Logo, company name

Description automatically generatedHandling Staff Reductions a Step-by-Step Guide

[School/Academy Name]

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1. First Step
   1. Redundancy or Restructure

The first point to consider is whether the situation is redundancy. If this is a redundancy situation there will be fewer jobs or fewer hours of work at the end of the process and this guidance will apply. If there will be the same number of jobs and no reduction in the amount of work available then there is (normally) no redundancy and the process is carried out by means of a re-structure. If you wish to re-structure, please contact your EPM Adviser who will provide specific guidance on your situation.

* 1. Redundancy Policy

The Governing Body is advised to have a policy on handling staffing reductions on which there has been consultation with trade union representatives and employees. Please see Appendix 1 for a model policy. This guidance is based on the model at Appendix 1.

* 1. Preparation of Information

The Headteacher, or other senior person, is advised to prepare an accurate and detailed curriculum analysis and staffing plan, in the context of the School Improvement Plan, together with the available financial information, showing why it is proposed to reduce staff.

In preparing the information it is sensible for the Headteacher or other senior person to consult with others internally and externally, for example the School’s Financial Adviser and the Finance Committee of the Governing Body. Where the Local Authority will be expected to fund redundancy payments then they should be involved at an early stage.

* 1. Decision to Reduce and Consultation

The Headteacher, or other senior person, should present the information and recommendation to the Governing Body (or a delegated committee). This should:

* Minute that it proposes to reduce staff (teaching and/or support staff) on grounds of redundancy.
* Agree the details to be included in the Consultation Letter (EPM provides a model in Appendix 5) including the timetable for the process.
* Delegate the management of the process to the Headteacher or Senior Manager (if Headteacher has power of dismissal).

A general timetable is given at Appendix 6. Missing deadlines could have serious financial implications for the School’s budget.

Selection Criteria

The criteria normally used in a School process for selecting an employee for redundancy, and is therefore likely to be taken into account by an Employment Tribunal, are detailed below.

Taking account of and in the context of the curriculum, management, organisational and developmental needs of the School:

* Consider volunteers including volunteers to vary hours of employment.
* Review of genuine fixed term appointments and use of agency workers.
* Selection based on consideration of the competencies, qualifications, knowledge and recent training.
* In the absence of any other significant criterion; length of service with the employer.

(Other criteria may be used instead of or in addition, but please seek EPM advice before doing so).

* 1. The Consultation Letter

This must be sent to the recognised trade unions for the category of staff, and made available to all the staff at risk as soon as possible after this decision. The Headteacher should at this stage be considering whether it may be necessary, for example, if no voluntary solution is found, to develop a matrix (see Appendices 2,3,and 4) which identifies the competencies, qualifications, recent training and knowledge which the School wishes to retain relevant to the employees in the group that is being reduced.

No identification should be made of any specific employee at this stage. Where this is unavoidable because it is proposed to remove one unique post (and, obviously, one post holder) then the process for handling the matter should be discussed in detail with your EPM Adviser.

A model consultation letter can be found in Appendix 5.

* 1. Preparation for Dismissal Procedures

If the Headteacher is to make the dismissal decision, the Governing Body must minute the delegation of power to make a redundancy dismissal decision to the Headteacher. The Governing Body must have an Appeal Committee to deal with any appeal against dismissal for redundancy. The Redundancy Appeal Committee can be the same committee as the Disciplinary Appeals Committee.

If for any reason the Governing Body has not delegated the power to dismiss on grounds of redundancy to the Headteacher then the power should be delegated to the Staff Dismissal Committee normally consisting of 3 governors. No governor who sits on the Appeal Committee can sit on the Staff Dismissal Committee for the same redundancy case.

If it is not possible to avoid a redundancy following the consultation period then it will be necessary to move to the second step.

1. The Second Step
   1. Voluntary Solutions

Staff may volunteer:

* To be selected for redundancy with a redundancy payment (without or without pension depending on age and pension policy/regulations).
* To reduce to part time or job share.
* To be redeployed to another job in the School, the Multi-Academy Trust or, for Community Schools, another School in the LA.

Remember that a volunteer should only be accepted if it solves the problem, taking account of and in the context of the curriculum, management, organisational and developmental needs of the School.

The employment of any staff on fixed term contracts should be reviewed. Please seek advice from your EPM Adviser before any selection under this criterion as it is possible that incorrect application could be unlawfully discriminatory or contravene legislation protecting the rights of fixed term employees.

Part time staff must not be treated any less favourably than full time staff when applying the selection criteria. To select a member of staff on the basis that they are part time could leave the School open to a successful claim for unfair selection for redundancy since it could be regarded as indirect sex discrimination. The same would apply if a selection was made from only part time staff when there are full time staff in the group from whom a selection can be made.

If there is no voluntary solution it will be necessary to move to the third step.

1. The Third Step
   1. Compulsory Selection

In the absence of a voluntary solution where the Head teacher has been delegated by the Governing Body to make the decision of dismissal, the Headteacher will nominate a member of the Senior Management Team to undertake a process to make a compulsory selection by applying the selection criteria. Where the dismissal is to be undertaken by the Staff Dismissal Committee the selection may be conducted by the Headteacher.

Consideration of the curriculum, management, organisational and developmental needs of the School will narrow down the group of staff at risk, e.g. in a secondary school, where it is necessary to reduce teaching staff, the Headteacher will normally have identified the curriculum areas from which the reduction must be made. TLR holders may be identified as not “at risk” because the School wishes to retain its management structure.

If employees are being removed from being “at risk” the reasons for this will need to be explained during the consultation period with the trade unions. If this produces objections from the trade unions these need to be considered and reasons given if those objections are dismissed.

This part of the process may lead straight to the identification of one post (e.g. a parent liaison officer is no longer required) or it may identify a smaller group of staff from within which the final selection will be made, e.g. teaching assistants or midday supervisors. In this case, the Headteacher will have developed a matrix which records the competencies, qualifications, knowledge and recent training which the School wishes to retain, relevant to the employees in the group that is being reduced. Trade unions and staff should be consulted on the matrix, which may mean extending the consultation period if the matrix was not issued under step 1.

* 1. Compulsory Selection Meetings

In order to make the compulsory selection, the nominated Senior Manager should arrange a meeting with each member of staff considered to be at risk. At these meetings the individual(s) at risk may be accompanied by a trade union representative or a work place colleague of their choice. The purpose of the meeting is to ensure the Senior Manager has comprehensive up to date information by giving the individual an opportunity to make representations about the redundancy selection and provide information relevant to the matrix, for example about his/her own competencies, qualifications, knowledge and training.

* 1. Informing the Individual

When the Senior Manager has conducted these meetings and collected all the information they will then decide (with advice from EPM) which employee is to be recommended to the Headteacher as the person to be made compulsorily redundant.

Voluntary solutions should still be sought, including a search for suitable alternative employment within the School.

The Senior Manager should write to the employee informing them of the decision that they have been selected giving notice of:

* The date, time and place of the hearing of the recommendation to dismiss.
* The right to attend the hearing in front of the Headteacher.
* The right to be accompanied and/or represented at the hearing by a trade union representative or work place colleague of their choice.

The employee should also be advised that if the recommendation to dismiss is accepted then there will be a right of appeal. (A date for an appeal could be set in reserve at this stage).

1. The Fourth Step
   1. The Dismissal Hearing

At the dismissal hearing the Senior Manager makes a recommendation to the Headteacher that the individual selected be dismissed on grounds of redundancy. The Headteacher will have HR Adviser(s) to give guidance on law and procedure.

* 1. Presenting the School’s Case

The Senior Manager presents the case. However, the Senior Manager may request an EPM representative to present the case on their behalf if the case is complex. The employee (or their representative) has the opportunity to cross-examine the Senior Manager and any witnesses called to support the recommendation. The Headteacher will have the opportunity to question the Senior Manager on the criteria for selection and how those have been applied.

* 1. Presenting the Employee’s Case

The employee has the right to be represented as indicated above and to put reasons to the Headteacher why the selection should not identify them and to call witnesses on their own behalf.

* 1. The Headteacher’s (or Governors’) Decision

The Headteacher will judge whether the selection being recommended to them by the Senior Manager is reasonable in all the circumstances. If the Headteacher decides that the Senior Manager’s selection is fair then they will support the recommendation to dismiss. The employee is then given notice of dismissal on grounds of redundancy. In the event that the Headteacher considers the selection not to be fair, they will refer the matter back to the Senior Manager for further consideration.

* 1. Appeal against Dismissal

There is a right of appeal against the decision to dismiss. The appeal against dismissal will be heard by the Appeal Committee of the Governing Body and can take place after 31st May. If the appeal is not upheld then the employee is given notice of dismissal in accordance with their contract of employment. If the decision to dismiss is overturned by the Appeal Committee the notice of dismissal will be withdrawn and the selection process referred back for further consideration.

The employee has no further right of appeal under the terms of the contract of employment but if they have statutory rights under employment legislation there is a right to make an application to an Employment Tribunal to hear a complaint of unfair dismissal.

* 1. Suitable Alternative Employment

The employer has a duty to avoid compulsory redundancy. Therefore, employees must be notified of any vacancies that the employer has which could be considered suitable. This would include, for example, other Schools in a Multi-Academy Trust.

Employment tribunals have held that it is the employer's responsibility to show that an offer of alternative job has been made. Therefore, any offer should be put in writing, even where the employer believes that it may be rejected. The offer should show how the new employment differs from the old and by law must be made before the employment under the previous contract ends. The offer must be for the new job to start either immediately after the end of the old job or after an interval of not more than four weeks. An employer may also consider the possibility of retaining the employee in a temporary capacity until permanent vacancies arise.

Employees who unreasonably refuse an offer of suitable alternative employment may lose any entitlement to redundancy pay. Unreasonable refusal may arise where the differences between the new and old jobs are negligible or where the employee assumes, rather than investigates, the changes that a new job might involve, e.g. travelling time or working conditions. Refusal may be reasonable if the new job would cause domestic upheaval, e.g. if there was a considerable change in working hours or a need to move house. In deciding whether to accept an offer of alternative employment it will be sensible for employees to bear in mind the availability of other employment should they refuse the offer.

4.7 Redundancy Protection for Pregnancy and New Parents

From the beginning of pregnancy to the end of maternity leave is a ‘protected period’ during which an employee is entitled to special consideration, if this is necessary, to make good any disadvantage they may otherwise experience. The law makes it clear that during the protected period unfavourable treatment of an employee because they are pregnant or on maternity leave is unlawful. The means that an employee does not have to compare their treatment with anyone else to show direct pregnancy and maternity discrimination.

Pregnant employees and those on maternity leave must still be included in the consultation and selection process with all other affected employees, and care should be taken to ensure that the selection criteria does not discriminate against those pregnant employees or those on maternity leave, the same as they would for any of the protected characteristics under the Equality Act. Protection would then come into effect for a pregnant employee or an employee on maternity leave who is selected for redundancy following a selection process.

The employee would be entitled to be offered any suitable alternative vacancy, if there is one, without the need to apply for it. They should be given priority over any other employees selected for redundancy, even if this means that they are treated more favourably.

The protected period starts from the day that an employee tells their employer that they are pregnant, and from 6 April 2024 the protected period has been extended to 18 months from the child’s date of birth.

Similar protection exists for employees taking adoption leave or shared parental leave, and your EPM Adviser can provide you with further details upon request.

Appendix 1

Model Policy and Procedure on Handling Redundancy

1. In the event that it is necessary to make a reduction in staff, the Governing Body, having consulted with the HR Adviser appointed by the Governing Body, will inform all the staff concerned and the trade unions involved of the following:
2. The reasons for the redundancy.
3. The number and descriptions of the employees to be dismissed as redundant.
4. The total number of employees of any such description employed at the School.
5. The proposed method of selecting the employees to be dismissed.
6. The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect.
7. The method of calculating any compensation to be paid to redundant employees.
8. The number of agency workers working temporarily for and under the supervision and direction of the School.
9. The parts of the school in which the agency workers are working and the type of work they are carrying out.
10. The selection criteria which will appear in 1(d) above and on which the staff and trade union(s) will be consulted will be determined by the Headteacher in consultation with the Chair of Governors.
11. The Governing Body will consult the trade unions recognised by the Governing Body with a view to reaching agreement, and will consult with the employees affected by the proposals whether or not they are in a recognised Trade Union. The Governing Body will consider any representations made to it and reply to them. If there is a rejection of any representations, the reasons will be given in writing.
12. Within the context of the needs of the School, the Governing Body will make every effort to avoid compulsory redundancy by achieving reductions through:

* Natural turnover and staff resignations.
* Deletion of appropriate vacancies.
* Voluntary redeployment of staff into other suitable posts within the School.
* Voluntary transfer to part time working, reduced hours or job sharing arrangements.
* Voluntary redundancy.
* Review of genuine fixed term contracts and use of agency workers.

1. Any employee who seeks information on the benefits available as a result of volunteering to be selected for redundancy will be entitled to do so without prejudice to their position.
2. The Governing Body will decide if any requests for volunteering to be selected for redundancy can be accepted. If a request is accepted, an offer will be made to the employee identifying the level of compensation that will be paid if the employee is dismissed as redundant.

The offer will be in writing and include:

* 1. The amount of any redundancy payment under the Employment Rights Act 1996.
  2. The amount of any premature retirement compensation in accordance with the School's policy.
  3. The date on which the redundancy would be effective.
  4. Advice on accrued pension benefits, if appropriate.
  5. Advice that the employee should consult their trade union.

1. If the necessary reduction is not achieved by the above means the Headteacher will, following the consultative process, where they have the delegated power of dismissal, delegate a Senior Manager to meet individually with employees identified as at risk in the category of staff to be reduced to confirm or clarify any selection information (“skills audit”) provided by the employee. Individuals will be given due notice of the meeting in writing and may be accompanied by a trade union representative or workplace colleague.

Where the dismissal decision is to be taken by the Staff Dismissal Committee rather than the Headteacher, the Headteacher may carry out this part of the process instead of delegating the responsibility to a Senior Manager.

1. To assist all parties involved in dealing with a compulsory redundancy, it will normally be the practice to identify a timetable of dates a reasonable period in advance, for the meetings referred to in 7 above and the dismissal meeting in front of the Headteacher or Staff Dismissal Committee.
2. Following the meeting(s) outlined in 7 (above) the Senior Manager will make the selection on the basis of all the information available and in accordance with the selection criteria. The employee(s) selected will be informed in writing that the Senior Manager will recommend to the Headteacher (with power to dismiss delegated by the Governing Body) that the employee(s) be dismissed on grounds of redundancy. The employee(s), who will be given at least 10 working days' notice of the meeting, will have the right of an individual hearing at which they may be present and be accompanied by a trade union representative or workplace colleague.
3. Following the hearing to consider the Senior Manager’s recommendation to dismiss the individual(s) on the grounds of redundancy outlined in 9 (above), the Headteacher will inform the employee(s) of their decision(s). If the decision is to dismiss, then the Headteacher will ensure that any employee to be dismissed is given written notice of dismissal (by the LA in the case of a Community School) which will include advice that the employee has the right of appeal against the decision. The employee(s) will be given at least 10 working days’ notice of the date for any appeal hearing and, if submitting an appeal, the employee(s) must do so in writing by the date specified by the Headteacher. The period allowed by the Headteacher for the employee to decide whether or not to enter any appeal will not be less than 5 working days.
4. The Appeals Panel will consist of at least 3 governors or, where the decision to dismiss has been taken by the Staff Dismissal Committee, at least the same number of governors who made the decision to dismiss and who have played no part in the selection of the employee(s) for dismissal on the grounds of redundancy.
5. If the Appeal Panel decides to uphold the appeal against dismissal the notice of dismissal will be withdrawn and confirmed in writing.

Appendix 2

Sample Selection Criteria Matrix - Teaching Staff (Primary Schools)

The sample matrix is based on the probable management, curriculum, organisational and developmental needs of a Primary School. The matrix must be adapted to meet the School’s particular requirements. Consultation on the matrix with staff and trade unions must take place before it is used.

If the School wishes to retain its current management structure then employees with management responsibilities (e.g. Headteacher, Deputy Headteacher, Assistant Headteacher, TLR holder(s)) will not be at risk. However, the curriculum development competencies and teaching competencies of the employees with management responsibilities will normally be recorded in order to inform the next stage of selection (e.g. if the Deputy Headteacher and TLR holders all teach KS2 and are not at risk then KS1 competencies and knowledge will probably have a significant weighting in the criteria applied to the remaining “at risk” group because it will be important to retain the competencies and knowledge for KS1).

The matrix can be used to “weight” individual criteria but there must be objective reasons which substantiate the weighting:

1. Record the curriculum development competencies and knowledge evidenced in the job role within (for example) the last 3 years as (for example) 2 points.
2. Record the curriculum development potential evidenced from competencies and knowledge demonstrated in previous positions and/or from qualifications or training as (for example) 1 point.
3. Record the teaching competencies and knowledge evidenced in job role within last 3 years as (for example) 3 points.
4. Record the teaching potential evidenced from competencies and knowledge from previous positions or from qualifications or training as (for example) 1 point.

There will be other areas of competencies and knowledge, with proposed “weightings” which the School may wish to add to the matrix. Trade unions must be consulted on the proposed matrix and “weightings” with a view to reaching agreement before it is used to arrive at a selection leading to a recommendation of dismissal.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Curriculum** | | | | | | | | | | | | **Teaching** | | | |
| Employee | Mgt Resp | Eng | Maths | Sci | IT | Tech | Hist | Geog | Art | PE | Music | RE | Other | Nursery | Found | KS1 | KS2 |
| 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Qualifications and training could be added to this matrix as additional criteria but care must be taken to avoid “double weighting”.

Appendix 3

Sample Selection Criteria Matrix - Teaching Staff (Secondary Schools)

The first step in handling a teaching staff reduction will normally be to identify a “work group” i.e. curriculum area or areas which need to be reduced. This will include all teachers who teach the subjects concerned with identification of whether or not they also teach other subject areas. The sample matrix is based on the example of a science faculty in the context of the probable management, curriculum, organisational and developmental needs of the science faculty. The matrix must be developed to meet the School’s particular requirements. Consultation on the matrix with staff and trade unions must take place before it is used.

If the School wishes to retain its current management structure then employees with management responsibilities such as Head of Faculty, other staff who teach science, e.g. Deputy Headteacher, Assistant Headteacher, TLR holder(s)) will not be at risk. However, the curriculum development competencies and teaching competencies of the employees with management responsibilities will normally be recorded in order to inform the next stage of selection, e.g. if the Deputy Headteacher and some TLR holders are not at risk and teach physics then the need for physics teachers may be met. The need for chemistry may not be met and therefore will probably have a significant weighting in the criteria applied to the remaining “at risk” group because it will be important to retain the competencies and knowledge for chemistry. The matrix can be used to “weight” individual criteria but there must be objective reasons which substantiate the weighting:

1. Record the curriculum /teaching competencies and knowledge evidenced in the job role within (for example) the last 3 years as (for example) 2 points.
2. Record the curriculum/teaching development potential evidenced from competencies and knowledge demonstrated in previous positions.

There will probably be other curriculum, organisational or developmental needs within a science faculty which should be added to the matrix with proposed “weightings”. Trade unions must be consulted on the proposed matrix and “weightings” with a view to reaching agreement before it is used to arrive at a selection leading to a recommendation of dismissal.

Total Curriculum need: 200 hours

Total Available: 246 hours

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Employee** | **A Level Physics** | **A Level**  **Biology** | **A level**  **Chemistry** | **GCSE**  **Physics** | **GCSE**  **Biology** | **GCSE**  **Chemistry** | **Double Award Science** | **KS3**  **General Science** | **Other** |
| 1 |  |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |
| 5 |  |  |  |  |  |  |  |  |  |

Qualifications and training could be added to this matrix as additional criteria but care must be taken to avoid “double weighting”.

Appendix 4

Sample Selection Criteria Matrix for Teaching Assistants

Using the same principles as described for teaching staff above, the criteria for a selection matrix for teaching assistants might include:

Qualifications:

* GCSE English or equivalent
* GCSE Maths or equivalent
* HLTA
* Relevant NVQ
* First aid
* Minibus driver

Recent relevant training:

* Autistic spectrum
* Literacy
* Numeracy
* Hydrotherapy

Knowledge/Competencies/Competencies Demonstrated in Job Role:

* Supporting child with medical needs
* Supporting SENCO
* Supporting Foundation Stage/KS1/KS2 planning and managing group work
* Working 1:1
* Resolving behavioural issues
* PE competencies
* Music competencies
* ICT competencies
* PPA cover
* English as a second language
* Foreign language competencies

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Qualifications/Training** | | **Competencies** | | | | | | |
| **Employee** | **Relevant**  **NVQ** | **GCSE**  **English**  **Maths** | **Music** | **PE** | **Nursery** | **Foundation** | **KS1** | **KS2** | **Other** |
| 1 |  |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |  |
| 5 |  |  |  |  |  |  |  |  |  |

Appendix 5

Model Consultation Letter

To: Representatives of recognised trade unions

CC: Staff circulation/notice board

[Local authority] (where appropriate)

Dear Colleague

Proposals for Redundancy: Governing Body’s Policy for Consultation with Recognised Trade Union(s)

[School name] faces the prospect of having to reduce its staffing and the Governing Body wishes to consult with you in accordance with its redundancy policy. I am therefore writing to advise you of a proposed reduction at the school effective from [date].

Enclosed for your information, and to assist you in understanding the School’s financial and staffing situation, are copies of:

* The School’s budget for the current financial year
* Details of the current year’s expenditure to date
* Anticipated funding for the next financial year
* Pupil numbers in the School by year group
* A summary of the School’s current staffing structure and deployment
* A summary of the proposed staffing arrangements (e.g. number and type of staff, class reorganisation)

The staff are aware of the general situation and that consultation with unions is now being commenced.

1. Reason for redundancy:

* E.g. budget shortfall, falling pupil numbers, management re-organisation

1. Number of employees to be made redundant:

* E.g. number of fte support or teaching staff

1. Number of employees in the category at the establishment:

* E.g. number of fte staff in each category affected and the total number of hours worked in each category. Please consult your EPM advisor on identification of “category”.

1. Proposed method of selection:

Taking account of, and in the context of, the management, curricular, organisational and developmental needs of the School:

1. Consider volunteers including volunteers to vary hours of employment.
2. The review of genuine fixed term appointments.
3. Selection based on consideration of the competencies, knowledge, qualifications and recent training of individual staff. If it is clear at this stage that a selection matrix may be needed it should be included. If not included, it must be subject to consultation at a later stage.

In the absence of any other significant criterion:

1. Length of service with the employer.
2. Method of undertaking:

The management of the redundancy situation and any dismissal will be undertaken in accordance with the Governors' Policy on Staffing Reductions, a copy of which is enclosed, and the requirements of education and employment legislation. Dismissal will be in accordance with the terms of the contract.

1. Statutory redundancy payment will be based on [insert the Governing Body’s policy, e.g. actual salary where that exceeds the statutory maximum salary]. Your HR Adviser can help with this.
2. Pension and lump sum benefits will be in accordance with the School’s policy for support staff [insert the Governing Body’s policy, e.g. where a member of staff qualifies for pension, pension and lump sum will be released without enhancement]. Your EPM Adviser can help with this.
3. Number of agency workers working temporarily for and under the supervision and direction of the School.
4. The parts of the School in which the agency workers are working and the type of work they are carrying out.

The Governors shall be pleased to consult with you with a view to reaching agreement regarding any ways in which dismissal may be avoided or reduced and the mitigation of the consequences of any dismissals. Every effort will be made to resolve the situation and avoid the need to make compulsory dismissals.

The proposed timescale for dealing with this matter is:

|  |  |
| --- | --- |
| **Date(s)** | **Event** |
|  | Governors’ determination to consult on redundancy proposals |
|  | Staff meeting to brief staff affected on the proposals |
|  | Start of consultation (allow at least 2 weeks – longer if possible) |
|  | Close of consultation |
|  | Consideration of voluntary solutions |
|  | Consultation on selection matrix (if necessary and not already done) |
|  | Selection meetings |
|  | Redundancy dismissal hearing (must be before 31 May if termination is 31 August) |
|  | Redundancy appeal hearing |

I should be grateful if you would address any correspondence to [name of manager, position of manager], at the School. If you wish to meet with the [position of manager] over these proposals, please contact them directly to make the necessary arrangements.

Yours sincerely

[Name of Headteacher]

Headteacher (or EPM Adviser if we have the necessary enclosures to do so)

For and on behalf of the Governing Body

Appendix 6

A Summary Timetable for Handling Staffing Reductions

Most staffing reductions are planned to take effect at the beginning of the new academic year, though reductions may, of course, be made at any time so long as the employer’s legal and contractual obligations are met. A general timetable for a reduction to take effect at 31st August is given below. Contact EPM to discuss a detailed timetable applicable to your circumstances.

|  |  |
| --- | --- |
| **Month(s)** | **Action(s)** |
| **January/February** | Governing Body consideration of budget/staffing implications, seek and consider financial personnel and curriculum advice, and minute decision to reduce staff.  Consultation with staff and trade unions. |
| **By Half Term  (Spring Term)** | Probable conclusion of consultations and final decisions regarding staffing reductions ready for implementation. Seek volunteers and deal with, if applicable, non-renewal of genuine fixed term contracts. Seek re-deployment opportunities. |
| **By End of April** | If no voluntary or other solution achieved, senior manager nominated by the Headteacher (and Chair of Governors) should interview (with ten days notice) staff at risk. Individual(s) selected for recommendation to Headteacher for dismissal are notified of date of hearing. |
| **May** | Dismissal hearings. |
| **31 May** | Dismissal notice must have been issued for teaching staff to be dismissed at 31st August.  Any employee whose employment is compulsorily terminated on grounds of redundancy should be notified of suitable vacancies. |
| **June** | Appeal Hearings against dismissal to the Appeal Committee. |
| **31 August** | Date of dismissal for teachers.  (Support Staff can be dismissed at any date so long as the appropriate notice, i.e. the longer of contractual or statutory notice, is given). |