



Redundancy and Restructure

(Policy and Procedure)

Approving Body	Finance & Resources Committee
Approval Date	January 2019
Review Date	January 2021

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Section One: Policy

1.1 Policy Statement

It is the aim of the Trust to maintain secure employment for all employees by reviewing its staffing structure on a regular basis to plan for future needs.

However in certain circumstances the need to restructure the workforce may be unavoidable and a potential redundancy situation may arise.

Where the need to restructure arises, the Trust will seek to ensure that:

- Measures are implemented to avoid redundancies where possible and the total number of redundancies are kept to a minimum
- Effective communication and consultation takes place with employees and their Trade Union representatives at the earliest opportunity
- Selection for redundancy or posts in a restructure situation is based on clear criteria which will be objectively and fairly applied
- Redeployment opportunities are explored wherever possible and employees are supported in seeking alternative employment
- Employees selected for redundancy are given the opportunity to make representations and appeal.

The Trust expects that employees affected by a potential redundancy or restructure situation will attend collective and individual consultation meetings, wherever possible.

An employee who is at risk of redundancy has a responsibility to seek and accept alternative employment where it is suitable. A refusal to accept an offer of suitable alternative employment, may result in the employee forfeiting their right to a redundancy payment.

This procedure explains:

- How the Trust will manage redundancy and restructure situations in a fair, consistent and reasonable manner
- How the Trust will meet its obligations with regards to consultation
- The entitlements of employees who are made redundant.

1.2 Scope

This Policy and Procedure applies to all employees of the Kent Catholic Schools' Partnership (the Trust). The "Trust" refers to the Trust office and all partner academies.

1.3 Adoption Arrangements and Date

This procedure was approved by the Trust Finance and Resources Committee and supersedes any previous Policy.

This policy will be reviewed by the Finance and Resources Committee of the Trust Board every two years or earlier if there is a need. This will involve consultation with the recognised trade unions.

1.4 Responsibilities of the Trust

- To plan and review the staffing structure to best meet the needs of pupils whilst ensuring the optimum use of the Trust's resources
- To establish and adhere to restructure and redundancy procedures
- To consult with employees and their Trade Union representatives
- To seek to minimise redundancies and identify alternative employment opportunities for employees who are at risk of redundancy
- To ensure that where redundancies are necessary employees are dismissed fairly.

1.5 Responsibilities of the Employee

- To co-operate with reorganisation procedures
- To seek to mitigate individual loss by actively exploring alternative employment and accept an offer of suitable alternative employment .

Section Two: Procedure

2.1 Definition of a Redundancy and Restructure Situation

Redundancy is a potentially fair reason for dismissal. A

dismissal by reason of redundancy may occur when:

- 'The Employer ceases or intends to cease, to carry on the business for the purposes of which the employee was employed or intends to cease, to carry on the business in the place where the employee was so employed'
- 'The requirements of that business for employees to carry out work of a particular kind, or for Employees to carry out work of a particular kind in the place where he was so employed have ceased or diminished or are expected to cease or diminish'

Section 139 (1) Employment Rights Act 1996

A restructure may be defined as a reorganisation of the Trust's operations which may give rise to a need to change:

- The staffing structure
- An employee's job role and / or job description
- An employee's salary, hours or other terms and conditions
- The way in which a service is delivered including an Employee's pattern of work.

A restructure may also result in the need to reduce the total number of staff and this could lead to a redundancy situation.

2.2 The role of the Trust

Prior to commencing a restructure or redundancy process, the Executive Principal/Headteacher will present all the information relevant to the business case for the proposed redundancies / restructure to the Trust for consideration and approval.

Where the Trust is satisfied of the need to proceed, and that no other reasonable alternatives exist, they will instruct the Executive Principal/Headteacher or nominated person to begin a consultation process and, if appropriate, confirm that a redundancy situation is unavoidable. In the case of restructures a redundancy situation may be declared as a precautionary measure in situations where the extent of any redundancies is not yet known.

The Trust will also identify appropriate panels who will have delegated responsibility for the process.

2.3 Delegated Responsibility

The application of the Trust's procedure will be managed by an individual or panel with delegated authority to take decisions regarding the process, including making dismissals on behalf of the Trust. If a panel is to be used consideration should be given to the appropriate composition of the panel depending on the circumstances.

Responsibility for dismissal decisions within an Academy has been delegated to the Executive Principal/Headteacher. The redundancy process may be managed by, and initial restructure and redundancy decisions made, by the Executive Principal/Headteacher in consultation with the Director of Finance & HR.

If the redundancy or restructure is likely to affect a member of senior leadership (including the Business Manager), the process will be led by a Panel comprising the Executive Principal/Headteacher and at least two governors. Any other proposal for a governor panel to conduct a redundancy or restructure must be agreed by the Director of Finance & HR.

Appeals will be heard by a panel of at least three governors who have had no prior involvement in the matter under consideration and includes governors of other academies in the Trust.

Staff governors should not be a member of a governor redundancy, restructure or appeal panel.

2.4 Timescale for the Procedure

Reasonable timescales will be set for each stage of the process.

Indicative timescales for the process are set out in Appendix One.

In exceptional circumstances, a shorter timescale for the process may be adopted, but with due regard for the need for meaningful consultation. A shorter timescale may also be followed in the case of restructures which do not involve potential redundancies or where employees are in agreement to the proposed changes.

For the purpose of this procedure 'working day' will normally refer to the 195 days of the Trust year for teachers employed under the terms of the School Teachers' Pay and Conditions Document.

For support staff employed on a term time only basis working days will normally refer to the days worked under their contract or for staff employed on contracts outside of the school term will mean all days excluding weekend and bank holiday days.

2.5 Right to Representation

A workplace colleague or trade union representative may accompany an employee to any formal meeting connected with a restructure or redundancy process.

Due and careful consideration will also be given to any request from an employee to be accompanied by a workplace colleague or Trade Union representative at informal meetings and would not normally be refused.

The Trust undertakes to provide reasonable opportunities for consultation with recognised Trade Union Representatives during any process. Consultation would usually be with the officers of recognised unions who may delegate the matter to local representatives.

The Trust also undertakes to facilitate reasonable opportunities for employees to meet with their Trade Union representatives during any process.

2.6 Selection Pools

When a restructure or redundancy situation arises objective criteria will be used to establish at the outset those employee(s) who will be in the unit of selection.

The precise pool(s) will be determined by the circumstances and may comprise of the whole Trust, a discrete department or a particular group of employees or individual employees who undertake the same or similar work.

2.7 Avoidance Measures

Where a potential redundancy situation arises, the Trust will in the first instance consider any avoidance measures including:

- Non recruitment to vacant posts
- Seeking volunteers for redundancy
- Appointing to vacancies from among existing employees
- Cessation of temporary / fixed term contracts / secondments, where this is lawful and fair
- Exploring other options with employees such as a reduction in hours
- Redeployment to alternative posts in the Trust
- Retraining
- Early retirement (within the provisions of the Teacher's Pension and Local Government Pension Scheme)
- Reduction in the use of casual or supply staff
- Reduction in overtime or additional hours.

Additionally the Trust will explore all non-staff cost saving measures.

Exploration of these measures will continue during the consultation process. Should avoidance measures come to light the Redundancy / Restructure Panel may halt the process in one or all of the selection pools.

2.8 Early Consultation

An early consultation meeting will be convened as soon as practicable with the potentially affected staff and their representatives to discuss proposals to restructure / make redundancies.

As a guide employees and their representatives will be given as much notice as possible and not less than 5 working days' notice of any early consultation meeting. Copies of any documentation relevant to the proposals (such as the business rationale, relevant budgetary information, pupil and curriculum information, list of affected staff and indicative timeline) should be shared with representatives as soon as is practicable in advance and no later than 5 working days before the meeting.

During the early consultation meeting the rationale, proposals for change will be explained and the process and timescales to be followed will be outlined. Staff and their representatives will be invited to put forward their views and alternative proposals for consideration by the redundancy / restructure panel, with a view to reaching agreement, where possible. There will usually be an opportunity for representatives to attend a pre meet immediately before the consultation meeting and staff will have the opportunity to meet with their representatives at the end of the meeting.

The interval between early and formal consultation will usually not be less than 5 working days. At the end of this period the redundancy panel will meet to consider any response received. In some

circumstances the Trust reserves the right to move to formal consultation immediately after the Early Consultation Meeting.

2.9 Formal Consultation

Following the early consultation meeting the Trust will enter into a period of formal consultation with employees and their representatives.

At this stage the proposals will be formally set out in writing by the redundancy panel. In the case of potential redundancy situations, written notification will be in accordance with the provisions of the Section 188 notice.

Written consultation notification will include:

- Reasons for the proposals and any proposed redundancies
- Numbers and descriptions of employees it is proposed to make redundant
- The total number of employees of this description employed
- The proposed method of selecting those who may be dismissed
- The proposed method of carrying out the dismissals, including the period over which dismissals will take place
- The proposed method of calculating redundancy payments
- Timescales for the process
- Other options for consideration and ways in which compulsory redundancies may be reduced or avoided – including inviting volunteers – or the consequences of redundancies mitigated
- Arrangements for individual consultation meetings
- Invite employees and their representatives to put forward responses or counter proposals with a view to reaching agreement where possible.

In the case of a restructure, where no redundancies are proposed, this information may be modified and may additionally include:

Details of the proposed changes to the structure and impact of these on employees

- Job Descriptions and / or Person Specifications for any new or changed posts
- Details of the selection process to any new roles

The purpose of consultation is to formally explain the proposals and, in the case of a potential redundancy situation, to explore alternatives with a view to reaching agreement, if possible.

Particular attention will be paid to ensuring information is shared with employees who may not have been able to attend the meeting due to absence or maternity leave.

3.1 Timescales for Formal Consultation

Consideration will be given to allowing sufficient time for meaningful consultation with employees and their representatives.

Following the receipt of the written formal consultation document, there will be a formal consultation period during which time employees and their representatives are invited to make written comments about the proposals to the Redundancy Panel.

Formal consultation will usually not be less than 15 working days. A shorter timescale may apply in exceptional circumstances. Where this is required it will be discussed with staff and Trade Union representatives.

Where it is proposed that more than 20 Employees will be made redundant in a period of 90 days or less, the Statutory Consultation process and timescales will be followed as required in the Trade Union and Labour Relations Act 1992 as set out in the table below:

Employees to be dismissed at the establishment over a 90 day period	Minimum period consultation should start before notice of first dismissal is issued
20-99 Employees	30 days*
More than 100 Employees	45 days*

(*please note under TULRA legislation statutory consultation timescales are defined as calendar days)

The Trust will notify the Department for Business, Energy & Industrial Strategy in instances where it is proposed that more than 20 Employees will be made redundant within a 90 day period or less.

3.2 Individual Consultation

Employees are encouraged to engage in meaningful discussion about the proposals.

During the period of Formal Consultation, employees in the selection pool will be given the opportunity to meet on a 1:1 basis with the Executive Principal/Headteacher or other appropriate member of the staff team to discuss:

- The implications of the proposals for the individual
- The proposed method of selection and scoring
- Timescales

- Employee's views on the proposals and any comments / alternative considerations they wish to raise
- Suitable Alternative employment opportunities
- Making an expression of interest for voluntary redundancy.

A written record of individual consultation meetings may be made and a copy shared with the employee.

Any comments made during individual consultation and respond in writing will be considered as appropriate.

A trade union representative or workplace colleague may be present at this meeting.

3.3 Consideration of Responses

At the end of the formal consultation period any comments and counter proposals which have been made by employees or their representatives will be considered and responded to in writing, as appropriate.

Should alternative options become available as a result of consultation the process may be halted in one or all of the selection pools.

Should the proposals be amended as a result of the consultation process employees and their representatives will be advised of this. Where counter proposals are rejected, the reasons will be stated.

3.4 Request for Volunteers

To prevent compulsory redundancies, applications for voluntary redundancy will be considered.

Volunteers should put their request in writing to the Executive Principal/Headteacher or the Redundancy / Restructure panel who will determine whether this can be accepted. The Trust reserves the right to decline volunteers in circumstances where this may be detrimental to the business needs of the Trust. In order to consider requests from volunteers, the Trust may request that they be received by a specified date.

Consideration will be given to 'bumped' redundancies where appropriate. A bumped redundancy is where a volunteer for redundancy who is not in the initial pool is accepted and someone who would otherwise be made redundant moves to the post of the volunteer.

There is no right of appeal against non-acceptance of a request to volunteer for redundancy or to be considered for bumped redundancy.

Should sufficient volunteers be accepted, the process in one or all of the selection pools may be halted.

An acceptance of a volunteer is provisional pending the conclusion of the redundancy process. Should the situation within the Trust change prior to notice being issued, this offer may be withdrawn.

3.5 Slotting

Employees may be automatically placed or 'slotted' into a post in the reorganised structure if their current post is largely unaffected by the proposed changes.

In general terms slotting may be considered in instances where:

- The grade is unchanged
- There are the same or greater number of jobs in the new structure as in the current structure
- The job is deemed to be 75% the same in terms of responsibility and accountability, job tasks and overall objectives.

Posts that are potentially eligible for slotting will be identified during the consultation process. The Redundancy / Restructure Panel will determine which posts will slot and eligible employees will receive written confirmation of this usually at the end of the Formal Consultation stage.

Wherever possible, slotted roles will be confirmed at the earliest opportunity to reduce uncertainty.

3.6 At Risk Notification

At the end of the Formal Consultation Period, and should no alternatives to restructure / redundancy have been identified, employees in the pool for selection will be notified in writing that they are formally 'at risk' of redundancy if appropriate, and advised of the details of the redundancy / restructure selection process.

3.7 Selection Criteria

Selection for Redundancy

If, having taken the above steps, it has not been possible to avoid a compulsory redundancy situation, a suitable objective and fair method for selecting employees whose jobs will be made redundant will be established. This proposed selection criteria and method will be shared during consultation.

Selection criteria may include one or more of the following:

- Standard core competencies
- Job specific competencies and specialist skills
- Attendance records (excluding absences relating to pregnancy and disability)

- Formal Disciplinary records (unexpired disciplinary warnings only)
- Performance management records and achievement of objectives
- Relevant Qualifications
- Impact and application of Continuous Professional Development within the past 5 years
- Evidence of contribution to the wider academy or Trust community.

The precise selection criteria may vary dependent on the selection pool and what is reasonable given the circumstances.

When identifying selection criteria the Trust will have careful regard to equalities issues and reasonable expectations for the job role.

The Trust will seek to ensure that the selection criteria are robust and fairly applied and objectively scored for all candidates within the pool.

Selection criteria may be assessed either via:

- A skills audit
- An application and interview process
- A selection activity
- An analysis of staff data.

More than one selection method may be used. Where multiple methods are used the relative weighting of these will be specified during the consultation process.

The proposed selection criteria and method will be shared during consultation.

Where there is a single employee in the selection pool or all posts within a pool are to be removed from the structure, it will not be necessary to undertake a selection process.

Selection in a reorganisation

Where new posts or significantly different posts are created as a result of a restructure, recruitment to these will usually be via a competitive application / recruitment process. The precise process will be outlined during consultation.

In such circumstances, these vacancies may be ring fenced to certain groups of employees or individuals, in the first instance. Any ring fencing provisions will be outlined during consultation.

In this instance, any redundancies will be identified through non recruitment to available posts.

3.8 Notification of Outcome: Selection for Redundancy

Employees will be notified in writing of the outcome of any selection process and, if provisionally selected for redundancy, the reasons for their selection and proposed dismissal on the grounds of redundancy. This notification may also include the employee's individual audit or interview scores and an explanation of the reasons why they have been selected for redundancy.

This written notification will also include an invitation for the employee to attend a representation meeting following their selection and notification of their right to appeal.

3.9 Notification of Outcome: Offers of new posts or contractual variations

Where an employee is offered a new post or a variation made to their current post – the details will be confirmed in writing, including a full statement of any changed terms and conditions, confirmation of the effective date and any notice that may apply.

Where, in accordance with teaching or support staff provisions, salary protection arrangements apply these will also be confirmed in writing.

Employees will be asked to confirm their acceptance of any offer in writing and a timescale in which confirmation should be given may be specified.

Where an offer of a new post is declined, an employee is entitled to make representations and appeal against the decision to terminate their current post. Where an employee has accepted alternative employment there is no right to representation or appeal.

Where variations to a contract or an offer of suitable alternative employment are unreasonably refused – the Trust reserves the right to dismiss the employee with notice and re-engage them on the new terms.

3.10 Representation Meeting

Employees who have been provisionally selected for redundancy or who have declined an offer of alternative employment / contractual variation will be invited to attend a representation meeting with the Executive Principal/Headteacher or Redundancy Panel.

The purpose of this meeting is for the Executive Principal/Headteacher or Redundancy Panel to explain the reasons for the employee's selection and for the employee to ask any questions relating to this. The employee may also wish to present reasons why they should not have been selected to the Panel. However it should be noted that the meeting is not an opportunity for the employee to add to information already provided during the selection process or comment on the performance of other employees in the pool. At the end of the meeting the employee may wish to ask the Panel to reconsider its provisional selection decision.

Any documentation that either party wishes to present to the representation meeting should be shared in advance – usually not less than 3 working days before the representation meeting.

Representation meetings should take place as soon as practicable, and usually within 5 working days of written notification of the outcome of the selection process. The panel may adjourn the representation meeting should the employee present information requiring further investigation.

A trade union representative or workplace colleague may be present at this meeting. The meeting may be postponed for up to 5 working days if the Trade Union representative or workplace colleague cannot attend.

It should be noted that where the proposed date of the representation meeting has been shared with employees and their representatives at the outset of the redundancy process, it would usually be expected that that parties would be available to attend on the pre-arranged date unless issues had been raised when the timeline was originally shared.

Employees are encouraged to attend this meeting but may choose not to, should they wish.

The outcome of the representation meeting will be confirmed in writing with the employee usually within 5 working days.

4.1 Notice Entitlement

Employees will receive written notice of their dismissal by reason of redundancy, once they have been advised of the outcome of any Representation meeting.

Notice will be the greater of contractual or statutory entitlement, up to a maximum of 12 weeks as determined by qualifying continuous service under the terms of the Local Government Modification Order. Where statutory notice is issued this will be 1 week for each year of service, up to the maximum of 12 weeks.

In the case of teachers, notice will be issued with due regard to the contractual provisions and termination dates set out in the Burgundy Book detailed in table below or statutory entitlement whichever is the greater.

For redundancies at the end of the summer term	3 months notice expiring 31st August
For redundancies at the end of the Autumn term	2 months notice expiring 31 st December
For redundancies at the end of the Spring term	2 months notice expiring 30 th April

Please note that in the case of a Executive Principal/Headteacher or Principal the notice periods are longer than those above, and can be found in the Burgundy Book.

The Trust may reserve the right in certain circumstances to offer, by mutual agreement, a period of paid garden leave pending the expiry of an employee's notice period.

4.2 Appeal

Employees may appeal in writing against the decision to terminate their current contract by reason of redundancy. Appeals should be made within 5 working days of receipt of written notice and should state clearly the grounds for appeal.

An appeal may be made on one or more of the following grounds:

- Unfairness of decision
- That new evidence has come to light
- Significant procedural irregularities.

Any documentation that the employee wishes to be considered by the appeal panel should be provided with the letter of appeal and in all cases no later than the deadline for the receipt of appeals.

Appeals will be heard by the redundancy appeal panel as soon as practicable, and usually within 10 working days of receipt.

The employee will be provided with copies of any documents which will be referred to during the appeal in advance and usually no later than 5 working days before the appeal meeting.

The employee has the right to be accompanied by their trade union representative or a workplace colleague at this meeting.

The meeting may be postponed for up to 5 working days if the Trade Union representative or workplace colleague cannot attend.

It should be noted that where the proposed date of the representation meeting has been shared with employees and their representatives at the outset of the redundancy process, it would usually be expected that parties would be available to attend on the pre-arranged date.

The purpose of the Appeal is to review the original decision on the basis of the grounds for appeal presented by the Employee.

The outcome may be:

- To uphold the previous decision to dismiss the employee on the grounds of redundancy
- To uphold the employee's appeal and withdraw the dismissal decision.

The outcome of the appeal meeting will be confirmed in writing with the employee, usually within 5 working days.

The decision of the appeal panel is final and there is no further right of appeal.

4.3 Suitable Alternative Employment

The Trust will take reasonable steps to identify suitable alternative employment and redeployment opportunities for employees under notice of redundancy.

Individuals will be made aware of any vacancies which arise within the Trust.

While priority will be given wherever possible to employees under notice of redundancy, the Trust reserves the right to appoint the best available candidate to any vacancy.

Any offers of alternative employment will be made in writing, including a full statement of the terms and conditions offered.

Where suitable alternative employment is offered salary protection may be payable in accordance with the provisions of teaching or support staff pay and conditions. It should be noted that only posts identified during the consultation process as suitable alternatives will attract protection.

4.4 Considerations for Employees on maternity, adoption and additional paternity leave

An employee on maternity, adoption and additional paternity leave, and who is under notice of redundancy, will have a statutory automatic right to be offered suitable alternative work, if available, ahead of any other employees. In the event that more employees fall into this category than posts available a selection process will need to be used.

Where an employee who is on maternity or adoption leave is made redundant statutory maternity and adoption pay will continue until its expiry – however occupational maternity / adoption pay will cease at the date of redundancy.

4.5 Refusal of Suitable Alternative Employment

Should an employee feel unable to accept a contractual variation or offer of a new post they may wish to discuss the reasons for this informally with the Headteacher in the first instance. It will be for the employee to demonstrate to the Redundancy / Restructure Panel the reason why an alternative offer made by the Trust is not reasonable and suitable.

An employee who unreasonably refuses an offer of suitable alternative employment made with broadly comparable terms and conditions, may lose their entitlement to redundancy pay. In such circumstances, dismissal would still be for reason of redundancy.

4.6 Statutory Trial Periods

Where an employee is under notice of redundancy, any offer of suitable alternative employment within the Trust, where the provisions of the new contract differ from the current contract, will be subject to a 4 week statutory trial period.

If either party determines within the trial period that the new job is not suitable, the employment will terminate by reason of redundancy on the date on which employment on the previous contract was

due to end. In cases where an employee terminates the trial period without good reason the Trust reserves the right to withhold the redundancy payment.

The trial period may be extended beyond the initial 4 weeks by mutual agreement to enable further retraining. Any extension will be confirmed in writing.

The Trust may at its discretion offer trial periods to employees offered suitable alternative employment at an earlier stage of the redundancy process.

4.7 Time off to look for alternative employment

Employees under notice of redundancy and who have been continuously employed by the Trust for at least 2 years, have the statutory right to take a reasonable amount of time off work to look for another job, attend interviews or attend training.

At the Trust's discretion, this provision may be extended to employees with less than 2 years service.

In granting time off consideration will be given to the business needs of the academy or Trust. Employees wishing to take advantage of this provision should make appropriate arrangements with their manager.

It is not expected that time off would exceed an average of 2 paid days per week or pro rata for part time staff.

4.8 Outstanding Leave

Employees who are to be made redundant will be advised of any outstanding leave. This should be taken during the notice period wherever possible. In the event that this is not possible, payment will be made in lieu of any outstanding leave.

4.9 Calculating Redundancy Payments

Redundancy payments will be calculated in accordance with the formula laid down in statute.

In addition, under the terms of the Local Government Modification Order, the Trust will recognise prior continuous service with maintained schools and other bodies covered by the order. It should be noted that employment with a Trust will also count towards continuous local government service for redundancy purposes.

Employees may be asked to provide evidence of their qualifying service under the modification order.

The amount of redundancy payment will be determined by the employee's age and length of service as set out in Appendix 2. The employee will be entitled to receive:

- Half a week's pay for each year of employment in which the employee was aged 21 or under
- One week's pay for each year of employment in which the employee was aged between 22 and 40; and
- One and a half weeks' pay for each year of employment in which the employee was aged 41 or over.

Service before the age of 18 years will not count. There is no upper age limit on statutory redundancy payments.

The maximum number of years of employment that can be taken into account is 20.

A week's pay will be based on the actual weekly pay of the employee.

Where an employee with two or more posts is made redundant from one post, service for redundancy calculation purposes will be based on the service accrued / current salary on this contract only.

Employees will receive a written estimate of redundancy monies payable. The redundancy payment will be based upon the contractual circumstances of the employee at the date statutory redundancy notice is issued.

4.10 Deductions from Redundancy Payments

Redundancy payments of less than £30,000 are free from normal payroll deductions. Any sums in excess of £30,000 are subject to payroll deductions in respect of Income tax and will be made via the Trust payroll.

5.1 Securing Alternative Employment and the Modification Order

Employees will not normally be entitled to a redundancy payment if they are offered before their date of redundancy, alternative employment with an employer covered by the Local Government Modifications Order, to commence within 4 weeks of the date of redundancy.

Where an offer of alternative employment is made, the start date of this employment should not be artificially delayed to facilitate a 4 week break. Where this does occur, the Trust reserves the right to withhold redundancy payment.

Details of those bodies covered by the Modification Order is available from the Trust

Employees should advise the Trust as soon as possible if they are offered alternative local government employment which means they are no longer entitled to a redundancy payment.

The Trust may ask employees to provide a written declaration that they are not taking alternative employment which would invalidate their entitlement to a redundancy payment. Should the Trust

become aware that an employee has made a false declaration any redundancy payment may be withheld or reclaimed.

5.2 Leaving before the redundancy date

Should an employee wish to leave employment prior to the expiry of their notice period they should make the Trust aware of this as soon as possible and explain the reasons for requesting an early release.

This will usually be regarded as a resignation. Exceptionally the Trust may agree to the employee retaining their redundancy payment when leaving early.

5.3 Release of Local Government Pension

Employees aged 55+ at the date of redundancy are entitled under the terms of the Local Government Pension Scheme to the immediate release of their local government pension.

5.4 Record Keeping

Notes may be taken of all discussions and formal / informal meetings held with an employee to discuss redundancy issues. Where notes are taken a copy will be made available to the employee.

Minutes will be taken at representation and appeal meetings and shared with the employee as soon as practicable. The employee will have the opportunity to check the accuracy of these minutes.

5.5 Other Considerations

Reasonable Adjustments

The Trust will consider making 'reasonable adjustments' in any redundancy consultation and selection process for employees with declared disabilities or additional needs. This may include the provision of an amanuensis (scribe) to assist in the completion of written audits. Individuals should make the Redundancy / Restructure panel aware of any additional requirements so that consideration may be given to appropriate adjustments.

Absent Employees

The Trust will seek to ensure absent employees are kept fully informed of the redundancy process by inviting them to consultation meetings and ensuring they receive copies of relevant written information. Where an individual is unable to attend meetings the Trust will explore means of ensuring effective communication is maintained.

5.6 Advice and Support to Employees

Employees are advised to seek support from their Trade Union Representative or Professional Association with regards to redundancy issues. Employees may address questions about this procedure to the Headteacher or other delegated staff member.

Appendix One: Indicative Redundancy Timeline

1	The Trust meets <ul style="list-style-type: none"> Agree need to proceed with restructure and commence consultation Panel identified	
2	Early Consultation Meeting with Employees and Trade Union / Professional Associations <ul style="list-style-type: none"> Proposals Explained 	At least 5 working days notice of meeting
3	Formal Consultation Period / S188 <ul style="list-style-type: none"> Section 188 letter and documentation circulated to unions Individual Consultation Meetings Held	15 working days formal consultation
4	Individual Consultation Employees given the opportunity to meet on 1:1 basis	Usually during first week of formal consultation
5	End of Formal Consultation Panel considers responses to consultation and whether original proposals should proceed	ASAP after end of consultation
6	At risk letters sent Employees placed at risk and notified of selection process	Allow 1 week
7	Selection <ul style="list-style-type: none"> Audits / Applications to be returned by Selection Meeting Interviews Held (if applicable)	Allow 1 – 2 weeks
8	Notification of outcome <ul style="list-style-type: none"> Communicate outcome of process Inform Employees if their posts are selected for redundancy or Offer of an alternative post made / contractual variation confirmed Employees advised of right to representation & appeal	ASAP after conclusion of selection process
9	Representation Meeting <ul style="list-style-type: none"> Representations to made by Representation to be heard by Employees advised of outcome by	Usually held within 5 working days after notification of outcome. Outcome within 5 working days of representation meeting
10	Notice Issued Notice will be the greater of statutory or contractual entitlement up to a maximum of 12 weeks	After representations and in line with statutory/ contractual entitlement
11	Appeal Meeting <ul style="list-style-type: none"> Appeals to be made by Representations to be heard by Employees Advised of the outcome by 	5 working days to make appeal Appeals usually heard within 10 working days Outcome within 5 working days of appeal meeting
12	Contracts terminate by reason of redundancy	

Appendix Two: Statutory Redundancy Calculations Chart

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

Appendix Three: Guidance for Representation and Appeal Meetings/Hearings

General

Representations and Appeals should take place at a reasonable time and place usually during the Employee's normal working hours and, in the case of Employees who work term time only, during the School term. These arrangements may be varied by mutual agreement.

Consideration should be given to the venue for the hearing. There should be adequate rooms for the parties and arrangements to ensure that the hearing is conducted with discretion and confidentiality maintained. A venue away from the Academy site may be appropriate in certain circumstances.

The precise procedure to be followed will vary depending on the particular circumstances of each case, but in general the following will apply:

Procedure for Representation Meetings

- The Executive Principal/Headteacher or the Chair of the Redundancy Panel will introduce those present and their roles, explain the procedure to be followed and the format of the meeting.
- The Executive Principal/Headteacher or the Chair of the Redundancy Panel will explain the reasons why the employee has been provisionally identified for redundancy with reference to the outcome of any audit or selection process. The employee and their representative may ask any questions relating to this.
- The employee and their representative present reasons why he / she should not have been selected. This may include asking for a reconsideration of the initial selection decision. The employee is not permitted to add to information given during the selection process or comment on the performance of others. The Executive Principal/Headteacher or the Redundancy Panel may ask questions relating to the points raised by the employee.
- The meeting is adjourned to enable the points raised to be considered and whether the provisional decision to dismiss should be upheld.
- The representation meeting is reconvened and the outcome is communicated verbally to the employee. The outcome will also be confirmed in writing to the employee within 5 working days of the decision.

Procedure for Appeals

- The panel will identify a chair.

- The chair of the panel will introduce those present and their roles, explain the case to be considered, the procedure to be followed and the format of the meeting.
- The employee or their representative shall put the case in support of the grounds for appeal, including any mitigating circumstances. This may include referring to written submissions and evidence. The Trust's representative and panel may ask questions of the employee and their representative.
- The Trust's representative presents the case for upholding the previous decision and refers to written documentation. The employee and their representative and panel may ask questions of the Trust's representative.
- The panel will invite both parties to sum up their cases, with the employee or his/her representative having the final word. The hearing will then be adjourned whilst the panel deliberates over the evidence.
- Adjournments may be requested by both parties during the appeal hearing. If new evidence is presented the appeal may need to be adjourned while this is investigated.
- The appeal hearing will then be adjourned whilst the panel deliberates over the evidence. If further clarity is required both parties may be recalled and the hearing reconvened so that all parties may hear any additional evidence.
- The appeal hearing is reconvened and the outcome is communicated verbally to the employee. This should also be confirmed in writing. On occasion it may not be possible for the panel to reach a decision on the day of the hearing in which case the appeal may be reconvened or all parties may agree for the outcome to be communicated in writing within 5 working days of the decision being made.
- Where the decision is made to uphold an employee's appeal the matter will be referred back to the Executive Principal/Headteacher or Redundancy Panel.

The Role of the Representative

The employee has the right to be accompanied to a hearing or appeal meeting by either a workplace colleague or recognised trade union representative.

The representative may address the hearing to put and sum up the employee's case, respond on behalf of the employee at the hearing and confer with the employee during the hearing. The representative does not have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent the employer from explaining their case.

The Role of the HR Advisor

An HR advisor must attend an appeal meeting and their role will be to advise the panel on the procedure and any points of employment law.

A further HR Advisor may also be in attendance to support the Trust in the presentation of their case.

An HR Advisor may be allowed to ask questions and clarify issues on behalf of the party they are supporting.