

REDUNDANCY PROCEDURE

1 POLICY STATEMENT AND SCOPE

- 1.1** The Royal Veterinary College (RVC) recognises that its employees are its most important resource and are committed to maintaining security of employment for all its employees. Where circumstances (arising from economic, technical or organisational factors) make it necessary to reduce or change staffing levels, the organisation will seek to avoid the need for compulsory redundancies.
- 1.2** Recognising however, that this is not always possible, the purpose of this procedure is to provide a formal framework for ensuring that redundancy is managed in a fair, reasonable, consistent and constructive manner.
- 1.3** For the purposes of this procedure, redundancy arises when the requirements of the institution for employees to carry out work of a particular kind have ceased or diminished or are expected to do so.
- 1.4** This procedure is not contractual, does not form part of any employee's contract of employment and may, after consultation with the recognised trade unions, be amended at any time by the RVC.
- 1.5** Once this procedure has been instigated, the employee(s) will have the right to be accompanied by a representative of a trade union or work colleague at any meeting held in connection with any stage of the procedure.
- 1.6** Consistent with the fact that meetings and hearings held in connection with this procedure are internal proceedings, external representatives such as solicitors or family members will not normally be permitted to attend.
- 1.7** The definition of a manager for the purposes of this procedure is any officer of the RVC, including Service Directors and Heads of Academic Departments, with line management responsibility for one or more members of staff.
- 1.8** For the purposes of this procedure 'affected employee' means an employee that has been identified as 'at risk of redundancy'.
- 1.9** Managers operating any part of this procedure must consult with and involve appropriate members of Human Resources (Employee Relations) at every stage of its application.
- 1.10** This procedure applies to RVC employees only. It does not apply to agency workers, consultants, self-employed contractors, volunteers or interns.
- 1.11** For academic staff, this procedure constitutes the relevant Regulations in respect of Redundancy matters under Statute 15 (formerly Statute 18) of the RVC's Charter and Statutes

2 MEASUREMENTS TO MINIMISE COMPULSORY REDUNDANCY

2.1 Where reorganisation or staffing reductions are anticipated, careful planning will be undertaken and a range of measures considered to mitigate the necessity for redundancies.

2.2 These measures may, where appropriate, include:-

- consideration of alternative cost saving measures;
- the reduction of staff numbers by natural wastage and/or the restriction of recruitment or overtime;
- voluntary reductions in hours or consideration of job sharing;
- consideration of redeployment to suitable alternative posts (with re-training where appropriate); and
- consideration of individual requests for voluntary redundancy or early retirement;

2.3 Discussions on appropriate measures to avoid compulsory redundancies will take place as part of the consultation process set out in section 3 below.

3 CONSULTATION

3.1 The RVC recognises its legal obligations to consult with recognised trade unions when proposals arise for the possible redundancy of 20 or more staff within a period of 90 days. Whilst recognising the importance to all parties of flexibility in cases involving a limited number of employees, the RVC will, wherever possible, apply the same principle to redundancies involving less than 20 staff.

3.2 These collective consultations will be undertaken with appropriate recognised trade unions in good time and they will, in any event, begin at least 45 days before the first redundancy takes effect where 100 or more employees are to be proposed for redundancy. Where 20 or more employees are to be proposed for redundancy, they will begin at least 30 days before the first redundancy takes effect.

3.3 The consultation will be undertaken with a view to reaching agreement and will include ways of:-

- avoiding the redundancies;
- reducing the number of employees to be dismissed; and
- mitigating the consequences of any dismissals.

3.4 At the outset of the consultations, the RVC will notify local representatives of the recognised trade unions in writing and provide them with a copy of the consultation paper, which will address the following:-

- the reasons why the need for redundancies has arisen;
- the numbers and descriptions of employees proposed for possible redundancy;
- the total number of employees of these descriptions;
- the proposed method of selection for redundancy;
- the procedure for carrying out any dismissals, including the timescale to be used;
- the proposed method of calculating redundancy payments, which is detailed in this redundancy procedure.

3.5 The timescale will allow recognised trade unions time to consider proposals, seek views and make representations, depending upon the particular constraints of the circumstances. Formal consultation will be deemed to have commenced from the date of the Launch meeting (see section 3.7).

3.6 Individual consultation meetings with affected employees will take place regardless of the number of employees affected.

- 3.7** Where it appears that redundancies will be necessary, the manager concerned will convene a launch meeting of the staff of the area(s), or of the individual(s) affected to discuss the rationale for the proposals, the selection process and consider suggestions for avoiding or mitigating the need for compulsory redundancies. Trade union representative will be invited to the consultation launch meeting.
- 3.8** The RVC will then write to each employee concerned, confirming the reasons why they have been provisionally selected for proposed redundancy. The employee(s) will be invited to a further consultation meeting(s) with the Manager to discuss the circumstances and any personal representations before any decision is made. Notice of this consultation meeting will be given, and the employee will be informed of their right to be accompanied by an official of a trade union or a work colleague. An Employee Relations representative will also attend this meeting.
- 3.9** Employees who have been invited to participate in the consultation but have not been placed 'at risk of redundancy' will not be invited to a consultation meeting following the consultation launch. However, they will have the right to request a consultation meeting in order to contribute to the process, ask questions, and put forward suggestions.
- 3.10** Within five working days of this consultation process having been completed, the affected employee(s) will be informed in writing of the consultation outcome. If the employee has been selected for redundancy, the letter will:-
- inform them of the circumstances leading to the decision to make redundancies;
 - set out a summary of the action taken by the RVC and an account of the selection processes used;
 - explain why the employee has been selected for redundancy;
 - set out details of their entitlement to a redundancy payment and any other benefits, e.g. early retirement benefits; and
 - notify them of their right to appeal.

Employees will be selected for redundancy as set out in section 4.

- 3.11** Academic Staff:
Council will be asked to ratify any proposal to enter into redundancy consultation where academic staff (as defined in Statute 15, formerly Statute 18) are at risk of redundancy.

4 SELECTION FOR REDUNDANCY

- 4.1** The RVC will establish the criteria for selection of staff to be proposed for redundancy and any weightings of factors to be applied. These criteria will be discussed with the recognised trade unions or individual staff during the consultation process as appropriate. The criteria to be used will be reasonable, objective, transparent and non-discriminatory, and may include: relevant skills, aptitudes, knowledge and experience based on the person specification, identifying qualities needed to meet existing and anticipated business needs and assessed via an interview or an alternative objective selection process.
- 4.2** In certain circumstances the determination of selection criteria may be unnecessary, for example, if a particular role or organisational unit is to be made redundant, and that role is, or the functions of the unit are, unique.
- 4.3** Where appropriate, the staff in the affected area(s) will be invited to contribute to a 'skills audit' to ensure that information held about individuals is up to date

4.4 'At risk' staff will then be assessed against the selection criteria by the Manager, with the assistance of appropriate staff from Employee Relations, to determine those whose employment is to be terminated on grounds of redundancy.

4.5 Academic staff:
In accordance with Statute 15 (formerly Statute 18) a Redundancy Committee appointed by the Council will ratify the redundancy selection process and criteria for affected academic staff (as defined in Statute 15) and approve the dismissal of those academic staff subsequently selected for redundancy prior to notice of dismissal being given.

4.6 Notice of dismissal on grounds of Redundancy:
A member of staff whose employment is terminated on grounds of redundancy is entitled to receive their contractual or statutory notice, whichever is the greater.

5 ALTERNATIVE EMPLOYMENT

5.1 The RVC will attempt to redeploy staff facing redundancy to suitable posts elsewhere in the organisation. Employees 'at risk' of redundancy will be invited to express any preferences for alternative posts, locations or working arrangements so that these may be taken account of wherever possible.

5.2 The RVC will take all reasonable steps to notify staff 'at risk' of redundancy of suitable alternative vacancies. Staff 'at risk' are also encouraged to regularly check the RVC vacancy list on the intranet and alert HR if they are interested in applying for a vacant post. Where practicable, staff who have expressed preferences for alternative work will be invited to apply for available vacancies. Where appropriate, training will be provided to enable the employee to undertake the full range of duties of the post involved.

5.3 In accordance with relevant legislation applicable to those on maternity, adoption, or shared parental leave, the following employees shall be given first refusal on any suitable alternative vacancies that are appropriate to their skills:

- (a) Employees who have notified the RVC of their pregnancy, are on maternity leave or have returned to work from maternity leave and are within an additional protected period of 18 months from the first day of the Expected Week of Childbirth or actual date of birth (where notified to the RVC).
- (b) Employees who are on adoption leave or have returned to work from adoption leave and are within an additional protected period of 18 months from the date the child is placed with them for adoption (or the date the child enters Great Britain if adopting from overseas).
- (c) Employees who are on shared parental leave or have returned to work from a period of at least six consecutive weeks of shared parental leave and are within an additional protected period of 18 months from the child's date of birth or the date the child is placed with the employee for adoption (or the date the child enters Great Britain if adopting from overseas).

5.4 Where employees affected by redundancy could be redeployed to an alternative post on a lower grade, the RVC will consider "Red Circling" their salary. Red circling will only be considered where the proposed alternative job is one grade lower. "Red Circling" offers salary protection for a specified number of months, which can help to avoid a potential redundancy situation. The appropriate period of salary protection will be considered on a case by case basis, but will usually be between 6-12 months.

5.5 Where an offer of alternative employment involves a change in the type of work or the terms of employment, the employee is entitled to a trial period of four weeks in the new post to enable both the employee and the organisation to assess the post's suitability. This may be extended by agreement between the RVC and the employee for the purposes of retraining the employee in the alternative employment. Where an individual transfers to a different post, their continuity of service will be maintained

5.6 If during the trial period either the RVC or the employee gives notice that the new post is not considered suitable, the employee will be regarded as having been dismissed on grounds of redundancy. The redundancy package which will apply will be calculated by reference to the original contract and the terms of employment applicable to the redundant post. For the purposes of calculating the redundancy payment, the termination date will be the employees last date of employment with the RVC.

5.7 If an employee were to unreasonably refuse an offer of suitable alternative employment, they may forfeit their right to a redundancy payment.

6 REDUNDANCY PAYMENTS

6.1 Employees who have at least two years’ continuous employment with the RVC are entitled to a redundancy payment. The statutory redundancy payment is a multiple of the employee’s final week’s pay subject to a statutory cap. For more information on the statutory cap please refer to the gov.uk website.

6.2 The statutory redundancy payment is calculated according to the employee’s number of full years’ continuous service (up to a maximum of 20 years), as follows:-

For each complete year between 18 and 21	½ a week’s pay
For each complete year between 22 and 40	1 week’s pay
For each complete year at age 41 and over	1½ times a week’s pay

6.3 The RVC will enhance the statutory entitlement in two ways. Firstly, by using the employee’s actual (gross) week’s pay, and secondly by applying the multiplier of 1.25 from 1 August 2026. A transitional phase will be in place from 1 April 2026 to 31 July 2026 where we will be using a multiplier of 1.5. Redundancy payments will be calculated based on the employment termination date.

1st April 2026 – 31 July 2026	
For each complete year between 18 and 21	0.75 x week’s pay
For each complete year between 22 and 40	1.5 x week’s pay
For each complete year at age 41 and over	2.25 x week’s pay

From August 2026	
For each complete year between 18 and 21	0.625 x week’s pay
For each complete year between 22 and 40	1.25 x week’s pay
For each complete year at age 41 and over	1.875 x week’s pay

6.4 For the purposes of calculating an ‘actual week’s pay,’ overtime and all contractual and non- contractual bonuses, allowances and other payments will be disregarded. London Allowance will be included in the calculation.

6.5 Where an employee is eligible for a redundancy payment, the RVC will provide a written statement of how the proposed payment has been calculated.

7 ASSISTANCE TO REDUNDANT STAFF

7.1 Provided staff continue to perform their duties in an effective and responsible manner for the remainder of their employment with the RVC, any employee given notice of redundancy will be given reasonable time off with pay, by agreement with their line manager, to seek alternative employment or training opportunities and will be given reasonable access to RVC facilities for the preparation of CVs and job applications. Wherever practicable, affected employees will be allowed to bring forward the date of their termination of employment if offered another job, which begins before the date that their notice is to expire. This may affect the amount of redundancy payments due to the employee, and therefore advice should be sought from HR before the decision is confirmed.

7.2 The RVC will endeavour to assist redundant employees in seeking alternative employment. This may include providing access to 'outplacement support'. Outplacement support is designed to help employees move into new employment and may include services such as:-

- CV advice and guidance
- Virtual job coach
- Interview preparation guidance
- Job search workshop session
- Career management advice

8 VOLUNTARY REDUNDANCY AND EARLY RETIREMENT

8.1 Where an employee in a group or area identified as being 'at risk' of redundancy so requests, the RVC will consider terminating their employment on the basis of voluntary redundancy – such consideration taking into account the cost to the RVC and its anticipated staffing needs. Redundancy arises only when the employer needs to reduce staff numbers or the role itself ceases to exist and the employee is willing to leave when their role is genuinely at risk. The employee will also need to consider carefully whether this is the most appropriate course of action for them financially (for example, in respect of any mortgage or insurance arrangements they may have), seeking appropriate professional advice where necessary. Although such considerations are ultimately the responsibility of the employee, the RVC will seek to ensure that the employee has given proper consideration to these matters before granting such a request. Where such a request is granted, the RVC will make a redundancy payment as set out in section 7 above.

8.2 Where an employee in a group or area identified as being 'at risk' of redundancy meets the relevant age and membership criteria for early retirement under the rules of their pension scheme, and where employer consent is required by that scheme, the RVC will, at the employee's request, consider agreeing to early retirement on grounds of voluntary redundancy, taking into account the cost to the RVC, the requirements of the pension scheme, and its anticipated staffing needs.

8.3 Where such early retirement is granted, the RVC will offer a severance package comprising:

- (a) access to the employee's accrued retirement benefits in accordance with the rules of the relevant pension scheme (which may be subject to actuarial reduction), and
- (b) a voluntary redundancy payment in accordance with section 6 above.

Subject to the rules of the relevant pension scheme and to prevailing taxation legislation, the RVC may, at the individual's request and at its discretion, consider facilitating the payment of some or all of the termination payment as a pension contribution. No enhancement of pension benefits beyond those permitted under scheme rules can be guaranteed.

8.4 Estimates of the payments and benefits available to staff in 'at risk' groups or areas who are considering applying for voluntary redundancy or premature early retirement will be provided on request. Such estimates are indicative only and subject to confirmation by the pension scheme administrators.

9 RE-EMPLOYMENT FOLLOWING REDUNDANCY

9.1 Staff who receive a redundancy payment from the RVC will normally be required to have a minimum break in service of six months before being considered for re-employment at the University. However, if it is in the University's interest to re-employ a redundancy leaver within six months—for example, to utilise a specialist scientific or technical expertise to support a grant application, or to fill a vacancy in a hard-to-recruit profession or specialised job role—this may, after consideration be permitted. Such cases will be discussed and reviewed by the Head of Department and the Senior HR Management Team. Staff who rejoin the RVC within 1 calendar month of their redundancy will be required to fully refund their redundancy payment and will be reinstated to the RVC with their continuation of service into the new role.

10 NOTIFICATION TO THE SECRETARY OF STATE

10.1 Where redundancies are proposed, Employee Relations will assess whether the proposals meet either: the per-establishment threshold of 20 or more redundancies at a single establishment within a 90-day period; or the organisation-wide threshold set by regulation for collective redundancies across multiple sites. In either case, Employee Relations will ensure that the RVC fulfils its statutory obligations, including: consulting employee representatives in accordance with the law; and providing advance notification to the Secretary of State for Business and Trade (via the HR1 form) **before any notice of dismissal is issued**, and in accordance with statutory minimum notice periods (at least 30 days for 20–99 redundancies, and at least 45 days for 100 or more redundancies).

11 REDUNDANCY ARISING FROM THE END OF A FIXED TERM CONTRACT

11.1 Where a member of fixed-term staff is dismissed because the requirements for employees to carry out work of a particular kind have ceased (e.g. end of grant funding) or diminished then the dismissal will be for reason of redundancy. Employees need at least 2 years of continuous service to qualify for redundancy pay.

11.2 The end date of a fixed term contract will be documented in the employee's fixed term contract and any subsequent extension letters. Unless expressly written otherwise, Fixed-term contracts will normally end automatically when they reach the agreed end date. The RVC does not have to give any additional notice.

11.3 The end of a fixed term contract for reasons of redundancy will be managed by the line manager on an individual basis. The employee will be entitled to a redundancy payment and redundancy support no less favourable than that afforded to permanent staff.

12 EQUALITY AND DIVERSITY

12.1 In carrying out any redundancy exercise the RVC will not discriminate directly or indirectly on grounds of sex, sexual orientation, marital or civil partnership status, pregnancy or maternity, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age in accordance with the Equality Act 2010. Selection for redundancy will be based on objective, fair and consistently applied criteria. Where appropriate, reasonable adjustments will be made to support employees. Part-time employees and employees engaged on fixed-term contracts will not be treated less favourably than comparable permanent, full-time employees unless such treatment can be objectively justified.

12.2 The application of this policy and procedure will be monitored and reported on annually to Council as part of the Equality and Diversity Report and Equality Impact Assessments.

PART 2 – APPEALS

13 THE PURPOSE OF AN APPEAL

- 13.1** Employees facing termination of their employment on grounds of redundancy are entitled to appeal, and to be represented at the appeal hearing by a trade union representative or work colleague.
- 13.2** If the appellant is able to demonstrate that the decision to select them for redundancy was unfair, the appeal is the means by which such a decision is formally withdrawn or amended. If they are unable to do so, the fairness of the decision will be confirmed and upheld.
- 13.3** The appellant will be required to state clearly the grounds of their appeal. The RVC reserves the right to rule the appeal out of order and not to allow it to proceed if the employee fails to meet this requirement.
- 13.4** The function of an appeal is not to conduct a full rerun of the redundancy selection process, though it is inevitable that reference will have to be made to the earlier stages of it.

14 NOTIFICATION OF APPEAL HEARINGS

- 14.1** An employee wishing to appeal against a decision to terminate their employment on grounds of redundancy should inform the Director of Human Resources in writing. They should state the full grounds of their appeal and provide all necessary supporting documentation. This should normally be done within five *working days* of receipt of written confirmation of redundancy as set out in paragraph 3.10 above.
- 14.2** If the appellant feels it will be difficult to comply with this deadline (perhaps because of the need to gather together documentation or to contact witnesses), they should lodge a provisional notification of appeal together with an indication of the amount of time they require to fully prepare their case. If this is deemed reasonable an extension of the deadline will be agreed. Failure to submit a provisional notification of appeal within the five day deadline may result in the appeal being disallowed.
- 14.3** An appeal hearing will normally be convened within *twenty working days* of receipt of notification by the Director of Human Resources of the employee's decision to appeal. A copy of the appellant's written statement will be passed to the manager who selected the employee for redundancy.
- 14.4** If the appellant wishes to be accompanied at the appeal hearing by a trade union representative or work colleague, it will be their responsibility to provide Employee Relations with the name of their representative, and to provide that person with all information and documentation relating to their appeal. This will include the date and time of the hearing.
- 14.5** Where the appellant's representative cannot attend on the date proposed, the RVC will offer an alternative date and time, but it may not be possible to do this more than once.

15 AUTHORITY TO HEAR AN APPEAL

- 15.1** A senior manager, not previously connected with the decision to terminate the appellant's employment on grounds of redundancy will be nominated by the Director of Human Resources to hear the case. The Director of Human Resources may at their absolute discretion decide to hear the appeal themselves.
- 15.2** In cases of academic staff (as defined in Statute 15, formerly Statute 18), an appeal will be heard by a panel made up of the Principal (or the Principal's nominee - see below) and a person not employed by the RVC, holding, or having held, judicial office or being barristers or solicitors of at least 10 years' standing. In the event of disagreement between the members of the panel the Principal's decision shall be final. Where the Principal determines not to hear the appeal in person, authority to hear the appeal will normally be delegated to the Deputy Principal or appropriate Vice-Principal.

16 ROLES AND RESPONSIBILITIES OF THE OTHER PARTICIPANTS

16.1 The Appellant

Having set out the written grounds of their appeal beforehand, the appellant must concentrate on the issue(s) that the appeal has been called to consider. They must not attempt to present all the facts of the case afresh.

16.2 The Appellant's Trade Union Representative/Work Colleague

If the appellant is to be accompanied, it must be agreed beforehand whether that person is to do so as a "representative", i.e. to speak for them, or as their "companion", i.e. to support them and act as witness to the proceedings.

16.3 The Responding Manager

Having set out their written response to the appellant's case beforehand, the role of the responding manager is to summarise why their decision to select the appellant for redundancy was reasonable, given the circumstances.

16.4 Human Resources

A senior member of Human Resources/Employee Relations will advise those hearing the appeal on matters of procedure, Employment Law and best practice. Where possible, HR will also provide an administrator to take a record of proceedings.

17 CONDUCT OF APPEAL HEARINGS

17.1 The manager hearing the appeal will consider the written submissions of the appellant and responding manager, together with any oral statement both might wish to make. Both sides may question each other and call and question witnesses in support of their case. If witnesses are called, they may only remain at the hearing for the period of their evidence and questioning. At the end of the appeal, both sides will be given the opportunity to sum up.

17.2 The appeal hearing will then be adjourned while the facts of the case are considered and a decision made by the manager hearing the appeal. If deemed necessary by the manager hearing the appeal, the adjournment may be extended to allow further investigation to take place.

17.3 Normally, the hearing will be reconvened and the decision conveyed verbally to the appellant and confirmed in writing. In some circumstances, for example complex cases involving the assessment of a substantial volume of evidence or information, the manager hearing the appeal may decide not to convey their decision to the appellant verbally, and to advise them of it in writing only. In either case, written confirmation of the outcome of the hearing will be provided to the appellant normally within five working days of the hearing. They will also be advised that the outcome of their appeal marks the end of internal consideration of their case.

18 OUTCOME OF APPEAL

18.1 The possible outcomes under this procedure are as follows:

- To allow the appeal and overturn the decision to select the appellant for redundancy.

OR

- To dismiss the appeal

Document Control:

Initial Implementation	
Policy Version:	
Policy Review Interval:	
Author:	
Authorised By:	
Authorisation Date:	
Equality Impact Assessed:	
Review & Amendments	
Date of review:	March 2026
Amendments:	1.2 Inserted 'reasonable'
	1.3 Removed 'in the place where they are employed'
	1.4 Inserted 'is not contractual, does not form part of any employee's contract of employment'
	1.6 Inserted the word 'normally'
	1.8 Inserted new paragraph 'For the purposes of this procedure 'affected employee' means an employee that has been identified as 'at risk of redundancy'
	1.10 Inserted 'It does not apply to agency workers, consultants, self-employed contractors, volunteers or interns'
	1.11 Updated statute 18 to Statute 15.
	3.4 Inserted 'and provide them with a copy of the consultation paper'
	3.5 Inserted 'Launch meeting (see sector 3.7)'
	3.6 Inserted the word 'meetings'
	3.7 Expanded upon the type of information that will be shared at a launch meeting
	3.8 Inserted the words 'provisionally selected'
	Now refers to 'consultation meeting' rather than just 'meeting'
	Removed reference to '3 working days notice'
	3.9 Inserted a new paragraph explaining the consultation process for those not identified as 'at risk of redundancy'
	3.10 Inserted an example of 'early retirement benefits'
	3.11 Changed position of 'Academic Staff' paragraph to the end of section 3
	Updated reference to statutes from 'Statute 18' to 'Statute 15'
	Removed '20 or more' in line with the details of Statute 15 which does not make any reference to a qualifying number.
	4.1 Inserted 'during the consultation process'
	Inserted 'based on the person specification, identifying qualities needed to meet existing and anticipated business needs and assessed via an interview or an alternative objective selection process'.
	4.5 Inserted Academic paragraph – referencing the application of Statute 15
	4.6 Removal of 'additional months' notice'
	5.3 Inserted new paragraph detailing the additional rights and protections relating to maternity and adoption.
	5.4 Inserted new paragraph on 'red circling'
	5.5 Inserted detail on extending trial periods for the purpose of retraining.
	5.6 Inserted 'will be calculated by reference to the original contract' and 'the terms of employment applicable to the redundant post'
	6.2 Included reference to 'Statutory redundancy payment'
	6.3 Updated the redundancy multiplier following consultation with trade unions.
	Inserted two tables demonstrating the multiplier to be used during the transition period (1 st April – 31 st July 2026) and the second table illustrating the multiplier to be applied from 1 st August 2026.
	7.1 Inserted 'Will be given reasonable access to RVC facilities for the preparation of CV's and job applications'
	7.2 Inserted information about outplacement services
	8.1 Inserted more detail regarding the circumstances of redundancy
	8.2 Inserted updated information on early retirement
	8.3 Inserted updated information on early retirement
	8.4 Inserted that estimates are indicative only and need to be confirmed by the

	pension scheme.
9	New paragraph inserted 're-employment following redundancy'
	Deleted paragraph 'Assistance to staff living in college accommodation'
10	Updated notification to the Secretary of State requirements
11	New paragraph 'Redundancy arising from end of fixed term contract'
12.1	Inserted reference to protected characteristics
12.2	Removed reference to 'single equality scheme' and included reference to 'equality impact assessments'
14.1	Revised timescale for submitting an appeal from 10 to 5 working days to bring it in line with other employment policies
15.1	Amended from Principal to Director of Human Resources
15.2	Amended Statute 18 to Statute 15
17.3	Amended the timescale for receiving the outcome of an appeal from 10 days to 5 days
	Throughout the document the word 'College' has been replaced with RVC/University
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