defend their scoring decisions at a tribunal if required.'*

### **Communicate Clearly and Often**

*'Consult, consult, and consult more.'*

*'Communication through the process is key to those directly affected as well as the rest of the business.'*

*'Don't let redundancies be a shock, engage staff on the issues facing them.'*

### **Stick to your process**

*'Follow the statutory dismissal code very carefully.'*

*'Follow your laid down procedure to the letter.'*

### **Show compassion**

*'Realise that you are dealing with a human being who is going through a possible life changing event. Treat people with dignity and respect.'*

## **1.4 Redundancy: the Legal Issues**

### **Age Discrimination**

Since 2006 the Age Regulations have called into question the legitimacy of long held practices, such as last in-first out- (LIFO) as a means of selecting for redundancy.

### **Procedural Fairness**

A redundancy is a dismissal and some redundancies may lead to the employee claiming that his or her dismissal was unfair. One reason might be that redundancy was not the true reason for the dismissal, while another might be that the process was 'substantially or procedurally unfair'. Therefore care should be exercised to ensure that where possible employers warn and consult any employees affected (or their elected representatives) adopts a fair basis upon which to select for redundancy and takes reasonable steps to avoid or minimize redundancy through re-deployment within the organisation.

## 1.5 A Case Study: What one Employer did to avoid Redundancies

This is an example of one small firm that is managing to survive without making anyone redundant – so far. Due to the economic recession, 'W', a water supply company, experienced a severe drop in orders from the construction industry, in November 2008, following the financial crisis that impacted on their customers in the construction and house building sectors.

### Seeking Alternatives to Redundancy

During 2008 'W' took a number of measures to prevent compulsory redundancies. These included:

- Introducing a reduced working week for all staff, no longer working over-time
- To cover sudden work cancellations, hours were 'banked' to be used at a later date, within the salary month
- External contractors were released; extended holiday period were adopted to cover critical points at the year end
- A wage freeze was implemented
- Over-time working was phased out and replaced by an enhanced 'day rate' to remain competitive

### Re-deploying Staff

Where there was a reduction in the planned work-flow, the company's driver/technicians were 'leased' to another specialist transport firm with large orders to fill. This kept the company's workforce intact for a short period.

### Consultation with Employees

The lack of work clearly affected morale, so the MD held weekly meetings to keep everyone informed.

### The Selection Criteria

The agreed selection criteria were

- Suitability for remaining work
- Skills and ability
- Reliability and dependability
- Timekeeping
- Performance

### Asking for Volunteers

The company set out the redundancy terms for each employee, to assist in their personal financial planning. All were consulted, and one decided that he would like to accept the terms and left the company. He is available for contract work during the summer months.

### **Gauging Employee Morale**

Morale did plummet as the recession took effect, and the reduction in hours did have an immediate impact on take-home pay. However after 3 weeks the minimum 45 hours was covered, and in the winter months overtime is rare. It did impact on the summer months, when overtime was curtailed. In the summer months the work flow will be more consistent and less overtime was available as the planning of events had improved through better software and more skilled operators.

### **Communication Principles**

To tackle a toxic cocktail of rumour, loss of morale, loss of purpose, and gossip, the following four principles proved effective in achieving 'emotional containment':

- Honest and consistent regular & planned communication
- Answering questions and addressing concerns
- Prompt and considered actions
- Setting out a simple and 'inspiring' future with action steps that were clearly achievable

### **Future Plans - Preparing for recovery**

Restructuring the organisation - new markets meant some internal re-organisation, and with the installation of work control software, jobs could be re-designed to reduce costs and bottle-necks. This in turn reduced costs and encouraged all staff to keep a close eye on expenditure in their own departments.

The company is working to sharpen its competitive edge through offering technical training to its customers (legislation means that the clients need to be conversant with water quality regulations) as well as its own staff. This is paying off as the company can now compete for much larger contracts in partnership with international competitors in the UK market.

## Section 2 The Guide to Good Practice and Resources for Employers & Employees

Listed below are the main websites offering advice and useful information when going through Redundancy or dismissal.

Support Available to Employers	Organisation
<p>Information on Redundancy and notice, including rights, case studies and training courses  <a href="http://www.acas.org.uk/index.aspx?articleid=1365">www.acas.org.uk/index.aspx?articleid=1365</a></p> <p>Download the booklet from ACAS on Redundancy handling  <a href="http://www.acas.org.uk/index.aspx?articleid=747">www.acas.org.uk/index.aspx?articleid=747</a></p>	<p>ACAS  <a href="http://www.acas.uk">www.acas.uk</a>                      Advisory, Conciliation and Arbitration Service</p>
<p>Excellent summary of all the good working practices and useful checklists together with downloadable documents referenced to the legislation</p> <p>Includes guidelines to manage the redundancy process and how to work in a fair and just way</p> <p>Includes an interactive tool to understand the implications of redundancies and</p> <p>A statutory redundancy pay (SRP) calculator</p>	<p>Business Link  <a href="http://www.businesslink.gov.uk">www.businesslink.gov.uk</a></p>
<p>How to avoid potential unfair dismissal claims.  <a href="http://www.businesslink.gov.uk/bdotg/action/openpopup?type=ONEOFFPAGE&amp;itemId=1074731083">www.businesslink.gov.uk/bdotg/action/openpopup?type=ONEOFFPAGE&amp;itemId=1074731083</a></p> <p>Making an employee redundant, offering advice on notification and consultation  <a href="http://www.businesslink.gov.uk/bdotg/action/layer?r.l1=1073858787&amp;r.s=tl&amp;topicId=1084823152">www.businesslink.gov.uk/bdotg/action/layer?r.l1=1073858787&amp;r.s=tl&amp;topicId=1084823152</a></p> <p>Resources, including avoiding unfair dismissal and the consequences of getting it wrong</p> <p>Various links from the index to: Redundancy Rights</p>	
<p>Advice on:                      Redundancy and leaving your job  <a href="http://www.direct.gov.uk/en/Employment/RedundancyAndLeavingYourJob/index.htm">www.direct.gov.uk/en/Employment/RedundancyAndLeavingYourJob/index.htm</a></p>	<p>Direct Gov.uk  <a href="http://www.direct.gov.uk">www.direct.gov.uk</a></p>
<p>Redundancy  <a href="http://www.direct.gov.uk/en/Employment/RedundancyAndLeavingYourJob/Redundancy/DG_10029832">www.direct.gov.uk/en/Employment/RedundancyAndLeavingYourJob/Redundancy/DG_10029832</a></p> <p>Unfair Dismissal  <a href="http://www.direct.gov.uk/en/Employment/RedundancyAndLeavingYourJob/Dismissal/DG_10026692">www.direct.gov.uk/en/Employment/RedundancyAndLeavingYourJob/Dismissal/DG_10026692</a></p> <p>Volunteering, tips on how to manage volunteers, how to volunteer, rights as a volunteer and more at  <a href="http://www.direct.gov.uk/en/HomeAndCommunity/GettingInvolvedInYourCommunity/Volunteering/index.htm">www.direct.gov.uk/en/HomeAndCommunity/GettingInvolvedInYourCommunity/Volunteering/index.htm</a></p>	

*Tackling Redundancy January 2012*

Best available guide to assist employees and employers understand the Redundancy process, information on benefits, the redundancy payment calculator, reference to ACAS on-line forms with further links including Citizen's Advice Bureau, JobCentre Plus with Search for a job or voluntary opportunities	
Employers Forum on Age, tackling ageism at work	Employers Federation on Age <a href="http://www.efa.org.uk">www.efa.org.uk</a>

More specific websites are listed in the next section

## Section 3 Resources Online

### 3.1 Main Website Information

Designed for 6th formers and first job aspirants exploring career choices, there is also a useful part on CV writing, planning your job search, preparing for interviews etc	<a href="http://www.careers-gateway.co.uk">www.careers-gateway.co.uk</a>
Learning at home or at a centre near you	<a href="http://www.learnirect-advice.co.uk">www.learnirect-advice.co.uk</a>
An excellent site aimed at newly qualified people (non graduates as well as graduates) and offers not only career advice, but also links to national employers offering a range of opportunities from internships, to apprenticeships, to jobs with on-site training	<a href="http://www.prospects.ac.uk">www.prospects.ac.uk</a>

### 3.2 General Job Search Sites

<a href="#">Go to</a> the job search site on this website to access jobs in your area	Direct Gov UK <a href="http://www.direct.gov.uk">www.direct.gov.uk</a>
Will find you jobs when you put in your job title and location	<a href="http://www.indeed.com">www.indeed.com</a>
Not only access to advertised jobs, but also help with CV writing, job search planning, answering advertisements writing application letters and preparing for interviews etc	<a href="http://www.jobcentreplus.gov.uk">www.jobcentreplus.gov.uk</a>
Type in keywords and location to look for jobs	<a href="http://www.jobsgopublic.com">www.jobsgopublic.com</a>
	<a href="http://www.monster.co.uk">www.monster.co.uk</a>
	<a href="http://www.randstad.co.uk">www.randstad.co.uk</a>
	<a href="http://www.reed.co.uk">www.reed.co.uk</a>
	<a href="http://www.select.co.uk">www.select.co.uk</a>
	<a href="http://www.totaljobs.com">www.totaljobs.com</a>
A social purpose company improving people's lives	<a href="http://www.a4e.co.uk">www.a4e.co.uk</a>
<b>Retail</b>	
A search through available jobs in retail	<a href="http://www.inretail.co.uk">www.inretail.co.uk</a>
National Skills Academy for Retail	<a href="http://www.nsaforretail.com">www.nsaforretail.com</a>
Provides an overview of the range of jobs available in retail, the courses & qualifications available, how they are accessed. Mature entrants to the industry will appreciate the list of job titles and job content outlined. also articles on various aspects of the retail industry, examples of successful people from a variety of backgrounds and industry opportunities for the future	<a href="http://www.retailcareers.co.uk">www.retailcareers.co.uk</a>

Search on this website for retail jobs	<a href="http://www.orangejobs.co.uk">www.orangejobs.co.uk</a>
Many of the larger retailers either retain agencies or recruit direct to their local city store	<a href="http://corporate.marksandspencer.com/mscareers">http://corporate.marksandspencer.com/mscareers</a> <a href="http://sainsburys.jobs/">http://sainsburys.jobs/</a>
<b>Leisure and Tourism</b>	
Discover your skills in the active industry, find out about training and resources	<a href="http://www.skillsactive.com">www.skillsactive.com</a>
Opportunities in the leisure industry	<a href="http://www.leisureopportunities.co.uk">www.leisureopportunities.co.uk</a>
Search for jobs in the international leisure travel group	<a href="http://www.firstchoice4jobs.co.uk">www.firstchoice4jobs.co.uk</a>
<b>Health and Social Care</b>	
Information service for careers in NHS	<a href="http://www.nhscareers.nhs.uk">www.nhscareers.nhs.uk</a>
A Sector Skills Council for Health, improving skills	<a href="http://www.skillsforhealth.org.uk">www.skillsforhealth.org.uk</a>
For social care employers with a list of vacancies	<a href="http://www.socialcarecareers.co.uk">www.socialcarecareers.co.uk</a>
For social workers	<a href="http://careers.socialworkers.org/">http://careers.socialworkers.org/</a>
<b>Hospitality</b>	
Search for hospitality, catering, hotel, chef jobs and training	<a href="http://www.hospitalityrecruitment.co.uk">www.hospitalityrecruitment.co.uk</a>
	<a href="http://www.caterer.com">www.caterer.com</a>
	<a href="http://www.people1st.co.uk">www.people1st.co.uk</a>
<b>Training</b>	
Courses, qualifications, free internet access at centres with support near the town centre	Learn Direct <a href="http://www.learnirect.co.uk">www.learnirect.co.uk</a>
Local courses at East Berkshire College	<a href="http://www.eastberks.ac.uk">www.eastberks.ac.uk</a>
Next Step, helping you get on in work and life	<a href="http://www.careersadvice.direct.gov.uk">www.careersadvice.direct.gov.uk</a>
Exchange Group is a national skills and employability training provider	<a href="http://www.exchangegroup.co.uk">www.exchangegroup.co.uk</a>
Reading College courses	<a href="http://www.reading-college.ac.uk/courses/">www.reading-college.ac.uk/courses/</a>
<b>Local Newspapers On-Line</b>	
Reading Evening Post jobs online	<a href="http://www.getreading.co.uk/jobs/">www.getreading.co.uk/jobs/</a>
Reading Chronicle jobs online	<a href="http://www.readingchronicle.co.uk/jobs/">www.readingchronicle.co.uk/jobs/</a>

### 3.3 Local Resources

<b>Legal Advice and Advocacy</b>	
Citizen's Advice Bureau - Advice Guide & Resources	<a href="http://www.citizensadvice.org.uk">www.citizensadvice.org.uk</a>
Community Legal Aid Free confidential service	<a href="http://www.communitylegaladvice.org.uk">www.communitylegaladvice.org.uk</a>

<b>Benefits and Finances</b>	
Access to job seeker information on rates and eligibility guidelines	JobSeekers Allowance <a href="http://www.jobseekers-allowance.com">www.jobseekers-allowance.com</a>
An on-line independent site offering a benefits information service on all aspects of grants and benefits for all ages, and helpful easy-to-use calculators	<a href="http://www.turn2us.org.uk">www.turn2us.org.uk</a>
A very useful website offering fact sheets on all aspects of tax advice and benefits entitlement , helpful advice on buying a PC, and getting on-line cheaply and easily. Also advice on health, welfare, rights at work, job hunting, self employment and access to tax credits etc	Age UK <a href="http://www.ageuk.org.uk/">www.ageuk.org.uk/</a>
Offering unemployment advice, debt and benefit advice in East Reading. Also offers pro-bono legal clinic once a month Contact: 233 Kings Road, Reading, Berkshire RG1 4LS 0118 926 3941 e-mail: <a href="mailto:advice@communicare.org.uk">advice@communicare.org.uk</a>	CommuniCare <a href="http://www.communicare.org.uk">www.communicare.org.uk</a>
Offering benefit support in the Southcote area of Reading 0118 959 8558 email: <a href="mailto:admin@nquire.org">admin@nquire.org</a>	Nquire <a href="http://www.nquireadvice.org.uk">www.nquireadvice.org.uk</a>

### 3.4 Specialised Services

<b>Young People</b>	
A specialist advisory service is available for those made redundant and aged 16-17	<a href="http://www.connexions-berkshire.org.uk">www.connexions-berkshire.org.uk</a>
The Prince's Trust has national coverage and offers support and practical mentoring to young people between 17 and 25 who would like to start their own enterprise	<a href="http://www.princes-trust.org.uk">www.princes-trust.org.uk</a>
<b>People over 45</b>	
Support for those seeking employment or self employment, post redundancy	<a href="http://www.50plusworks.com">www.50plusworks.com</a>
The Prince's Initiative for Mature Enterprise	<a href="http://www.primeinitiative.co.uk">www.primeinitiative.co.uk</a>
We support individuals and organisations to define what those goals are and take the steps necessary to make them a reality. Through business and commerce the vision of TFB helps rebuild community, family and individual self-esteem and begin to enable society and the church to have a view of business and the contribution of it to the development of community	The Family Business <a href="http://www.thefamilybusiness.org.uk">www.thefamilybusiness.org.uk</a>
We work with businesses, public agencies and voluntary organisations to improve wellbeing in the workplace, access to work, skill development and	The WELL Centre <a href="http://www.WELL-CENTRE.ORG">www.WELL-CENTRE.ORG</a>

<p>employment opportunity. We undertake research and programme development and use a holistic approach to help individuals increase their employability, and to help employers manage people well through change and transformation of work practices. The WELL Centre provides: support, coaching, work plans and development</p> <p>Susan van Beveren <a href="mailto:svan.beveren@WELL-CENTRE.ORG">svan.beveren@WELL-CENTRE.ORG</a></p> <p>0791 941 6990</p>	
Support and information to help set up a new business and more	<a href="http://www.businesslink.gov.uk">www.businesslink.gov.uk</a>
For women entrepreneurs	<a href="http://www.prowess.org.uk">www.prowess.org.uk</a>
<b>Women Returning to Employment</b>	
Jobs and community site for working mums	<a href="http://www.workingmums.co.uk">www.workingmums.co.uk</a>
Forum for sharing friendship, opportunities for business women in Thames Valley	<a href="http://www.tvbwg.com">www.tvbwg.com</a>
<b>For parents by parents</b>	
Employment Rights, Benefits, and talk forums	<a href="http://www.mumsnet.com">www.mumsnet.com</a> <a href="http://www.mumsnet.com/jobs">www.mumsnet.com/jobs</a>
<b>Single Parents</b>	
Website to find child care, nannies and babysitters	<a href="http://www.childcare.co.uk">www.childcare.co.uk</a>
Supporting single parents	<a href="http://www.gingerbread.org.uk">www.gingerbread.org.uk</a>
<b>Disabilities/Learning Difficulties</b>	
The Shaw Trust Supporting those disabled or disadvantaged to prepare for work	<a href="http://www.shawtrust.org.uk">www.shawtrust.org.uk</a>
Graft aims to provide information, advice and guidance to disabled and disadvantaged groups who are looking for employment and work related opportunities. We can help with CV writing, job searching, work experience placements, one to one support and work related training courses	Graft (Thames Valley) Ltd <a href="http://www.graft.org.uk">www.graft.org.uk</a>
Berkshire Disability Information Network An excellent source of information and links to other local specialized support networks for a range of disabilities Tel: 01344 301572	<a href="http://www.iberkshire.co.uk/profile/14046/6/Bracknell/Berkshire-Disability-Information-Network/">www.iberkshire.co.uk/profile/14046/6/Bracknell/Berkshire-Disability-Information-Network/</a>
The Adult Dyslexia Centre for information and support	<a href="http://www.adult-dyslexia-centre.co.uk">www.adult-dyslexia-centre.co.uk</a>
<b>Mental Health &amp; Rehabilitation Services</b>	
On the Direct.gov website there is information on mental health and work <a href="http://www.direct.gov.uk/en/DisabledPeople/HealthAndSupport/MentalHealth/DG_10023434">www.direct.gov.uk/en/DisabledPeople/HealthAndSupport/MentalHealth/DG_10023434</a>	

<b>Ex-Offenders</b>	
National Association for the Care and Re-Settlement of Offenders	<a href="http://www.nacro.org">www.nacro.org</a>
Start Up Now is a programme that offers ex-offenders or those about to be released from prison the chance to make a new start given the opportunity for self employment. The success of the scheme relies on the individual working with a peer mentor. Becoming self employed is demanding at the best of times, but for someone newly released there are unique challenges to overcome	<a href="http://www.startupnow.org.uk">www.startupnow.org.uk</a>
Working with those who have committed offences	Thames Valley Probation Service <a href="http://www.thamesvalleyprobation.gov.uk">www.thamesvalleyprobation.gov.uk</a>
This organisation helps ex-offenders with employment	Apex Trust <a href="http://www.apextrust.com">www.apextrust.com</a>
Caring for Ex-Offenders coordinates a link between someone coming out of prison and their local church community in order to better assist the individual's successful resettlement into society  Their links page is also useful and provides a wide area of support <a href="http://www.caringforexoffenders.org/content/links">www.caringforexoffenders.org/content/links</a>	<a href="http://www.caringforexoffenders.org">www.caringforexoffenders.org</a>
<b>Personal Counselling Services</b>	
Reading Samaritans  Support when going through Redundancy <a href="http://www.samaritans.org.uk/talk_to_someone/find_my_local_branch/south_east/reading.aspx">www.samaritans.org.uk/talk_to_someone/find_my_local_branch/south_east/reading.aspx</a>	<a href="http://www.samaritans.org.uk">www.samaritans.org.uk</a>
A self help guide to Redundancy has been produced by Talking Therapies, facts and details are correct at the time of publication. The guide can be downloaded from the Reading Faith Forum webpage below this document	<a href="http://www.talkingtherapies.berkshire.nhs.uk/">www.talkingtherapies.berkshire.nhs.uk/</a>
Envision Counselling offers a confidential and empathic counselling service. Envision was set up by Shirley Anstis who is committed to helping the whole person. Her approach, integrative psychosynthesis, takes a holistic view of the client as having a body, a heart, a mind and soul  Shirley Anstis, M.A, B.Sc, MBACP: Counsellor Tel: 0118 966 0107	<a href="http://www.envisioncounselling.co.uk">www.envisioncounselling.co.uk</a>
Philippi Trust Reading provides a safe, confidential environment where you will be listened to with understanding and respect, and where you can gain healing and understanding, and explore ways of moving forward	<a href="http://www.philippireading.org.uk">www.philippireading.org.uk</a>
Life Story Therapeutic Centre aims to provide high quality counselling, psychotherapy and complementary therapies to as many people as possible within the local community	<a href="http://www.lifestorytherapeuticcentre.com">www.lifestorytherapeuticcentre.com</a>

<p><b>Money Matters</b></p>	
<p>AXA and Britannia Insurance Mortgage Finance Providers Mortgage Protection and Income Protection providers are also a good source of on-line guides. These add on services are there to help clients avoid triggering a claim by helping them manage their finances and get back into work, e.g CV writing</p>	<p><a href="http://www.britannia.co.uk/site/channels/insurance/payment-protection-insurance/index.html">www.britannia.co.uk/ site/channels/insurance/payment-protection-insurance/index.html</a></p>
<p>You can avoid losing money and getting into debt if you have enough information to make the right choices. Advice includes help to deal with your debt problems, how to avoid losing your home <a href="http://www.adviceguide.org.uk/index/your_money/money_management_index_ew.htm">www.adviceguide.org.uk/index/your_money/money_management_index_ew.htm</a></p>	<p>Citizens' Advice Bureau <a href="http://www.citizensadvice.org.uk/">www.citizensadvice.org.uk/</a></p>
<p>The credit union is for anyone who lives or works in Berkshire as a borrower and/or saver</p>	<p>Community Savings and Loans – Berkshire <a href="http://www.cslberks.org">www.cslberks.org</a></p>
<p>Advice on your money information and interactive money planners and includes parent's guide to money ie going back to work, pensions and retirement. Money Advice Service offer support to larger companies <a href="http://www.moneyadviceservice.org.uk">www.moneyadviceservice.org.uk</a> Information on Income Tax, tax credits, National Insurance, Pensions – refunds or credit</p>	<p>Financial Health check HM Revenue &amp; Customs <a href="http://www.hmrc.gov.uk">www.hmrc.gov.uk</a></p>
<p><b>Networking, Job Clubs &amp; Personal Development</b></p>	
<p>The Learning and Employment Service for Reading Support with new personal skills, CV writing, turning a hobby into a career, learning to teach others, employment advice and support (1-1 and group sessions) <a href="http://www.newdirectionsreading.co.uk/employment">www.newdirectionsreading.co.uk/employment</a></p>	<p>New Directions Reading <a href="http://www.newdirectionsreading.co.uk">www.newdirectionsreading.co.uk</a></p>
<p>Reading Executive Job Club Tel: 0845 842 0012 Careers Springboard, Bracknell Careers Springboard, Gerrards Cross Careers Springboard, West Berks Windsor &amp; Maidenhead Executive Job Club</p>	<p>Executive Job Clubs <a href="http://www.newdirectionsreading.co.uk">www.newdirectionsreading.co.uk</a> <a href="http://www.careersspringboardbracknell.org.uk">www.careersspringboardbracknell.org.uk</a> <a href="http://www.careersspringboard.info">www.careersspringboard.info</a> <a href="http://www.careerswestberks.org.uk">www.careerswestberks.org.uk</a> <a href="http://www.executivejobclub.org.uk">www.executivejobclub.org.uk</a></p>
<p>A local guide to events and connecting with others</p>	<p><a href="http://www.networkinginberkshire.co.uk">www.networkinginberkshire.co.uk</a></p>
<p>Employment Support from Reading Borough Council Information, advice and support to help you prepare for and find work, including specialist support for people with disabilities, older people and</p>	<p><a href="http://www.reading.gov.uk">www.reading.gov.uk</a></p>

carers. Social Care is now a growing job market and training on the job is available	
<a href="http://www.reading.gov.uk/healthandsocialcare/directoryofservices/gettingoutandabout/employmentsupport/">www.reading.gov.uk/healthandsocialcare/directoryofservices/gettingoutandabout/employmentsupport/</a>	
JobCentre Plus Employees need to ask employer to invite JCP to visit to explain the services on offer, the financial support available and what would block or reduce it. Employers should have access to the Rapid Response Service (RSS) for employees and the tailored package may include offering presentations, CV writing, ACAS, HMRC & trade unions <a href="http://www.dwp.gov.uk/about-dwp/customer-delivery/jobcentre-plus/">www.dwp.gov.uk/about-dwp/customer-delivery/jobcentre-plus/</a>	
Next Step website offer skills and interests quiz, CV and job search hints	Next Step <a href="https://nextstep.direct.gov.uk">https://nextstep.direct.gov.uk</a>
Membership on LinkedIn and 'Reading Faiths and Community Career Support Group', with information and more links (under 'promotions') <a href="http://www.linkedin.com/groups/Reading-Faiths-Community-Career-Support-3781925?mostPopular=&amp;gid=3781925">www.linkedin.com/groups/Reading-Faiths-Community-Career-Support-3781925?mostPopular=&amp;gid=3781925</a>	LinkedIn <a href="http://www.linkedin.com">www.linkedin.com</a>
Clarify and increase your self-knowledge and gain the confidence in your own professional strengths and abilities to make the most of your life	Re-Action <a href="http://www.re-action.biz">www.re-action.biz</a>
Activities for increasing self-knowledge and motivating change <a href="http://www.windmillsonline.co.uk/interactive/main_sections.html">www.windmillsonline.co.uk/interactive/main_sections.html</a>	Windmills <a href="http://www.windmillsonline.co.uk">www.windmillsonline.co.uk</a>
<b>Volunteering Opportunities</b>	
Reading Voluntary Action promotes strength within Reading's voluntary and community sector (VCS) by providing information, access to resources, volunteer recruitment and training to people who work in or with charities, community groups and voluntary organisations	Reading Voluntary Action <a href="http://www.rvadirectory.org.uk">www.rvadirectory.org.uk</a>
Managed by Reading Voluntary Action, offering support for volunteer placements, an online recruitment service, sharing expertise on developing volunteering roles and signposting or organizing training opportunities for volunteers	Volunteer Centre Reading <a href="http://www.rvadirectory.org.uk/volunteer">www.rvadirectory.org.uk/volunteer</a>
Volunteering as a way into paid employment is explained on various websites e.g <a href="http://www.volunteering.org.uk/resources">www.volunteering.org.uk/resources</a>	Volunteering UK <a href="http://www.volunteering.org.uk">www.volunteering.org.uk</a>
The core activities of the company are providing Training; Management; and Facilities, for the Third (voluntary) Sector as well as support for those unemployed and with disabilities	Berkshire Scout Enterprise <a href="http://www.bsel.org.uk">www.bsel.org.uk</a>
Search through available volunteering and apply online	<a href="http://www.do-it.org.uk">www.do-it.org.uk</a>
Volunteer with a timebank project or volunteer as an employee	<a href="http://www.timebank.org.uk">www.timebank.org.uk</a>

Volunteering opportunities in Reading	<a href="http://www.rgneeds.me">www.rgneeds.me</a>
Windsor and Maidenhead Voluntary Action A one stop shop for volunteering	<a href="http://www.wmvolaction.org.uk">www.wmvolaction.org.uk</a>
The one stop shop for volunteering in Windsor and Maidenhead	<a href="http://www.wmvolaction.org.uk">www.wmvolaction.org.uk</a>
Supporting voluntary and community organisations in Bracknell	<a href="http://www.bfva.org/">www.bfva.org/</a>
Supporting local voluntary and community groups in Wokingham <a href="http://volunteercentrewokingham.btck.co.uk/">http://volunteercentrewokingham.btck.co.uk/</a>	
Supporting local voluntary groups in Slough	<a href="http://www.sloughcvs.org.uk/">www.sloughcvs.org.uk/</a>
Providing services in the voluntary sector in Newbury	<a href="http://www.volunteerwestberks.org.uk/">www.volunteerwestberks.org.uk/</a>
<b>Social Welfare</b>	
Christian Community Action (CCA) operates in the Reading area, to provide practical help to those requiring assistance with obtaining furniture and household goods. CCA has an 'army' of volunteers from all backgrounds and also takes work placements from across the town	Christian Community Action <a href="http://www.ccam.org.uk">www.ccam.org.uk</a>
A voluntary delivery service to supply tinned food stuffs to Reading families or individuals on the 'bread-line' or on the street, by referral only. The only charity offering food in Reading	Readifood <a href="http://www.fcg.org.uk">www.fcg.org.uk</a>

### 3.5 Community Support

#### Faith Groups:

<p>The Reading Faith Forum is the representative body that gives the Faith Communities in Reading a voice.</p> <p>The Faith Forum supports all faith groups within Reading by providing networking, training, events, advice and information. Quarterly meetings are open forums for all faith communities.</p> <p>The Faith Forum has existed from 2006 to enable Faith Communities in Reading to:</p> <ul style="list-style-type: none"> <li>• Act together</li> <li>• Speak out together</li> <li>• Talk and listen together</li> </ul> <p>The Faith Communities are made up of Buddhists, Christians, Hindus, Jews, Muslims, Sikhs, and other smaller groups.</p> <p>Click here to <a href="#">Contact Us</a> the Faith Forum Committee</p>	<p>Reading Faith Forum</p> <p><a href="http://www.readingfaithforum.com">www.readingfaithforum.com</a></p>
<p>Search for a faith community or faith-based voluntary organisation through Reading Faith Forum website or Reading Voluntary Action Directory online</p> <p><a href="http://www.readingfaithforum.com/wherewefit">www.readingfaithforum.com/wherewefit</a></p>	

<p>Each Week on</p> <p><b>Tuesdays:</b> Tyndale Baptist Church (South Reading)</p> <p><b>Wednesdays:</b> Salvation Army – Reading Central (Central Reading)</p> <p><b>Thursdays:</b> Park United Reformed Church (East Reading), St Catherine of Sienna (West Reading)</p> <p><b>Fridays:</b> Our Lady and St Anne Caversham, Caversham Baptist Church (North Reading), Wycliffe Baptist Church (East Reading)</p> <p><i>(Survey of lunch groups and other activities in faith communities May 2011)</i></p>	<p>Drop in with Lunch</p>
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## Section 4 Essential Checklist

### 4.1 What is Redundancy?

The employer ceases - or intends to cease - carrying on the business for the purpose of which the employee was employed.

The business changes location, or there is no longer a requirement for the kind of work that the employee was employed to do. For a redundancy to be genuine the job the employee was employed to do must disappear; i.e. new staff can still be employed but not to do the work the redundant employee was doing. In this situation, eligible employees would be entitled to receive a redundancy payment. (SRP)

### 4.2 What are Lay-Offs?

A lay-off happens when the employer temporarily cannot provide the employee with paid work. An employer generally can only lay off an employee where there is an express agreement between both parties to do so. Such an agreement may be set out in:-

- The employee's contract of employment
- A national agreement for the industry in which the business operates
- A collective agreement between the employer and the trade union

An employer may also be able to lay off an employee where there is an implied term of the contract created by custom and practice, i.e. where there is clear evidence to show that laying off employees has been widely accepted practice over a long period of time.

If the employer and the employee simply agree to the variation in the employment contract allowing them to be laid off – for example, because the only alternative is redundancy this variation does not give the employer the power to lay off without pay and without consent in the future.

Where there is no contractual agreement already in place, and the employee refuses to agree to be laid off, then the employer may consider offering a new, revised contract. However this involves dismissing the employee and could lead to a claim for unfair dismissal.

### 4.3 What is Short-Time Working

Short-time working is where the employee's pay is less than half a week's pay because they either have no paid work for a number of days in the week, or they work a reduced number of paid hours for a number of days in the week. The employer can only put an employee on short time working where they have expressly agreed with the employee. The agreement may be set out in the employee's contract, or other collective agreement.

## 4.4 Avoiding Redundancies

### Recession

In this recession, unlike those of the past, employers seem to be making considerable efforts to retain skilled employees and limit the need for redundancy. A variety of methods have been employed to cut costs without losing jobs, including natural wastage, redeployment, pay freezes, and short-time working.

### Other Steps

Other reasonable steps to avoid redundancies should also be considered such as

- Seeking applications for voluntary redundancy
- Seeking applications from existing staff to work flexibly
- Laying off self-employed contractors, freelancers
- Not using casual staff or labour
- Recruitment restrictions, reducing overtime
- Filling vacancies elsewhere in the business with existing employees
- Short time working or temporary lay-offs

### Consultation

Consulting with employees could help avoid making redundancies. Employees have different insights into the way the business operates and can offer alternative solutions.

### Survey

A 2009 survey of 450 UK employers (Incomes Data Services Study 902) showed that the most common alternatives include suspending external recruitment (78%), natural wastage (76%), reviewing employment of temporary staff (71%), re-deploying & re-training (68%), reducing overtime (52%), short-time working (20%) deferring/reducing bonuses (18%), reducing working weeks where practicable (17%) voluntary pay-cuts (12%), lay-offs (10%), decreasing employer pension fund contributions (0.8%).

### Flexible Working Practices

Employees have the right to request flexible working and there is evidence that this has helped create an alternative option to retain employment. Details on flexible working and examples are on the direct.gov.uk website: [www.direct.gov.uk](http://www.direct.gov.uk)

## 4.5 Offers of Alternative Work

Even if an employee has been selected for redundancy, you could still avoid by offering them alternative work – if available. To be a valid offer:-

- The job must actually be offered to the employee (i.e. he/she should not have to apply). The offer should therefore be unconditional and in writing

- The offer must be made before the employee's contract ends. The offer should show how the new job differs from the old. It must either start straight after the old one or within 4 weeks. Employees who accept the offer of alternative work are allowed a four week trial period to see if the work is suitable. Suitability depends on a number of factors, including pay, job status, location, hours of work and working conditions
- If the work is not suitable, then the employee may still claim a statutory redundancy payment

#### **4.6 Improving Business Performance**

Before considering redundancies it is necessary to look at the business to see whether there are things that could be done to improve its performance, whether in the area of cash flow, energy efficiency, and business process efficiency, target setting etc.

#### **4.7 Voluntary Redundancy**

Voluntary redundancy is where the employer:-

- Ask employees if they are willing to volunteer for redundancy
- Selects those to be made redundant from a list of volunteers

##### **Advantages**

The advantage of voluntary redundancy is that it is less demoralising for the workforce, less disruptive, provided the right people volunteer.

##### **Disadvantages**

The disadvantages may be that older employees volunteer (therefore more expensive) and where many volunteers step forward, those not selected may react negatively. There may be an imbalance in the skills and experience of remaining employees. To avoid such imbalances many businesses' redundancy policies maintain the employer's right to decide whether a particular employee should be allowed to leave.

##### **Voluntary Redundancy**

Many organisations offer voluntary redundancy which may be open to all employees or limited to a certain group. Employees, who wish to take up the offer, usually have to discuss their application with their line manager, and submit an application. Employers retain the right to refuse an application for voluntary redundancy to ensure that any specific skills & knowledge are retained within the organisation. If there are more applications than positions identified at risk, then careful consideration must be based on objective and fair criteria. At the same time many organisations allow employees to withdraw their application up to a specific cut-off date.

### Enhanced Redundancy Payments.

Employers can soften the impact of redundancy by offering severance payments in excess of the statutory minimum. The main ways are by removing the cap on the value of a week's pay, or increasing the number of weeks pay given for each year of service. Some companies' do both, while others provide ex-gratia payments. Employers must be careful that it does not unfairly discriminate against employees on the basis of age.

## 4.8 Compulsory Redundancy Selection

### Planning for Redundancy

Where compulsory redundancies are unavoidable, it is important that employers handle the process in an efficient, fair and considerate manner to avoid damage to the reputation of the business and minimise the impact on staff – both those who leave, and those who stay.

### Avoiding 'Survivor Syndrome'

Those who remain may experience 'Survivor Syndrome' - a mixture of guilt and depression which may seriously impede the work of the business. Timely communication can be crucial to ensure the changes are understood and the benefits and aims for the longer term clearly accepted.

### Compulsory Redundancy Criteria

If compulsory redundancies are unavoidable, the employer will need to establish fair selection criteria; they must be objective, non-discriminatory and applied consistently.

### A Pool of Employees

All of whom will be eventually made redundant may be considered as a pool, for example they could be at a particular site or doing a particular type of work. A pool should be as wide as possible, but cannot consist of only one employee.

### Variety of Criteria

To avoid discriminating against anyone, more than one criteria should be used for assessment.

Among the **variety of criteria** that can be used to select employees are:-

- Suitability for the remaining work in terms of **skills qualifications an aptitude** – these can help retain a balanced workforce
- **Standard of work performance** – with this method to the employer must provide supporting objective evidence from e.g. the appraisal system
- **Adaptability**- this aligns with the 'suitability for remaining criteria'. It is important to the business that employees accept different types of work as needs change
- **Attendance/disciplinary record** –this method must be applied consistently, using records that are accurate. The reason for any recorded absences must be fully understood. Absences for maternity, ordinary paternity or adoption leave cannot be included in this process

**N.B.** Beware of automatically unfair selection criteria – these could be:

- Certain employee representatives
- Actions taken on specified health and safety grounds
- Reasons associated with pregnancy, maternity, paternity, adoption and parental leave
- Reasons relating to regulations on part time workers, this is not a complete list

### Selecting staff for Redundancy

Most employers when selecting for redundancy look at relevant skills and competencies.(93%). Performance and quality of work (79%), disciplinary record (67%) and attendance record (61%) are all likely to be taken into account. Just over 25% used length of service as a selection criteria. Where voluntary redundancy is a criteria, then cost could be an important factor. (Incomes Data Survey of 455 firms in 2009 on *Managing Redundancy 2009*)

## 4.9 The Redundancy Consultation Process

### Collective Redundancy Notification

If an employer proposes to dismiss 20 or more employees as redundant at one establishment within a period of 90 days – a collective redundancy situation – then the employer must: Notify the Department of Business Innovation and Skills (BIS) by letter using Form HR1. A copy can be downloaded from the Insolvency Service website. (This is so that government agencies and JobCentre Plus Rapid Response Service can be alerted to take any appropriate measures to assist or retrain the affected employees. Further information is available from [www.bis.gov.uk](http://www.bis.gov.uk) or The BiS Redundancy Payments Helpline – Tel: 0845 145 0004. The local JobCentre Rapid Response Service has further information and offers an on-site visit to support local employers.) Consult with workplace representatives (whether elected, or nominated , or selected by the employer to meet the needs of the situation).

- Consultation should be started in good time at the formative stage of proposals and at least:
  - 30 days before the first redundancy where there are 20-99 proposed redundancies
  - 90 days before the first redundancy where there are 100 or more proposed

**N.B. Information required:** at the start of the consultation the employer must provide written details of:

- The reasons for redundancies
- The numbers and categories of employees involved
- The numbers on those categories employed at the establishment
- How the employer plans to select employee for redundancy
- How the employer will carry out the redundancies
- How the employer will calculate the redundancy payments

#### 4.10 Individual Redundancy Consultation:

The employer should consult employees individually, on the reasons why they have been selected for redundancy and the possibility of finding them alternative work. Failure to do so could lead to a claim for unfair dismissal.

#### 4.11 JobCentre Plus (JCP) Rapid Response Service (RRS)

JCP provides support to employers making redundancies through the Rapid Response Service (RRS). Information for employers can be found on the Business Link website. [www.businesslink.co.uk](http://www.businesslink.co.uk)

This service is available to both public and private sector employers who plan to make redundancies. JobCentre Plus contacts every employer who notifies the Insolvency Service of 20 or more redundancies to offer support. JCP also makes every effort to identify companies making fewer than 20 people redundant, and offer such employers support whenever the situation seems likely to have a marked impact on the local community.

RRS support is delivered by JCP, skills bodies and other development agencies including local authorities. RRS will work with the employer to agree a tailored package of support, which may include some or all of the following:

- Co-ordinated access to JCP's partner organisations' services such as ACAS, and HMRC
- Presentations about support available for people faced with redundancy
- Information about alternative jobs within the labour market
- Advice on drawing up a CV
- Help with enhancing job searching skills
- Skills analysis to help identify relevant transferable skills
- Highlighting training needs
- Job-focused training to help individuals develop vocational skills needed within the labour market
- An 'action fund' to overcome individual, more short term barriers to taking up a specific job offer, e.g. travel expenses
- Drawing together local partners to deliver support tailored to the needs of the situation

#### 4.12 The Rights of Redundant Employees

Redundant employees have the following rights:-

- To receive a written statement setting out the amount of any redundancy payment and how calculated
- To receive a redundancy payment provided that:-
  - They are an employee with a contract of employment
  - They have two years continuous service

*Tackling Redundancy January 2012*

- Have been dismissed, laid off or put on short time
- To receive the redundancy payment at or soon after the date of termination of employment