



**South York**  
MULTI-ACADEMY TRUST

## **Restructure and Redundancy Policy**

<b>Title</b>	<b>Restructure and Redundancy Policy</b>
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<b>Issue date</b>	<b>May 2023</b>
<b>Review date</b>	<b>July 2025</b>
<b>Links to other procedures:</b>	<b>SYMAT LGPS Discretions Policy</b>

**This policy has been adopted by the Board of Directors of the South York Multi-Academy Trust (SYMAT) and applies to all Schools that make up the Trust. This policy applies to each School operating within the South York Multi-Academy Trust unless specific conditions and applications are identified within this policy.**

**This policy will be monitored regularly by the Multi Academy Trust Board in line with the agreed timetable for policy review or sooner as events or legislation changes require.**

# Restructure and Redundancy Policy

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This policy has been the subject of consultation between the recognised Unions and Professional Associations and NYHR, on behalf of SYMAT.

## **1. Introduction**

1.1 SYMAT will seek to support its staff in sustaining employment and will endeavour to assist them in periods of change that may potentially result in a reduction in the number of posts within a school. It is recognised that where it is required to undertake changes, which potentially could affect the employment or earnings of staff, that there is a need to ensure that appropriate processes are followed.

1.2 The application of this policy will seek to ensure that:

- A fair process is followed and employees are treated consistently
- Discrimination on any unlawful grounds does not arise within the change process
- Meaningful and constructive consultation is undertaken with staff and Trade Unions
- All reasonable steps will be taken to avoid the need for compulsory redundancies

## **2. The definition of redundancy**

2.1 Redundancy situations arise where there is a cessation of, or reduction in, a type of work in a particular workplace. It applies to changes in the demand for that work and not to reasons related to the individuals carrying out the work or their characteristics.

2.2 The Employment Rights Act (ERA) (1996) states that an employee shall be deemed to have been dismissed for redundancy if the dismissal is attributable wholly or mainly to the fact that:

a) the employer has ceased, or intends to cease:

- to carry on the business for the purposes for which the employee was employed; or
- to carry on the business in the place where the employee was so employed; or

b) the fact that 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 the employee was employed by the employer,

have ceased or diminished or are expected to cease or diminish.

### **3. Identifying the need for a staffing review**

- 3.1 The need to make a change to a school's current staffing structure may arise for a number of reasons, such as:
- Budget restrictions
  - New initiatives at either local or national level
  - A change in the number or type of pupils
  - Improved ways of working
- 3.2 The Governing Body will define the service to be provided within the school and will formulate the most appropriate staffing structure to deliver that service, taking into account recommendations from the Headteacher.
- 3.3 Where it has been identified that there is a need to review the school's staffing structure, where more than minor changes are required, the decision to undertake a review will be made by the full Governing Body.
- 3.4 Responsibility for managing the change process will usually be delegated to the Headteacher. However, in some circumstances, for example, a review which may impact on the Senior Leadership Team, the Governing Body will appoint a Selection Committee to deal with the review. References to Headteacher in this policy can be taken to include the Selection Committee where one has been appointed.
- 3.5 The Governing Body will also appoint an Appeals Committee, comprising of at least three members who have not been previously involved in the process.
- 3.6 Staff Governors may not sit on either the Selection Committee or the Appeals Committee.

### **4. Planning**

- 4.1 The school will always attempt to avoid redundancies and consider a range of alternative approaches including, but not limited to, natural wastage, recruitment freezes, retraining or redeployment and seeking volunteers.
- 4.2 Where it has not been possible to achieve the necessary reductions or the need for a reorganisation or restructuring is required, the Headteacher will prepare a consultation document. This should:

- Identify the need for the changes, including budget and costing information, and why the changes are required
- Identify the benefits and potential risks to the school that the changes will bring about (unless it is a straightforward reduction in staffing due to budget shortfalls).
- Identify the staff/roles likely to be affected, referred to as in scope. See 4.10 – 4.13 below for further definition of in scope.
- Draft a timescale for consultation and implementation indicating when activities should be carried out, who is responsible for the required actions and who should be involved. An example restructure timetable is included at Appendix 1.
- Consider employment law issues such as the treatment of part-time employees, those on fixed-term contracts and expectant employees/those on maternity leave
- Ensure that those staff absent from school e.g. on sickness leave, maternity or paternity leave, secondments, etc. are included in the consultation process
- Provide the current and proposed structure detailing unchanged posts, deleted posts, changed posts and new posts.

### ***Costs of redundancy***

- 4.3 The method for calculating redundancy payments is detailed in paragraphs 6.35 – 6.38 of this policy.
- 4.4 In addition to redundancy payments, employees who are made redundant over the age of 55 may be entitled to early release of their LGPS pension in line with scheme regulations. The costs associated with this may be considerable, therefore, the school will ensure that these are obtained early within the planning process.

### ***Redundancy during absence from work***

- 4.5 When dealing with redundancy situations, all staff, including those who may be absent from work due to maternity leave or other reasons must be consulted and kept informed.
- 4.6 It is automatically an unfair dismissal to select an employee for redundancy on the grounds of their pregnancy but this does not prevent employees who are pregnant from being selected for redundancy on any of the grounds being applied to the staff group affected. Unfair selection for redundancy on the grounds of any protected characteristic is also unlawful under the Equality Act 2010.

- 4.7 Redundancy during maternity or adoption leave will end the contractual obligations to both occupational maternity pay and occupational adoption pay and the right to return. Statutory Maternity Pay (SMP), Statutory Adoption Pay (SAP) and Shared Parental Pay (ShPP) payments are not affected and will continue until the end of the associated pay period.

### ***Determining posts in scope***

- 4.8 It is important that the staff in scope of the review, e.g. those affected by the changes, should be accurately identified and schools are strongly encouraged to agree the scope with Trade Unions and HR at an early stage.
- 4.9 If the school needs to make changes to, or there is potential that redundancies may result across, the whole school, then all staff will be in scope of the review.
- 4.10 If the school needs to make changes to, or there is potential that redundancies may result in one specific area of the school, such as a specific department, then the staff employed to work in this area will be those in scope. However, it is important to ensure that all staff in school are advised of the proposals, as there may be opportunities to “bump” individuals.
- 4.13 When considering which staff are within scope, the school will consider both the substance of the individual’s role and their job titles or job descriptions.

## **5. Consultation and communication**

- 5.1 Consultation, communication and involvement are vital to the change process whether or not it will involve redundancies. Those leading the review must consider and respond to any questions, comments or suggestions put forward by employees or Trade Union representatives and, if rejecting suggestions, give sound justification.
- 5.2 Consultation should be meaningful and will be undertaken with a view to reaching agreement. The school will consult regarding ways of:
- Avoiding the dismissals
  - Reducing the number of employees to be dismissed; and
  - Mitigating the consequences of the proposed changes

### ***Consultation with recognised unions***

- 5.3 The school recognises the benefits of early consultation with staff identified at risk of redundancy and with recognised trade unions.
- 5.4 Where individuals at risk of redundancy are members of a recognised trade union the school will engage in consultation with both the individuals and representatives of their trade unions. Where any individual at risk is not a member of a recognised trade union, the school will undertake consultation directly with the member of staff. In such cases the member of staff may bring a work colleague to any individual meetings as part of the consultation process.

### ***Consultation with employees***

- 5.5 Consultation should take place with:
- All employees in scope of the review
  - If redundancies are proposed, the ‘redundancy pool’ e.g. those at risk of redundancy
  - Those who may be indirectly affected by measures taken in connection with redundancies e.g. staff having to take on re-allocated work
- 5.6 Employees who are at potential risk of redundancy, may, at any formal stage of the process, be accompanied by a trade union representative, or a workplace colleague who does not have a conflict of interest.
- 5.7 It is important to share the proposals with employees from the wider school community to ascertain whether any staff may wish to volunteer for redundancy so that an employee within scope of the review could be considered against this post. This is known as a “bumped redundancy”.

### ***Consultation timescales***

- 5.8 The school’s minimum periods of consultation are:

<b>No of employees to be made redundant at one establishment</b>	<b>Timescale (before the first redundancy notice is issued)</b>
Less than 20 employees	30 days*
20 – 99 (over a period of 90 days or less)	30 days
100 or more (over a period of 90 days or less)	45 days

\*There is no minimum statutory consultation period when making less than 20 employees redundant; however, the agreed minimum consultation period for the school is 30 calendar days.

- 5.9 The formal consultation period begins on the date that staff are informed of the redundancy situation and notification is made to the Trade Unions.
- 5.10 The existence of minimum consultation periods does not preclude a shorter period of consultation where this is agreed by all parties i.e. the school, the affected employees and their union representatives.

### ***Meeting with Trade Unions***

- 5.11 Where a redundancy/restructure situation has been identified the recognised Trade Unions will be notified and invited to attend a meeting to discuss the situation. A minimum of 7 calendar days' notice of the meeting will be given. An HR advisor would normally also be in attendance. The meeting will usually be held immediately prior to a meeting with staff to inform them of the proposals.
- 5.12 To enable meaningful consultation to take place, representatives should be provided with as much information as possible regarding the proposal, prior to the meeting, on a confidential basis. The consultation document will usually be shared with the recognised unions before the consultation meeting. For example, additional financial, staffing and curriculum information, both current and projected.

### ***Section 188 notice***

- 5.13 Following this meeting, the Section 188 notice is sent to the recognised Trade Unions.
- 5.14 The school recognises that employment legislation only requires a Section 188 Notice to be issued where there are 20 or more redundancies proposed. However, the school will provide the information contained in a Section 188 notice in all cases where redundancies are proposed, to assist in the formal consultation with recognised trade unions.
- 5.15 The letter will contain the following information:
- The reason for the redundancy proposals
  - The numbers and job roles of employees whom is it proposing to dismiss as redundant



- The total number of employees of that description employed by the school
- The proposed method of selection for the employees who may be dismissed as redundant
- The proposed method of carrying out the dismissals including the period over which the dismissals are to take effect
- The proposed method of calculating the amount of any redundancy payment made to the employee(s) who may be dismissed

5.16 Where proposals may result in 20 or more redundancies at one establishment a statutory HR1 Form will be submitted.

### ***Staff meeting***

5.17 A meeting with all members of staff identified in scope of the proposals will take place at the commencement of the formal consultation process. This meeting will usually be held directly after the initial meeting with Trade Unions; therefore Trade Union representatives should be invited and may wish to hold meetings with their members following the staff meeting. Consultation may also include other employees who may be indirectly affected by the proposal or where there is an opportunity to apply for voluntary redundancy on a bumped basis.

5.18 The purpose of the meeting is to:

- start the consultation process
- explain the situation and to discuss possible options / alternatives
- explain the process to be followed and associated timescales
- provide appropriate information, including the proposed selection criteria and methods (if available)
- listen to any concerns raised and to explain the consultation process
- answer any immediate questions from members of staff and union representatives
- outline the support available

5.19 At the meeting the consultation document will be made available to the affected staff. Where staff have not been able to attend the meeting, they will be subsequently provided with a copy of the document.

5.20 Following the meeting, a letter will be sent to all staff in scope summarising the information shared and discussions held. Information about the proposal will also be shared with the wider school staff where they may be indirectly affected or there is the opportunity to apply for voluntary redundancy on a bumped basis.

### ***Individual consultation***

5.21 Each individual identified as being in scope will be offered an individual meeting. The purpose of the meeting will be to:

- formally notify the individual that they are in scope of the reorganisation/redundancy process and to ascertain their views on the proposal
- identify individual circumstances
- discuss preferences and options for the future
- discuss redeployment and vacancies within the school
- highlight key skills or expertise that could be redeployed within the school
- seek the individual's suggestions on ways to mitigate the consequences of the proposal
- seek views on the pool of staff identified at risk of redundancy
- provide an estimate of redundancy payment and notice period
- identify the employee's preferred method of communication for the duration of the redundancy process/consultation e.g. email, letter, etc.

5.22 Employees are entitled to reasonable (paid) time off to attend work meetings called by recognised trade unions / professional associations regarding the redundancy proposals.

### ***Voluntary redundancy***

5.23 In order to mitigate against any compulsory redundancies as a result of the proposals, the school will seek volunteers for redundancy from within those in scope of the review. Volunteers for redundancy may not always be accepted. The decision will depend upon a number of factors such as the need to retain specific skills and experience and the cost of redundancy. Applications for voluntary redundancy will not be considered until the end of the consultation period and once it has been confirmed that staffing reductions are necessary.

5.24 In some circumstances, volunteers may also be sought from within the wider staff team (known as a "bumped" redundancy). A bumped redundancy may be considered, where an individual at risk of compulsory redundancy could be slotted into a vacant post created by the volunteer.

- 5.25 Bumped redundancies will only be considered in situations where an individual volunteers for redundancy. The school will not use forced bumping to displace employees to make positions available for redundant staff.
- 5.26 Employees considering voluntary redundancy are entitled to request an estimate of voluntary redundancy payment from HR on a confidential basis. There are no enhanced payment terms for volunteers for redundancy and the same redundancy payment calculation is used for voluntary and compulsory redundancies.
- 5.27 The Headteacher will consider applications for voluntary redundancy prior to any decision on the posts to be selected for compulsory redundancy.
- 5.28 If there are more applicants for voluntary redundancy than required, then agreed criteria will be applied by the school in order to select the applicants in line with the needs of the school. This could include the application of redundancy selection criteria or another selection process to be agreed.
- 5.31 Employees who are accepted for voluntary redundancy should be invited to a formal redundancy hearing. Refer to paragraph 6.20 below.

### ***End of consultation period***

- 5.32 During the consultation period, the Headteacher [or any appointed Selection Committee] should consider any comments and suggestions from Trade Unions and staff regarding the proposal. They will respond to any feedback received.
- 5.33 Taking into account the feedback received from staff, the Headteacher will either confirm the proposal or consider amendments, which could be subject to further consultation, if applicable.
- 5.34 The Headteacher will ensure that Trade Unions and staff are advised of the decision reached, through appropriate communication channels, and also advise them of the date on which the implementation plan will commence.

## **6. Implementation**

- 6.1 Once the final staffing structure is shared, the process of matching existing employees to jobs commences.

- 6.2 Whilst it is hoped to mitigate any compulsory redundancies and to progress voluntary redundancies where possible, it is recognised that there may be occasions where insufficient volunteers come forward, or they may be unsuitable.
- 6.3 All appointments to revised posts or posts in a revised structure should be confirmed in writing. This will be on a provisional basis, pending the outcome of any appeal processes.
- 6.4 The method of selection either for redundancy or appointment to posts within the revised structure, including the selection criteria to be used, will be discussed as part of the consultation process.

***Unchanged posts – direct assimilation***

- 6.5 Where posts remain the same or are nearly the same, and there are the same number of posts as there are current post holders, individuals should be directly assimilated into the post without the requirement to participate in a selection process.

***Unchanged posts – reduction in the number of posts***

- 6.6 Where posts remain the same, but there is a reduction in the number of posts versus the number of current post-holders, a redundancy selection process should take place.
- 6.7 This can be achieved either through the application of redundancy selection criteria, or through a competitive selection process. This will be included in the consultation process and may include the completion of a skills audit form and/or an interview.
- 6.8 As soon as possible after the process has been undertaken, individuals should be invited to a meeting to advise them of the outcome of the process, either to discuss the redundancy selection score, or provide feedback on the selection process.
- 6.9 Individuals will be informed at this point that they are either provisionally confirmed in post, or are formally at risk of redundancy. This will be confirmed in writing.

### ***Deleted posts***

- 6.10 Where employees' posts are deleted as part of the new structure, consideration will be given to ring-fencing any new posts in the structure to those employees, where applicable.
- 6.11 Where there are no posts in the new structure to which an employee can be ring-fenced, or an employee is unsuccessful at being appointed to a post, they are deemed at risk of redundancy. This will be confirmed to the employee in writing.

### ***New posts***

- 6.12 Where there are new posts in the structure, employees who have not secured a post will be considered for redeployment to any new posts which remain vacant and which are appropriate. This will take place before any internal or external advertisement of the new posts.
- 6.13 Appointment to these posts will be through an agreed selection process and may include the completion of a skills audit form and/or an interview.

### ***Selection criteria***

- 6.14 Selection criteria and weightings must be relevant to the posts within the new structure, the requirements of the school going forward, free from any form of unlawful discrimination and must always be consulted upon with the trade unions / professional associations.
- 6.15 The school may use the following selection criteria:
- area of responsibility
  - relevant qualifications
  - relevant skills
  - relevant experience
  - curricular and pastoral needs of the school, with reference to the school improvement plan
  - evidence from performance appraisal
  - termination costs (see below)
- 6.16 Costs would only be used as a determining factor if these were a proportionate means of achieving a legitimate aim and would not be used in isolation.

### ***Suitable alternative employment***

- 6.17 Employees who unreasonably refuse an offer of suitable alternative employment will lose their entitlement to redundancy pay. Reasonableness of a refusal will include consideration of an employee's individual circumstances connected with pay, status and duties of the post concerned.
- 6.18 Employees have the right to a 4 week trial period in an alternative job to assess its suitability. This will commence straight after the notice period. If the trial period is unsuccessful the employee will revert to their previous redundancy situation. The trial period may be extended, prior to commencement and by written mutual agreement, to enable retraining where appropriate.

### ***Redundancy hearing***

- 6.19 Individuals at risk of redundancy who have not secured an alternative post in the structure, will be invited to a formal redundancy hearing.
- 6.20 Individuals who have also been accepted for voluntary redundancy should also be invited to a formal redundancy hearing.
- 6.21 The redundancy hearing will normally be chaired by the Headteacher, and supported by an HR advisor.
- 6.22 Employees must be given 7 calendar days' notice of the date of the Hearing and have the right to be accompanied by a Trade Union representative or work colleague. Employees are required to confirm attendance and the name and status of their representative as appropriate.
- 6.23 Having considered any representations put forward by the employee, the Headteacher will confirm whether the employee is to be made redundant, and this decision will be confirmed in writing.

### ***Notice periods***

- 6.24 For teaching staff, notice periods are as follows:

Termination Date	8 or less years' service		More than 8 years' service
	Notice period	Notice served by	
31 December	2 months	31 October	Number of weeks prior to end date

			based on length of service
30 April	2 months	28/29 February	Number of weeks prior to end date based on length of service
31 August	3 months	31 May	31 May

- 6.25 Headteachers are entitled to receive 3 months' notice in the Autumn and Spring terms and 4 months in the Summer term.
- 6.26 Support staff notice periods are not bound by term dates, but they are entitled to one week's notice for every year of continuous service, but a minimum of 4 weeks must be given, and a maximum of 12 weeks.
- 6.27 Where possible, all appeals will be heard prior to the commencement of any notice periods.
- 6.28 The Trust will issue the formal letter to the employee(s) giving notice of their dismissal due to redundancy.
- 6.29 During the notice period suitable alternative employment will continue to be sought for the individual(s).

### ***Appeals***

- 6.30 Employees can appeal against their dismissal, and should do so within 7 calendar days of receipt of the outcome letter.
- 6.31 The employee must set out, in writing, the specific details of the grounds for appeal, which broadly may include;
- A fair process has not been followed
  - The decision of the panel was flawed or disproportionate
  - Procedural fault or failings
- 6.32 Appeals will be heard by the Appeals Committee, who were appointed at the start of the process, and should be held in good time. The employee will be given at least 7 calendar days' notice of the appeal hearing and may be accompanied by a trade union representative or work colleague.

- 6.33 Employees will be notified of the outcome of their appeal in writing.
- 6.34 Once the appeal process has been finalised any provisional offers of employment will be confirmed, if they have not been impacted by the outcome of the appeal process.

***Redundancy payments***

- 6.35 Redundancy payments apply to teaching and support staff who have at least two years' continuous (Local Government) service at the date the redundancy takes effect. This service may be as a result of a current permanent contract, one, or a number of continuous fixed term contracts or from an employee's earlier unbroken service with an associated employer under the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 and Amendments.
- 6.36 The same calculation applies to both voluntary and compulsory redundancy payments. Each redundant employee will be given a written statement showing how the calculation was made.
- 6.37 For each completed year of service, redundancy pay is calculated as follows, with a maximum of 20 years' service being taken into account:

For each completed year up to the age of 21 – 0.5 week's pay for each completed year of service
For each completed year aged between 22 – 40 years of age – 1 week's pay for each completed year of service
For each completed year aged 41 years of age and above – 1.5 weeks' pay for each completed year of service

- 6.38 The Redundancy Payment Table at Appendix 2 details the above payment weeks based on age and service.
- 6.39 Payments will be based on individual's actual weekly pay. For term-time only staff, weekly pay is calculated on the basis of full-year working with the reduction in salary for working reduced weeks per year being discounted.
- 6.40 A redundancy payments will not be made if:
- An offer of suitable alternative employment (with any body included in the Modification Order) which is due to commence within four



weeks of the end of the current contract, is made and accepted before the termination date of that contract

- An offer of suitable alternative employment within the school is unreasonably refused (evidence of offers made, reasons given for refusal and why they were deemed unreasonable should be retained)

### ***Pension (for Support Staff)***

- 6.41 Redundant employees who are aged 55 and above and are members of the Local Government Pension Scheme (LGPS) will be entitled to access their unreduced pension benefits.

### ***Pension (for Teaching Staff)***

- 6.42 Redundant employees who are members of the Teachers' Pension Scheme will have their pension benefits deferred.

### ***Redeployment***

- 6.43 For employees who are redundant, the school will consider any vacancies which may arise during the employees' notice period. The school will inform the individual(s) of any suitable vacancies and consider their applications prior to internally or externally advertising these posts. Employees who are redeployed will be entitled to a trial period (see 6.18 above).

## **7. Employee Support**

- 7.1 The school recognises that a redundancy process can be an upsetting and worrying time for affected employees. In addition to those selected for redundancy, the process can impact on the productivity and morale of those retained in employment. All reasonable efforts will be made to manage the process having due regard to providing appropriate support to all affected groups of staff.
- 7.2 All staff are able to access the school's employee assistance programme and managers should ensure that staff are aware of the support available and are encouraged to access this.
- 7.3 Employees under notice of dismissal by reason of redundancy, with 2 years' service, have the legal right to take reasonable time off during their working hours before the end of their notice to look for work or to make arrangements for training for another job. What is reasonable will depend on the circumstances of each case and each request for time off

should be viewed on its merits taking into account the needs of the school, the amount of time previously granted, the amount of notice given and the specific reason for the request.

## Appendix 1 - Example Restructure Timetable

Date	Action
<b>Planning</b>	
Weeks 1-2	<p>Governing Body meet to discuss the need to review the staffing structure, and explore the reasons for it. At this meeting, Governors should:</p> <ul style="list-style-type: none"> <li>• Consider any alternatives to restructure, and if staffing reductions are suggested, whether there are ways these can be mitigated.</li> <li>• Delegate management of the process to the Headteacher, if appropriate.</li> <li>• Appoint an appeals committee (if not already established)</li> </ul>
Weeks 1-2	<p>Headteacher contacts the school’s HR advisor to seek specialist advice in relation to the restructure. Headteacher prepares consultation paper and obtains redundancy and pension costs.</p>
<b>Consultation</b>	
<p>Week 3</p> <p>Minimum of 30 calendar days</p>	<p>Headteacher shares detail of proposal with recognised unions and invites them to meet to discuss the need to review the structure.</p> <p>Headteacher invites staff identified in scope to a meeting, usually immediately after the TU meeting, to:</p> <ul style="list-style-type: none"> <li>• start the formal consultation process</li> <li>• explain the situation and to discuss possible options / alternatives</li> <li>• explain the process to be followed and associated timescales</li> <li>• provide appropriate information, including the proposed selection criteria and methods (if available)</li> <li>• Seek volunteers for redundancy</li> </ul> <p>Following the meeting, the Headteacher:</p> <ul style="list-style-type: none"> <li>• issues Section 188 letter to union representatives</li> <li>• writes to staff summarising the proposal and process</li> </ul>
Weeks 3-7	<p>Further collective meetings during the defined consultation period, as required, to discuss and explore proposals and respond to feedback received.</p>

	Staff in scope offered 1:1 meetings to explore proposals and to discuss the impact on the individual
Weeks 3-7	Headteacher considers feedback received from staff and TU's during consultation period and reviews the proposal.
Week 8	Headteacher confirms final structure, and shares with all staff in scope.
<b>Implementation</b>	
Week 8	Headteacher considers any applications received for VR, and undertakes a selection process, if required.  Business case discussed with LGB to consider whether <i>voluntary</i> redundancy can be supported. (Please see SYMAT Discretions Policy)
Weeks 9-10	Assimilation process to match existing employees into unchanged or new posts. This may include: <ul style="list-style-type: none"> <li>• Application of redundancy selection criteria</li> <li>• Competitive selection exercises</li> </ul> Staff provisionally confirmed in post and redundant employees identified and informed.
Week 10	Business case sent to LGB to consider whether redundancy can be supported.
Week 11	Employees selected for redundancy invited to redundancy hearings (7 calendar days' notice must be given).
Week 12	If required, redundancy hearings held (for both compulsory and voluntary redundancies), and outcome confirmed in writing.  Contractual notice served.
Weeks 13-14	Appeals committee hear any appeals received against dismissal.  Employees notified of the outcome.  Provisional offers confirmed if appropriate.

## Appendix 2 - Redundancy Payment Table

Number of Weekly Payments per Years Worked

Age	Completed Years of Service																		
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	1.0																		
19	1.0	1.5																	
20	1.0	1.5	2.0																
21	1.0	1.5	2.0	2.5															
22	1.0	1.5	2.0	2.5	3.0														
23	1.5	2.0	2.5	3.0	3.5	4.0													
24	2.0	2.5	3.0	3.5	4.0	4.5	5.0												
25	2.0	3.0	3.5	4.0	4.5	5.0	5.5	6.0											
26	2.0	3.0	4.0	4.5	5.0	5.5	6.0	6.5	7.0										
27	2.0	3.0	4.0	5.0	5.5	6.0	6.5	7.0	7.5	8.0									
28	2.0	3.0	4.0	5.0	6.0	6.5	7.0	7.5	8.0	8.5	9.0								
29	2.0	3.0	4.0	5.0	6.0	7.0	7.5	8.0	8.5	9.0	9.5	10.0							
30	2.0	3.0	4.0	5.0	6.0	7.0	8.0	8.5	9.0	9.5	10.0	10.5	11.0						
31	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	9.5	10.0	10.5	11.0	11.5	12.0					
32	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	10.5	11.0	11.5	12.0	12.5	13.0				
33	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	11.5	12.0	12.5	13.0	13.5	14.0			
34	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	12.5	13.0	13.5	14.0	14.5	15.0		
35	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	13.5	14.0	14.5	15.0	15.5	16.0	
36	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	14.5	15.0	15.5	16.0	16.5	17.0
37	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	15.5	16.0	16.5	17.0	17.5
38	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	16.5	17.0	17.5	18.0
39	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	17.5	18.0	18.5
40	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	18.5	19.0
41	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	19.5
42	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5
43	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0
44	3.0	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5
45	3.0	4.5	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0
46	3.0	4.5	6.0	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5
47	3.0	4.5	6.0	7.5	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0
48	3.0	4.5	6.0	7.5	9.0	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5
49	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0
50	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5
51	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0
52	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5
53	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0	26.0
54	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5
55	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.0	23.0	24.0	25.0	26.0	27.0
56	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	23.5	24.5	25.5	26.5	27.5
57	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.0	26.0	27.0	28.0
58	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	26.5	27.5	28.5
59	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.0	29.0
60	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	29.5
61	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0

Note: The same figures as used for redundancy payments for people aged 61 should be used for those persons aged over 61.