



HEARTS ACADEMY TRUST

Redundancy and Restructuring Procedure

Adopted by Directors: June 2017

To be reviewed: June 2020

HEARTS Academy Trust is committed to providing a happy, caring and safe learning environment for all within a values led context, where everyone feels valued and grows in confidence and independence.

We promote **HAPPINESS** through a creative, exciting and practical curriculum, which generates a love of, and interest in, learning and a resilience and hope which supports us through challenging times.

Great value is placed on pupils' self **ESTEEM** which is developed through a positive and motivated attitude to learning, a healthy lifestyle, good social skills, self-discipline and a positive self-image.

We promote the highest standards of **ACHIEVEMENT** in all areas of the curriculum and help all pupils to fulfil their potential regardless of gender, race or ability.

We foster **RESPECT and RESPONSIBILITY** for all by establishing good relations between the school, home and community. Pupils are taught respect for themselves, others and the environment. They are also taught to take full responsibility for their own choices and responsibility for themselves and their community.

We encourage **TRUTH** and honesty in all aspects of school life – relationships, work and the curriculum and learn to trust and accept others' individuality and uniqueness.

We develop **SPIRITUALITY and SERVICE** so that calm, quiet, reflective times which support deep thought are part of school life and beauty is appreciated. We promote a service culture that reflects our duty to support and show compassion to all members of the community and not just ourselves.



Children at the HEART

September 2016 changes

Procedure

	Introduction	Change in definition to include school closure and if a redundancy situation arises in the Academy
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Redundancy & Restructuring Procedure

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Redundancy / Re-structuring Procedure

1. Introduction

This procedure sets out the process that will be followed where:

- there is a need to amend the staffing structure
- there is a need to reduce staffing
- the school is closed
- a redundancy situation arises as the school

1.1 Policy Statement

The Board of Directors will:

- Keep its staffing structure under regular review and plan effectively for future needs;
- Implement measures aimed at avoiding redundancy wherever possible;
- Ensure that meaningful communication and consultation take place where redundancy / re-structuring situations do arise;
- Provide support and re-training opportunities wherever possible, for affected staff;
- Ensure that 'at risk' staff have priority for any appropriate vacancies within the Academy Trust;
- Support staff in their attempts at obtaining suitable alternative employment.

1.2 Definitions

1.2.1 Redundancy

Redundancy is one of the potentially fair reasons by which employees may be dismissed.

Redundancy is defined by statute as a situation where:-

- (a) the employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was employed by him/her; or has ceased, or intends to cease, to carry on that business in the place where the employee was so employed;

OR

- (b) the requirements of that business for employees to carry out work of a particular kind, or to carry out work of a particular kind in the place where he/she was so employed, have ceased or diminished or are expected to cease or diminish.

Redundancy situations may arise for a number of reasons including:

- re-structuring;
- fall in pupil numbers or changes to curriculum requirements resulting in reduced staffing requirements;
- withdrawal/reduction of SEN or other special provision/funding;
- other circumstances where the need for employees to carry out work of a particular kind ceases or diminishes, including the cessation of fixed term contracts.

1.2.2 Re-structuring

A re-structuring can be defined as any change to the staffing structure. A restructuring may or may not lead to a redundancy situation.

2. **Scope of the Procedure**

The procedure is applicable to all categories of staff where a re-structuring or redundancy situation occurs. A modified version of this procedure may be followed in respect of fixed term temporary posts and those staff with less than two years' service.

3. **Roles & Responsibilities**

3.1 It is the responsibility of the Governing Body/Local Advisory Board to:

- establish and plan changes to the staffing structure which seek to avoid redundancy situations whilst meeting current and future needs;
- establish redundancy procedures;
- declare a redundancy situation where this is unavoidable;
- establish an appropriate committee to handle appeals;
- consult with the relevant parties;
- ensure that staff are dismissed fairly by reason of redundancy where necessary.

3.2 It is the responsibility of the Headteacher to:

- advise the governing body/local advisory board on staffing structures which seek to avoid redundancy situations;
- implement re-structuring/redundancy procedures fairly;
- make fair initial dismissal decisions.

3.3 It is the responsibility of all staff to:

- co-operate with procedures and redundancy avoidance strategies;
- implement strategies to mitigate individual loss e.g. actively seek alternative employment.

4. **The Procedure**

The Procedures are summarised at Appendix A.

4.1 **Declaration of a redundancy**

Where initial strategies to avoid a redundancy situation have been unsuccessful, the Governing Body/Local Advisory Board (or a relevant Committee) will meet to formally declare a potential redundancy situation.

Where a re-structuring is proposed, the Governing Body/Local Advisory Board may declare a redundancy situation at an early stage as a precautionary measure, even though the exact potential for redundancy may not yet be fully known.

4.2 Timescales

In order to allow for meaningful consultation and notice periods, and where possible, the procedures will often commence many months before the date that any redundancy or new structure are to take effect.

4.3 Consultation

The purpose of consultation is to inform and to seek views about how redundancies may be avoided and the potential impact of any new staffing structure.

4.3.1 With staff

The Headteacher will discuss any potential redundancy situations with staff at the earliest opportunity, where appropriate, before formal declaration of a redundancy.

In the case of re-structuring, the scope and period of consultation will depend on the extent of the proposed changes. Where a significant change is proposed, a consultation document will normally be produced as part of the consultation process, to explain exactly how the process will be managed and its effect on staff.

Staff are encouraged to engage in meaningful discussion and to comment on any new structure and how it might be implemented and measures which might be taken to avoid any redundancies. Formal consultation meetings will be recorded.

Staff should of course seek advice from their professional associations/trade union as and when they consider it appropriate.

4.3.2 With the Trade Unions/Professional Associations

When the Governing Body/Local Advisory Board (or relevant Committee) determine a re-structuring and/or declare a formal redundancy situation, it will undertake appropriate consultation with the local professional associations/trade union representatives and, where appropriate, as set out in any formal union consultation and facilities agreement.

Where an Academy Trust proposes to make 20 or more employees redundant within a 90 day period, in accordance with statute, the Trust will issue a Section 188 notice and an HR1 notification to the Department for Trade and Industry, disclosing in writing information relevant to the potential redundancy. Formal responses should be received within 2 working weeks.

4.3.3 Meaningful consultation will continue throughout the formal procedure. The Governing Body/Local Advisory Board and Headteacher will consider any representations made by staff and/or the professional associations/trade unions. Replies will be made to formal representations in writing and, if any are rejected, the reasons will be stated.

4.4 Redundancy Avoidance

4.4.1 The Governing Body will require the Headteacher to instigate compulsory redundancy avoidance measures including:-

- (a) not filling vacant posts externally (where appropriate);
- (b) slotting into appropriate posts within the school;*
- (c) ring fenced selection for posts within the school;*
- (d) searching for suitable alternative posts;*/**
- (e) exploring other options with employees and their representatives e.g. changes to hours, change to part-time work;
- (f) seeking volunteers for redundancy;***
- (g) seeking volunteers for flexible retirement;****

In the case of re-structuring where there is a risk of redundancy, these measures will form part of the overall consultation document where appropriate. These measures will continue throughout the entire procedure.

*With salary protection where applicable and in accordance with the Academy's Pay Policy and where applicable the Teachers' Pay & Conditions Document;

**The Trust will make every effort to seek suitable alternative employment for at risk staff, including at other Academies within the Trust where appropriate. An employee who unreasonably refuses an offer of suitable alternative employment will not be entitled to a redundancy payment.

*** Voluntary redundancy will not be considered until or unless all other means of avoidance have proved unsuccessful. Applications for voluntary redundancy will only be accepted where this would not be detrimental to the needs of the academy. Where there are more volunteers than needed, the selection criteria may be applied (see 4.5 of this Procedure and Appendix B).

****Employees are free to pursue flexible retirement options. Some options require the employers' approval. Approval will not normally be withheld where there is no cost to the employer.

4.4.2 Trial periods

Staff who are successfully redeployed after having been given notice of dismissal, will be entitled to a four week trial period, where the terms and conditions of the new post are significantly different from those of their existing post.

4.4.2 Salary protection

Where an employee who is at risk of redundancy is appointed to a post in the Academy Trust at a lower salary, or is appointed to a post at a lower salary as a result of a re-structuring, his/her salary will be protected:

either:

- in accordance with the terms of the Teachers' Pay & Conditions Document where these terms apply to their contract;

or

- in accordance with this procedure, at their former salary for a maximum of 18 months, after which time the employee will revert to the substantive grade for the post.

4.5 Selection Procedures

4.5.1 Selection for redundancy

In other redundancy situations, if the strategies adopted in 4.4 above (or any other strategies that may have arisen as a result of consultation) do not resolve the situation, the Headteacher will determine and apply the selection criteria as set out in Appendix B.

Staff and unions will be consulted on the selection criteria and the method by which they will be applied.

4.5.2 Selection in a re-structuring

In the case of a re-structuring, staff will normally be slotted and/or interviewed for available posts. The method of appointment to available posts will be outlined in the consultation document where appropriate.

In these cases, any redundancies will usually be identified through non-appointment to available posts.

4.5.3 Notification

Once an individual has been identified as redundant, s/he will be notified verbally by the Headteacher. The Headteacher will then write to the individual setting out the details of how the decision was reached and inviting the employee to a meeting to discuss this.

4.5.4 The Meeting

- The employee will be given at least 5 clear working days notice of this meeting and provided with papers relevant to the case.
- The employee must make every effort to attend this meeting.
- The employee has the right to be accompanied by a representative, friend, colleague or other appropriate person.
- One postponement may be allowed where the employee's chosen representative is unavailable on the proposed date. In this case an alternative date, within 5 working days of the original date, will be set.
- The employee must submit any papers they wish to be considered and the name of their representative to the Headteacher at least 2 clear working days before the meeting.
- At the meeting the Headteacher, who may be accompanied by an HR Adviser, will set out their reasons for selecting the employee and listen to their representations.
- After the meeting the Headteacher will write to the employee to inform him/her of the outcome and their right of appeal.
- Following this meeting, where the decision is to dismiss on the grounds of redundancy, the Governing Body/Local Advisory Board will issue notice, to the individual, in accordance with the appropriate conditions of service and statutory requirements.

4.5.5 The Appeal

- If the employee wishes to appeal, s/he must inform the Chair of Governors/LAB in writing, including the grounds of the appeal, within 5 working days of receipt of the written outcome of the meeting.
- If the employee does so, the employee will be invited to a meeting of the Governing Body/LAB Dismissal Appeals Committee. The employee will be given at least 5 clear working day's notice of this meeting.
- The Headteacher will supply the employee with papers relevant to the appeal at least 5 clear working days before the appeal meeting.
- The employee must take all reasonable steps to attend this appeal meeting and has the right to be accompanied by a representative, friend or colleague.
- The employee must supply the Headteacher and the Governing Body Dismissal Appeals Committee with copies of any papers they wish to be considered, and the name of their representative, at least 2 clear working days before the meeting.
- The Dismissal Appeals Committee will hear evidence from the Headteacher and the employee (and their representative).
- The Dismissal Appeal Committee may be advised by an HR adviser.
- The Dismissal Appeal Committee will inform the employee in writing of the final decision within 3 working days of the appeal meeting.

4.5.6 Redundancy avoidance options will continue to be explored throughout the period of notice.

4.6 **Redundancy Payments**

Employees with more than 2 years continuous service may be eligible for a redundancy payment in the event of termination of their contract by reason of redundancy,

For each complete year of service up to a maximum of 20, eligible employees are entitled to:

- for each complete year of service under age 22 – half a week's pay
- for each complete year of service age 22-40 – one week's pay
- for each complete year of service age 41 and over – one and a half weeks' pay

Redundancy payments are calculated using actual weekly pay rather than the statutory maximum.

A ready-reckoner for calculating statutory redundancy payments is at Appendix C.

Where employees with more than one contract are made redundant from only one post, service for redundancy purposes will relate to the redundant post only.

Employees will not be entitled to a redundancy payment if they secure suitable 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

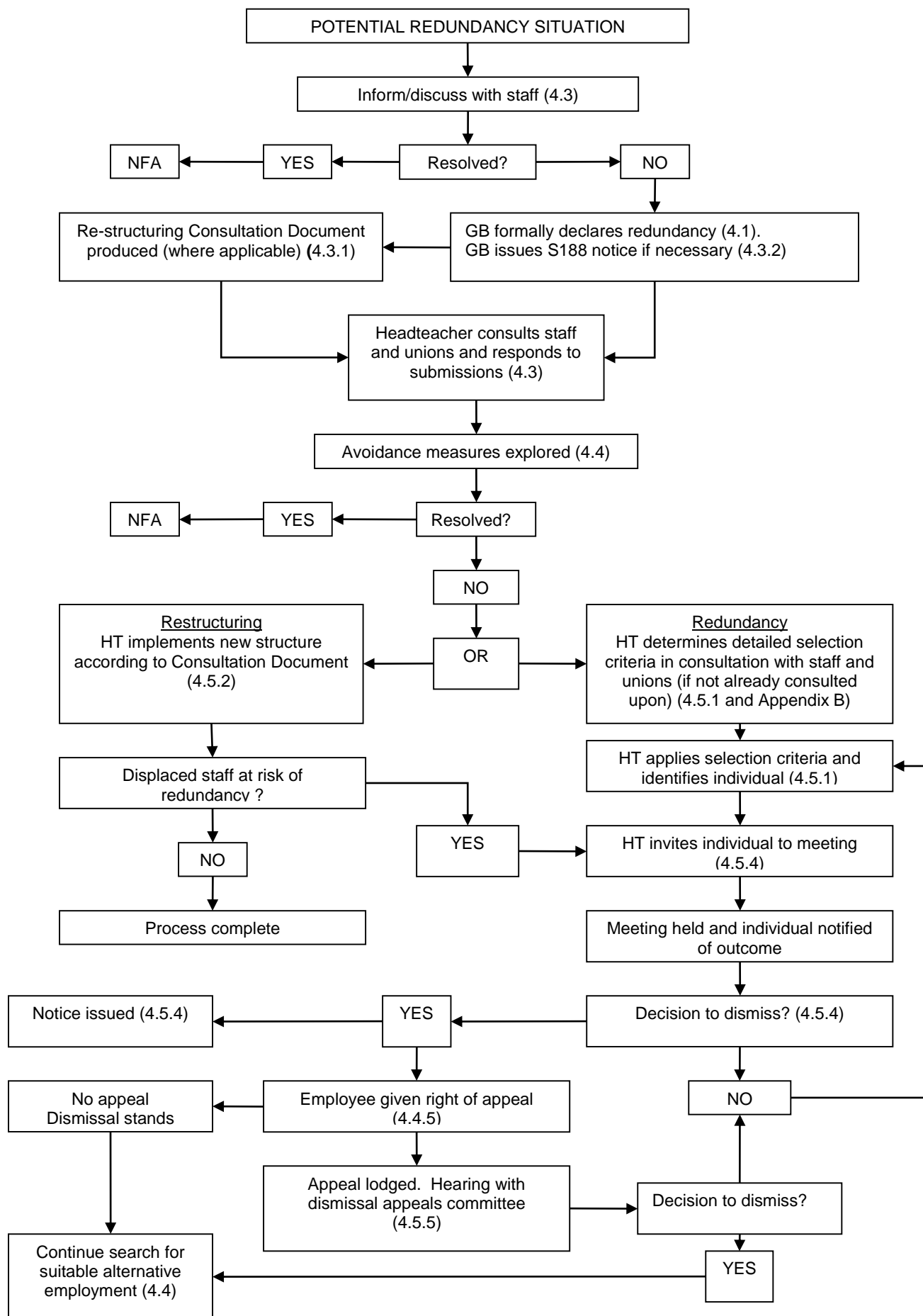
be artificially delayed to facilitate the 4 week break. Where this does occur, employees will not be entitled to a redundancy payment.

4.7 Support for Employees

The Academy will provide reasonable support for employees at risk of redundancy, e.g.:

- time off to attend interviews and training and development;
- support with writing job applications;
- exploration of work related re-training opportunities;
- notification of internal vacancies

Appendix A – Redundancy / Restructuring Procedure at a glance
 (brackets refer to relevant paragraph of the Procedure)



Appendix B – Redundancy Selection Criteria

In order to fairly select an individual employee for redundancy, the Headteacher must apply objective selection criteria. As each redundancy situation will be different, the detail of the selection criteria will need to be determined on a case by case basis. In all cases, staff and their local representatives will be consulted on this process. However, all selection decisions will follow the stages set out below.

- a) Determine the 'at risk' group i.e. whole academy, department, section, or group within the establishment which has surplus staff.

Where there is only one employee in this group s/he will be selected for redundancy without the need to apply the remaining selection criteria.

- (b) Determine the requirements of the academy, department or section.
- (c) Determine the suitability (with reference for example to skills and qualifications where relevant) of those in the 'at risk' group in relation to the requirements of the academy, department or section.

Suitability will be assessed objectively. Employees will contribute to this usually by completion of a skills audit linked to the requirements determined in (b) above. Employees' managers, in addition to the Headteacher, may also be required to contribute to this process.

- (d) A judgement will be made as to which staff best meet the requirements of the academy, department or section and thereby which employee(s) may be selected for redundancy.

Appendix C – Ready Reckoner for Statutory Redundancy Payments

Age	Completed Years of Service																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
16																				
17	½																			
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	