



'Doing our best to achieve our best'

Clarendon Primary School, Nursery and Family Centre

Redundancy and Restructuring Procedure

1. Policy Statement

The Governing Body is responsible for determining the size and most effective deployment of the staffing complement at the school. Inevitably, the needs of the school change over time and so the governing body have a responsibility for periodically reviewing and, where necessary, undertaking changes to the staffing body in response to a range of factors including financial constraint, school reorganisation, demographic change or developments in policy, curriculum or technology.

In such circumstances, the governing body may need to consider such options as:

- Reducing the overall size of the school workforce;
- Making adjustments to working hours or contracted hours;
- Making adjustments to staffing levels and/or roles and responsibilities in particular areas.

Legislation and good practice require that the Governing Body seek to avoid, wherever possible, the compulsory redundancy of any member of staff and to support the wellbeing of school employees through difficult periods of change.

The Governing Body aims to identify future staffing needs at an early stage through careful monitoring and planning in order to manage changes to the workforce through the use of natural measures where possible. Where action is required in the short term, in response to more immediate circumstances, the Governing Body's aim is to make use of measures at its disposal to maintain employment stability, most particularly through the redeployment of affected individuals into suitable roles either within the school or beyond.

The Governing Body recognises that communicating early warning of potential redundancies to affected staff and union representatives, where there is still an opportunity to influence the emerging proposal and consider alternatives, can be an effective way of mitigating the impact and ensuring members of staff have a fair opportunity to consider all possible options available to them.

The Governing Body will follow this procedure where a potential redundancy situation has arisen. It will also have regard to the principles of consultation outlined in this procedure in circumstances where the Governing Body is considering a change to terms and conditions of employment which will not result in redundancy.

This procedure will be applied fairly and consistently to all staff employed at the school regardless of gender, gender reassignment, race, colour, marital or civil partnership status, national or ethnic origin, nationality, disability, sexual orientation, age, religion, trade union membership/non membership or number of hours worked. Employees with a disability may request reasonable adjustments at any stage of the process.

2. Scope

This procedure applies to all employees engaged directly by the school. It therefore does not apply to agency staff, including supply teachers, casual employees where there is no mutuality of obligation, contractors or their staff, or workers who are engaged on a self-employed basis.

3. Planning to Avoid Redundancies

The Governing Body will undertake annual reviews of the school staffing requirements, usually during the autumn term and at any other time when it is deemed necessary to do so. Where such reviews indicate that changes to the staffing complement will be required in the longer term, the Governing Body will adopt relevant strategies aimed at achieving such changes in the desired timeframe whilst minimising the impact on staff. Strategies which might be considered include:

- Not replacing (or only partially replacing) posts following natural wastage;
- Restricting the recruitment of new permanent staff;
- Using fixed-term or temporary staff to address short-term staffing needs;
- Reduction or variation in hours on a temporary or permanent basis;
- Voluntary redeployment of staff into vacancies within the school or local authority;
- Early release of staff working contractual notice, by mutual agreement;
- Training or re-training of existing staff;
- Reducing reliance on overtime;
- Any other voluntary means by mutual agreement.

Where the timescale to achieve change is, or has become, sufficiently pressing that redundancies are being contemplated, the following process will be followed.

4. Identifying a Redundancy Situation

A redundancy is defined under the Employment Rights Act 1996 section 139 as a dismissal which is wholly or mainly attributable to:

- The fact that the employer has ceased or intends to cease:
 - to carry on that business for the purposes for which the employee was employed, or
 - to carry on that business in the place where the employee was so employed, or
- The fact that the requirements of the 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 the employee was employed by the employer, have ceased or diminished or are expected to cease or diminish.

When it becomes apparent following an initial staffing review that a potential redundancy situation has arisen, the Governing Body and/or Headteacher will seek detailed HR advice on next steps.

5. Commencing Consultation

5.1 Formulating a Proposal

In order to afford the appropriate rights to employees and secure a fair procedure, the Governing Body will delegate certain powers to a panel of governors who will work with the Headteacher in his/her executive role.

This panel of governors, with the Headteacher, will be responsible for:

- formulating the proposed means of achieving staffing reductions;
- handling the consultation process;
- applying the chosen selection methods; and
- writing to those staff who have been selected for redundancy.

The Governing Body will also establish a second panel of governors to hear any subsequent appeals against redundancy selection decisions. The members of this second panel must not

have contributed in any way to the actions or decisions of the first panel. Reference to the role of the Governing Body hereafter incorporates reference to these governor panels.

5.2 Initial Notification to Staff and Representatives

The Governing Body will provide school staff and the recognised trade unions with background information about the staffing review, and the reasons for undertaking it, at the earliest reasonable opportunity. At the same time, or as soon as possible thereafter, the Governing Body will provide to all parties the following information in writing:

- The reasons for the proposal;
- The numbers and descriptions of employees who are potentially affected;
- The total number of employees of any such description employed at the school;
- The proposed method of selecting the employees who are at risk of redundancy;
- The proposed method of carrying out any resulting dismissals, including the period over which the dismissals are to take effect;
- The proposed method of calculating the amount of any redundancy payments to be made;
- The number of agency workers working temporarily at the school, the areas in which they are working and the type of work they are undertaking.

The Governing Body will also provide information about the proposed timetable for consultation and any measures it is considering to mitigate the effects of the proposal and to preserve continuity of employment.

Such measures might include:

- Natural wastage (if this is a reasonable prospect in the timescale proposed);
- Mutually agreed variations to contracts of employment on a temporary or permanent basis;
- Redeployment, within the school or the local authority;
- Any other voluntary means by mutual agreement, including consideration of voluntary redundancy if appropriate.

The Governing Body recognises that affected staff may require additional support during this period of uncertainty and will give due consideration to sources of support to which employees may be referred, such as an Employee Assistance Programme where this is available to staff. The Governing Body also encourages affected employees to contact their trade union for help and advice.

5.3 Formulating a Timetable for Consultation

The Governing Body will adhere to the statutory minimum consultation periods which are in force where 20 or more members of staff are at risk of redundancy. Where less than 20 members of staff are at risk, the Governing Body recognises that there is no set minimum period of consultation, but will provide what is reasonable, taking into account the particular circumstances, including (but not limited to) consideration of the number of staff affected and the deadline for achieving the reduction or workforce reorganisation. The Governing Body considers it good practice to allow a minimum of two weeks for formal consultation with staff and trade unions.

5.4 Selection Pools and Criteria

The Governing Body will determine the proposed selection pool and method of selection, and, where relevant, the selection criteria to be used in the event of a compulsory staffing reduction. These will form part of the consultation exercise. The Governing Body acknowledges that there are no set criteria which can be universally applied in such situations but will apply the general

principle of seeking to achieve a balance between the needs of the school and the requirement to act fairly and consistently when dealing with staff. Careful consideration will be given to the 'pool' of staff from which those to be made redundant will be selected.

In all cases, the Governing Body will be mindful of the requirement not to select staff in a way which might discriminate, directly or indirectly, against individuals on one or more unlawful grounds. In devising selection criteria and establishing selection pools, the Governing Body will seek HR advice to reduce the risk of any possible discriminatory impact.

5.5 Consulting with Staff and Representatives

In undertaking meaningful consultation with staff and appropriate trade union representatives, the Governing Body will:

- Provide adequate information for the purpose;
- Consult with all those who are affected by the proposal, even where employment security is not directly at risk;
- Provide opportunities, both in writing and face-to-face, for members of staff and representatives to express their views on the proposal, to understand the impact on individuals, and to make suggestions and contributions which may mitigate the impact of any proposed redundancies;
- Give open-minded and conscientious consideration to the views expressed during the consultation period and, where appropriate, to respond directly to these;
- Ensure that absent employees (for example, those on maternity/adoption leave, long term sickness absence or sabbatical) receive the same information as other staff and have the opportunity to engage with the formal consultation period through methods adapted as appropriate to the circumstances.

5.6 Voluntary Redundancy

The Governing Body may be willing to consider requests from members of staff for voluntary redundancy. The Governing Body reserves the right, however, at its absolute discretion to decline such requests, for example for financial reasons or in the interest of retaining skills. The funding of any voluntary redundancies by the local authority will, in any event, be subject to acceptance of a business case prepared by the Governing Body. An application for voluntary redundancy will not preclude an employee from applying to be considered for suitable alternative posts, where these exist.

5.7 Redundancy & Right of Appeal

Applying selection criteria

At the end of the consultation period, should the application or consideration of other measures not have eliminated the need for compulsory redundancy, the Governing Body, through the panel of governors established for the purpose, will apply the finalised selection criteria to the established 'pool' of staff deemed to be at risk. In the event that the 'pool' consists of only one person this selection process will not be required.

Notification of selection for redundancy

Those employees selected by this means will be notified of their selection. Should an individual disagree with their individual assessment or feel that selection criteria have been unfairly applied in their case, they should put this in writing to the governors' panel and any individual concerns in the decisions made will be reviewed. An opportunity to put these concerns forward

verbally can be requested as a reasonable adjustment to accommodate a disability or where an employee has difficulties with written expression.

Giving notice

The appropriate body (the governing body or the local authority depending on who is the employer of staff at the school) will be responsible for ensuring that notice of termination of employment is given in accordance with the contract of employment, or the statutory rights of the employee concerned, whichever is longer. Where the local authority is the employer, the Headteacher will notify them of those members of staff who have been selected for redundancy in order that notice can be formally issued.

Right of appeal

Any such employee under notice of dismissal will have the opportunity to appeal against the decision to the governors' appeals panel in writing within 5 working days of receiving the written notice of redundancy. Where possible the appeal will be heard within 5 working days of receipt of the appeal. A written response, confirming the decision at the appeal hearing will be sent to the employee within 5 working days of the appeal hearing.

The member of staff concerned has the right to be accompanied at appeal hearings by a trade union representative or workplace colleague.

Local authority / diocesan advisory rights

The usual advisory rights accorded in the case of such appeal hearings will apply. This means that the local authority has the right to be represented. The Headteacher or Principal also has the right to attend appeal hearings for the purposes of giving advice.

6. Redeployment Principles

6.1 Supporting Employees

Redeployment opportunities will be sought:

- a) prior to the issuing of notice of dismissal where an individual has expressed an interest in securing an alternative post and this would assist with achieving the required staffing changes; or
- b) where an individual is vulnerable to redundancy, at any point in the consultation process where the individual wishes to be added to the redeployment register, and in any event, no later than the start of the individual's notice period.

Redeployment options could mean seeking another post within the school, another school maintained by the local authority or within the local authority itself.

The school will ensure that affected individuals are placed on the redeployment register maintained by the local authority. Such individuals will also be given reasonable paid time off work to seek employment or to arrange training.

6.2 Trial Periods

Employees offered redeployment opportunities, where the terms and conditions of the new job differ from the old position, are entitled to a statutory four-week trial period for the school and the employee to assess suitability for the role. In some circumstances it may be appropriate to extend a trial period to allow for relevant training; typically this might be for a further four weeks. Both the school and the employee will have the right to terminate the trial period during and at the end of four week period. Any decision to do so will need to be based on reasonable grounds and both parties will need to substantiate their decision.

7. Protection of Earnings

7.1 Teaching Staff

Pay safeguarding provisions for teachers are governed by the School Teachers' Pay and Conditions Document. The latest provisions in force at the date of redeployment will therefore apply and affected teachers will be provided with detailed information regarding these.

7.2 Support Staff

Pay protection may apply in some circumstances where redeployment is an alternative to redundancy and the salary of the new position is lower. The School will apply Surrey County Council's protection of earnings scheme outlined in the Council's Reward Policy, as amended from time to time.

A temporary relocation grant may also be payable where there is a change of workplace. Again, the provisions of the Council's Reward Policy, in force at the time, will be applied to any eligible staff.

8. Redundancy Payments

8.1 General Provisions

To qualify for a redundancy payment, employees must have at least two years' continuous service. The Governing Body will have regard to the local authority's redundancy payment scheme when calculating redundancy compensation although the Governing Body retains ultimate discretion in this area.

Where an employee has two separate jobs, each with a separate contract of employment, and is made redundant from one of these posts, the employee would be eligible for a redundancy payment for that specific role where eligible. For the purposes of clarity, the redundancy payment in this scenario would be based only on the period of service in the role which is redundant.

8.2 Exclusions from Redundancy Payments

Employees will not be entitled to a redundancy payment if they:

- Accept an offer of employment with another local authority or an associated employer* **and** commence what may be considered as continuous employment within four weeks of leaving the employment of the school or of the local authority. For the sake of clarity, an offer of employment made **after** the date of termination will not affect entitlement to redundancy pay regardless of when the new employment starts.
- Unreasonably refuse suitable alternative employment offered by the school, local authority or an associated employer*, prior to their last day of service or following completion of a trial period.
- Unreasonably refuse to complete a trial period or resign during a trial period for reasons unconnected with the suitability of the new role.

* *'Associated employer' for these purposes includes a Modification Order Body (contained within the Redundancy Payments (Modification) Order 1999 (as amended))*

9. Data Protection

During any redundancy or restructuring exercise the School will be processing the personal data of employees in order to meet its consultation obligations, undertake selection activities,

work with employees as part of redeployment efforts and otherwise meet the requirements of this procedure. Such personal data will be held securely and only shared with those involved in undertaking, supporting or advising on these activities, or as otherwise provided for by law. Where personal data is disclosed to trade union representatives as part of the consultation process they are also obliged to handle such data in accordance with relevant data protection laws.

10. Monitoring and Policy Review

This policy will be monitored and reviewed by the headteacher, following latest advice from Surrey County Council, and approved by the governing body.

Introduction Date: Spring 2020

Next Review: Spring 2021