



Management of Change and Redundancy Policy

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Author/owner: Board of Trustees

Review: Biennial

NB. 'Trustees' means the Directors referred to in the Trust's Articles of Association

History of most recent policy changes

Version	Date	Page	Change	Origin of Change e.g. TU request, Change in legislation
V1.0	April 2021		New policy introduced for the Tarka Learning Partnership Central Trust Team and Schools within the Trust	Requirement for a central policy for TLP staff to outline the approach to the management of change affecting staff and redundancy and reorganisation.

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1.0 Introduction

The Tarka Learning Partnership (TLP) recognises that its employees are its most valuable asset and resource.

This policy sets out the Trust's approach to managing change and dealing with redundancies where this is a potential outcome of an organisational change. It does not form part of the employee's terms and conditions of employment and may be subject to change. Where employees have enhanced terms under TUPE, the enhanced terms only will apply. Any proposed changes will be subject to consultation with staff.

It is the responsibility of the Trust and of each school within the Trust to review staffing structures from time to time to meet changing demands and circumstances within the school's budgetary constraints and national education agenda.

The Tarka Learning Partnership must be able to respond to the need for managing change and this policy sets out how the Trust or a TLP school will approach and manage organisational change.

The procedure covers the following areas:

- The consultation and communication process;
- Job organisation and selection processes
- Methods and processes to keep the number of redundancies to a minimum where redundancy is a possible outcome, and how to avoid redundancy if possible;
- The procedure to follow in the event of a redundancy situation.

2.0 Scope

This policy applies to all proposed changes which affect employees. It does not apply to workers, agency staff or contractors or those on fixed term contracts covering absences for substantive staff. It does not apply to the following circumstances:

- Changes in the provision of education;
- When new posts are created;
- There are changes to line management only;
- Minor changes are proposed to roles or to job descriptions.

This policy is based on good practice to ensure a consistent and effective approach. The application of this policy will be fair, equitable, objective and will not discriminate either directly or indirectly on the grounds of an employee's gender, age, disability, gender re-assignment, marital or civil partnership status, pregnancy, maternity status, race (including colour, nationality and ethnic or national origins), religion or belief, sex and sexual orientation.

3.0 The Legal Framework

The Employment Rights Act 1996 defines redundancy as a situation where:

- The employer ceases or intends to cease either to carry on the business for the purposes for which the employee was employed or to carry on the business in the place in which the employee was employed.

or

- The requirements of the business for employees to carry out work of a particular kind or for

employees to carry out work of a particular kind in the place where the employee was employed, have ceased or diminished or are expected to cease or diminish.

Employees directly employed under 'temporary' or fixed term contracts are protected under the Fixed Term Workers Regulations.

Employees on temporary or fixed term contracts must be treated equally with permanent employees for redundancy arising for a reason other than the ending of the employee's individual contract.

If the redundancy is due to the ending of the employee's individual contract due to the reason given in the contract of employment.

Employees who are part-time are protected under the Part Time Workers Regulations. Part-time employees must be treated equally with full-time employees under this policy.

There is a legal requirement to consult.

A representative from a recognised trade union/professional association, or an appropriate work colleague, may accompany an employee at representation and/or appeal meetings.

STAGE 1

4.0 Identifying the need for change management

It is the responsibility of the Head Teacher to ensure that any school for which they are responsible has the appropriate staffing structure in place. This is detailed in the School Teachers Pay and Conditions Document (STPCD). It states that 'the responsibility to organise and deploy resources within the school is one of the professional duties of a Head Teacher.

Where the need for change affects the Trust as a whole or a multiple of schools, it is the responsibility of the CEO to ensure appropriate structures are in place.

Before embarking on a reorganisation/change the Head Teacher should discuss and create relevant proposals with the CEO, Chief Finance Officer and the HR Leader and particularly where it affects teaching staff, the relevant central team staff.

For the purposes of leading on the management of change the individual once identified will be referred to as the 'Responsible Officer' through this document. When deciding on whether to make organisational changes, including changing the staffing structure or various job roles within a School, the following issues may be considered (this list is not exhaustive):

- The school improvement plan, including the priorities and vision for the school; the recommendations of any Ofsted Report, self-evaluations and any other relevant stakeholders
- Curriculum changes
- Operational reasons
- The school/Trust's financial circumstances
- Legal requirements
- Government initiatives

The Responsible Officer must complete an Equality and Diversity impact analysis (Appendix 1) to ensure that the organisation is legally and ethically compliant when including employees who are protected under the Equality Act, 2010.

5.0 Consultation document

A consultation document (refer to Appendix 2 for an initial checklist and Appendix 3 for a consultation proposal template) should be produced to outline the proposed change or changes in more detail. It must include the rationale for the proposed change or changes. It needs to include:

- Details of the changes being proposed and the impact of these changes;
- Where it is a change in structure:
 - o The revised organisation and workforce structure, new ways of working, skills and workforce development requirements
 - o A comparison and review of the current structures with the proposed or shadow structure, highlighting any requirements for change around working arrangements, staffing numbers, skills and knowledge
 - o Any proposed new or updated job descriptions and person specifications with a rationale for differences from current job descriptions.
- The proposed selection criteria
- The proposed method for carrying out redundancy dismissals and the proposal for calculating redundancy pay.
- A proposed timetable for consultation and implementation.

The consultation document should then be presented and agreed by the Local Governing Body, where it affects individual schools. It is then sent to the CEO of the Trust for approval as the legal employer of all staff in Trust schools. This will enable any changes to be viewed within the context of all Trust schools and to ensure that as an employer it is not exceeding 20 redundancies at any one time, in order to alert the Department of Work and Pensions (DWP) in line with legislation and to ensure that the proposals are aligned to the strategic objectives of the Trust as a whole.

Where the change affects the Trust as a whole or multiple schools, the CEO will seek ratification from the Trustees.

STAGE 2

6.0 Communication

Effective and clear engagement and communication is a key component of managing change successfully. Once the consultation document has been approved the Responsible Officer will produce a communication plan which will be shared with staff during the consultation process. The communication plan will include details of who shall be given information, when that information should be given and how that communication will be given.

STAGE 3

7.0 Consultation

The Tarka Learning Partnership is committed to working in partnership with trade union representatives, whenever possible, in the best interests of the employees. It is also committed to ensuring that those employees who are not members of a trade union have equal access to a consultation process.

The purpose of a consultation is to enable a meaningful and genuine exchange of views and feedback on the proposals from employees and trade unions for the school/Trust to seriously consider prior to any final decisions being made.

A 'Responsible Officer' will be identified to lead on each management of change process and this will be communicated at the beginning of the process.

Formal consultations will follow the statutory consultation requirements, which are outlined in the below table;

Number of proposed redundancies	Timescale
0-19	Minimum 14 calendar days prior to the date first redundancy will likely take effect
20-99	Minimum 30 calendar days prior to date first redundancy will likely effect
100+	45 calendar days

Where more than one school is making redundancies within a 90-day period and the number of Trust employees at risk exceeds 20, the HR Leader will notify the relevant government department as required in legislation.

The Responsible Officer will liaise directly with affected staff throughout the consultation process in addition to formal meetings with trade union representatives.

Staff who may be affected by the proposed changes and are absent from work due to long-term sickness absence or maternity must also be consulted, and there will be due regard to individual circumstances in considering how best to communicate with these employees to ensure that they are not disadvantaged.

The Responsible Officer will seriously consider and respond in writing to all representations made during the consultation. In responding to representation, information will be provided on whether any alternative proposal has been accepted, and if not the reason why.

7.1 Consultation meetings with employees

Following the consultation meeting with trade unions/professional associations, the Head Teacher/Responsible Officer will chair a consultation meeting with all affected employees.

This meeting is for the Head Teacher to provide the same information to employees as provided at the union consultation meeting. The purpose of the meeting is to consult with employees and to answer questions on the options available, including any possible ways of avoiding redundancy. If staffing reductions are unavoidable, the ways of making the necessary staffing reductions will also be consulted on.

The Head Teacher will ask whether any employees wish to make a request to alter their working arrangements or have any alternative proposals on how the school may achieve a balanced budget including volunteering their post for redundancy/redeployment. This should be put in writing to the Head Teacher. Employees should be advised to seek advice from their trade unions/professional associations if considering this option.

At the meeting, the Head Teacher will advise the employees what processes will be used to achieve the required staffing changes.

Employees should be made aware that they can request an estimate of redundancy payments from the school/Tarka Learning Partnership. Employees should also be advised to discuss any such matters with their trade union/professional association representative.

Following the meeting with all the affected staff, each staff member affected will be given an appointment to meet with the Head Teacher on a 1:1 basis to discuss their individual situation. The employee has a right to be accompanied by their Trade Union Representative or work based colleague.

8.0 Managing redundancies

Redundancies resulting in the dismissal of an employee will arise within the Trust when:

- The Trust/school no longer requires the duties for which an employee was employed;
- The Trust/school has ceased, or intends to cease, to carry on operating in the place where the employee was employed;
- The requirements of the Trust/school for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish;
- The requirements of the Trust/school for the employee/s to carry out work of a particular kind in the place where they were employed has ceased or diminished or are expected to cease or diminish.

The Trust will make sure that:

- All reasonable steps are taken to avoid compulsory redundancies and, where this is not possible, to reduce their number and mitigate their effects;
- Alternatives to compulsory redundancy will be thoroughly considered prior to any compulsory redundancy exercise being undertaken;
- The total number of redundancies made is kept to a minimum; and that nominations for compulsory redundancy are seen as the last resort.
- Employees and their representatives are fully consulted on any proposals and their implementation;
- Selection for redundancy is based on clear criteria that will be 'consulted on', objectively and fairly applied;
- Every effort is made to redeploy or find suitable alternative work for employees selected for redundancy;
- Support and advice will be provided to employees selected for redundancy to help them to find suitable work;
- Employees may be redeployed in other Trust schools where there is a suitable vacancy within the same geographical location;
- Employees at risk of redundancy will be kept informed of vacancies in Trust schools across all geographical areas and will be guaranteed an interview for any suitable posts in which they may be interested.

8.1 Alternatives to redundancy

The Trust will make every effort to avoid the need to make compulsory redundancies by:

Voluntary Redundancy

- Offering employees whose posts are at risk or whose post may offer an opportunity for redeployment to an employee who is placed at risk through a knock-on redundancy, the opportunity to apply for voluntary redundancy.
- Requests for voluntary redundancy will be granted at the discretion of the Head Teacher who will

make a recommendation to the Trust's CEO, who will consult with the Chief Finance Officer and HR Leader to make the final decision.

- If it is agreed to grant an employee voluntary redundancy, an earlier date of termination may be agreed and a taxable sum reflecting pay in lieu of notice may be paid as well as the redundancy payment. The redundancy payment will follow the statutory entitlement for redundancy. Where employees have enhanced terms under TUPE, the enhanced terms only will apply.

Other Considerations

These may include:

- Natural wastage, and not filling vacancies
- Retraining or transferring employees to other duties
- Voluntary reduction in hours or job share
- Phased retirement under the teachers' pension scheme or flexible retirement under the LGPS

8.2 Making a selection for redundancy

Staff whose work has either ceased or diminished, or is expected to do so would be part of a selection pool for redundancy.

Consideration will be made as to whether other groups of employees performing similar work, should be included in the pool. The inclusion of an employee in the pool should be consistent with the work they do.

The selection of employees for redundancy will be based on criteria which are:

- Objective
- Supported by clear verifiable evidence
- Are applied consistently across the Trust
- Are appropriate and relevant
- Do not directly or indirectly unlawfully discriminate against anyone with a protected characteristic under the Equality Act 2010.

It is important that the Trust is able to retain employees with the attributes and skills required to meet its future operational, curricular, pastoral and organisational needs.

8.3 Assimilation

Assimilation is when an employee is matched to a post, where a new post matches or is substantially similar to the duties and responsibilities carried out by the employee in their existing post.

Where there are more employees entitled to be assimilated than there are posts available, there will be a competitive interview to determine who should be matched.

8.4 Selection based process

Competitive interviews and appropriate skills tests will be used as selection tools and will be developed based on the person specification of the relevant job description(s). These will be subject to consultation at the time of the change.

A selection panel will convene and will consist of a minimum of three people, for individual schools this will include a minimum of one member of the LGB.

Individuals will be scored against those criteria and used to determine selection for redundancy.

Where a TLR post is deleted from a structure this will not automatically result in a selection of redundancy for that teacher.

8.5 Ring-fenced interviews

Groups of staff identified as being at risk of redundancy will be ring-fenced to any other suitable role within the structure.

The TLP will also ensure that employees at risk will be offered an interview within any other school within the Trust where a suitable vacancy, in which they are interested, becomes available. Employees will be asked to complete an application form for any role for which they are interested, but will be guaranteed an interview, provided they meet the essential criteria for the post.

Employees will also be entitled to time off to look for new work or to undertake training through pre-planning.

At least 24 hours' notice should be given of appointments to attend external interviews.

8.6 Suitable alternative employment

The Tarka Learning Partnership will consider any other suitable employment for employees who are interested. The Trust is committed to both supporting its employees and ensuring that they retain a highly skilled workforce with the skills and attitudes to promote the best outcomes for pupils. The Trust will consider re-training staff where feasible in order to avoid losing committed employees through redundancy.

A failure to offer available alternative work may give grounds for an unfair dismissal claim. Factors to consider when offering alternative work include pay, status, duties and responsibilities and hours of work.

The offer must be made for the job to start either immediately after the end of the old job or after an interval of not more than four weeks. Consult with the Trust's HR Leader about the wording of any alternative offer.

If suitable alternative work is available in the school, employees will be given clear information about the post to enable them to make an informed decision whether to accept or not.

If an offer of suitable alternative work is refused by an employee under notice of redundancy, the Head Teacher should discuss the case with the Trust's HR Leader.

Any offer of alternative work will be made in writing. It will show how the new employment differs from the old and will be made before the employment under the previous contract ends.

An offer of alternative work, with the same employer, will be subject to a trial period of four weeks.

An employee, who is offered alternative work with the same employer and who is under notice of redundancy, has a statutory right to a trial period of four weeks, which begins when the previous contract has ended. However, in exceptional cases, it may be mutually beneficial to extend the trial period beyond four weeks, by agreement.

If the Trust/School wishes to end the new contract within the four weeks for a reason connected with the job, the employee is entitled to a redundancy payment. If the dismissal is due to a reason unconnected with redundancy (e.g. a disciplinary matter), the employee may lose that entitlement. Managers are to follow the relevant policy to ensure equity and compliance and to seek support and guidance from the HR Leader if any concerns arise.

If during the trial period the employee decides that the alternative work is not suitable and the Trust is satisfied that the decision is a reasonable one, entitlement to a redundancy payment will not be lost. The four week period may be extended for retraining purposes by written agreement specifying the new end date of the trial period. An employee loses entitlement to any redundancy payment, which would have resulted from the loss of their previous job if they continue to work beyond the agreed trial period. Employees should be made aware of this when the alternative job offer is made. Before any employee is offered a trial period in an alternative job, you must seek advice from the HR Leader.

Reasonable time off with pay will be allowed to enable employees under notice of redundancy to look for posts with other employers or to arrange re-training.

Employees under notice of redundancy, who qualify for a statutory redundancy payment, have a statutory entitlement to reasonable time off with pay to look for another job or to arrange training. This must be allowed before the notice period expires. Where possible, this assistance should be extended to all potentially redundant employees.

The Trust will, seek to ensure that all employees are given the opportunity for individual counselling through the Employee Assistance Programme.

8.6 Premature retirement

Applications from employees who would like to be considered for premature retirement should be submitted in writing to either the relevant Head Teacher. The decision to grant early retirement is not automatic and is entirely discretionary and the final decision will rest with the CEO. For further information, refer to the TLP Discretion's Policy.

9.0 FINAL STAGE

9.1 Panel for approval

The Head Teacher/Responsible Officer will present a final report comprising of the initial consultation documentation, the representations made during the consultation process, responses to said representations and any alternative proposals. The report will also include recommendations to a three members of the Trust Central Team (CEO, Chief Finance Officer and the HR Leader). The report should be sufficiently detailed for the Panel to reach an independent view as to which staff, if any, should be selected for redundancy.

9.2 Formal notification of redundancy

At the end of the process, employees whose jobs are to be confirmed as redundant will be informed at a meeting that they will be issued with their notice of redundancy, the period of notice to which they are entitled, details of any redundancy payment together with the timescales for doing this and their right to appeal. The HR Leader will also inform them of any support facilities which are available. This will be confirmed in writing within no more than five working days of the meeting.

9.3 Redundancy compensation payments

Redundancy payments will be made in line with statutory redundancy pay or where an employee's transferred to the Tarka Learning Partnership under TUPE, redundancy payments will be made in line with those in place at the time of transfer.

Redundancy payments are currently based on three factors. Age at termination of employment; length of continuous service (counted in complete years), subject to a maximum of 20 years and final gross weekly pay.

Employees with more than two years' continuous service may be entitled to a redundancy payment.

Employees receive:

- half a week's pay for each year of employment up to their 22nd birthday
- a week's pay for each year of employment after their 22nd birthday
- 1.5 weeks' pay for each year of employment after their 41st birthday

Length of service is capped at 20 years and weekly pay is capped at £544. The maximum amount of statutory redundancy pay is £16,140. Redundancy payments up to £30,000 are free of both income tax and National Insurance (NI).

The Trust will ask employees before making a redundancy payment whether or not they have been offered another job with a Modification Order body and, if so, whether they intend to take up the offer within four weeks of finishing their current job to ensure that they are entitled to a redundancy payment. The modification order is available on the following link: [The Redundancy Payments \(Continuity of Employment in Local Government, etc.\) \(Modification\) Order 1999 \(legislation.gov.uk\)](https://legislation.gov.uk/ukmg/1999/12/17/1)

10. Appeals

10.1 Right to Appeal

Employees have the right to appeal against any decision taken to dismiss them on the grounds of redundancy based on the following grounds:

- That the reason for dismissal was not redundancy
- That the selection for redundancy was unfair
- That the process was flawed.

The appeal must be in writing to the Head Teacher within 5 days of the receipt of the letter of dismissal.

10.2 Appeal process

An appeal panel consisting of three Trustees will be convened as soon as is reasonably possible upon receipt of the written appeal, taking into account school closures and the availability of Trustees. The term 'reasonable' is taken from the ACAS Code of Practice, but we will endeavour to arrange a panel as soon as practicable. In the case of an appeal against redundancy, every effort will be made to conclude the matter prior to planned the termination date.

10.3 Appeal hearing

The employee will be given at least five working days' notice of the date, time and location of the appeal hearing, and will have the right to be accompanied by a trade union representative or work colleague.

The procedure for the Appeal Hearing will be:

- The employee will be invited to present their case for appeal
- The Responsible Officer will present the background and reasons for the proposed change
- Appeal panel members will ask questions of the Responsible Officer and the employee who has appealed
- The hearing will be adjourned to allow the panel to independently review the evidence
- Following the adjournment, the Chair of the panel will orally confirm or cancel the contractual change or redundancy with the appellant and their representative
- It may, on occasion, be necessary to delay a decision if further investigation is needed, in which case the hearing will be reconvened to confirm the decision to the appellant
- All decisions will be confirmed within five working days of the appeal hearing
- The decision of the appeal hearing is final and there is no further right of appeal.

The panel will be supported by the HR Leader to advise on matters of procedure.

The meeting will be minuted and copies of the minutes will be available to the appellant and their representative. Discussions by the panel during the adjournments will not be minuted.

10.4 Outcome

If the appeal fails in the case of a redundancy, the termination date will remain as the date in the letter of notice of redundancy. There will be no further right of appeal.

If the appeal succeeds in the case of redundancy, the notice will cease and the employee will continue in their employment with the Tarka Learning Partnership.

APPENDIX 1 – EQUALITY IMPACT ASSESSMENT CHECKLIST

1. This form has been prepared to help you consider equality issues within the preparation work of any change management process.
2. Will any of the following protected characteristics covered by the Equality Act 2010 (Equality Duty) be disadvantaged (workforce, service users or the public)?
 - Age
 - Disability - this includes physical and mental impairment
 - Gender reassignment
 - Marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
 - Pregnancy/maternity
 - Race – this includes ethnic or national origins, colour or nationality
 - Religion or belief – this includes lack of belief
 - Gender
 - Sexual orientation

If no, please insert rationale below:

If yes, please complete the following implementation plan below.

Issues identified	Actions required	Responsibility	By when

Form completed by:	Date:
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APPENDIX 2 – ORGANISATIONAL CHANGE AND DEVELOPMENT CHECKLIST AND PROPOSAL DOCUMENT

This should be a working document for use by the Responsible Officer at the proposal stage

Responsible Officer:

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Nature of Change

(e.g. relocation of team, change of working pattern):

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Checklist:

What are the possible financial implications of the proposal:	
Please tick to confirm that advice from the Chief Finance Officer has been sought	

What are the possible workforce/HR implications of the proposal:	
Please tick to confirm that advice from the HR Leader has been sought	

What are the possible governance, risk and health and safety implications of the proposal:

Please tick to confirm that advice from the CEO has been sought

What are the possible planning and estates implications of the proposal, including any accommodation changes:

Please tick to confirm that advice from the Estates Leader has been sought

Please tick to confirm the Equality Impact Assessment has been undertaken (& attach)

Date of Tarka Learning Partnership central team approval

APPENDIX 3 – ORGANISATIONAL CHANGE AND DEVELOPMENT INITIAL CONSULTATION DOCUMENT - TEMPLATE

Introduction

The purpose of this paper is to provide information to those staff employed by the Tarka Learning Partnership affected by the proposed implementation of... *[Describe briefly the proposed change and the reason for the paper – the checklist/proposal document may be attached to provide additional detail].*

Background

[Describe the rationale for and detail of the proposed change, how staff will be affected, proposed date for the change to take effect, options available for the changes etc.]

[Attach proposed new organisational chart or workforce information, where appropriate]

Scope The staff that may be affected are likely to be:

Post	Grade	Full-Time Equivalent

The Consultation Process

The consultation process is designed to ensure that all staff affected by the change(s) outlined in this paper have the opportunity to express their views, comments and ideas.

The Tarka Learning Partnership is keen to ensure it is as flexible as possible during the consultation process. The consultation will last see Table 1 commencing from [start date] and concluding on [end date] through established mechanisms.

The consultation will take the form of group meetings for all staff to attend, ask questions and raise issues or concerns they may have. Consultation may then move to individual consultation on a one-to-one basis between staff and their manager to discuss more confidential or personal matters.

At any time throughout the consultation period an individual may raise comments, questions by contacting the consultation leads as follows:

- Responsible Officer: *[Phone number & email address]*
- HR: *[Phone number & email address]*
- Trade Union Representative(s): *[Phone number & email address]*

APPENDIX 4 – MODEL POLICY FOR THE ENDING OF TEMPORARY OR FIXED TERM CONTRACTS

This Appendix will be followed when there is no longer a need for the work to be undertaken that was carried out by an employee directly employed by the school on a 'temporary' or fixed term contract. In these situations, the employee will be treated as a 'pool of one'. Please note, employees that have accrued twelve months' service have the statutory right not to be unfairly dismissed. Employees with two years' continuous service may also have an entitlement to a redundancy payment depending on the contractual position.

A fixed-term contract (FTC) is:

A contract which terminates on a specified date, the completion of a specified task or on the occurrence of an event which is certain to occur on a particular date. For example:

- to cover a period of leave where the end date is known;
- to cover a specific project for a defined period where governors have made funds available for that project e.g. one term for Reading Recovery;
- to cover a period of secondment or in-service or educational training;
- to cover maternity leave;
- to fill a post pending an appointee taking up the post.
- to cover a temporary reduction in the hours of a member of staff where the period of the reduction is defined;

A temporary contract is:

A contract which is normally used when no end date is known. For example:

- to cover sickness;
- to cover any other period of paid /unpaid leave where the end date is not known;
- to cover a short-term temporary increase in workload.

1. INDIVIDUAL MEETING WITH EMPLOYEE(S)

The Head Teacher will meet with the temporary /FTC employee whose work is due to end on an individual basis to confirm that:

- the employee is aware of the nature of the contract and the reason for it being temporary or fixed term and that his/her contract will be ending for the reason on the contract which was stated at appointment.
- there is a formal procedure that the Academy will be following. A copy of the Redundancy Policy including this Appendix will be given to the employee.

The Head Teacher will also advise the member of staff:

- that support will be provided to the employee in seeking suitable alternative employment for the employee.
- to contact his/her union and to confirm that the Academy will be contacting all the recognised union representatives

2. SELECTION

The Head Teacher will:

- Consider any feedback from the union(s) and/or the employee.
- Review contractual information to ensure the contract is correct and is ending for the reason stated in the letter of appointment.
- Carry out selection in accordance with the Academy's Redundancy Policy and good HR practice.
- Consider whether the post is:
 - Redundant within the definition of redundancy;
 - Whether other work is available or not;
 - Whether the contract can be ended for the reason stated.
- Confirm the decision in writing to the employee and offer the employee the right to make representations.

3. MAKING REPRESENTATIONS

- 3.1. An employee wishing to exercise his/her right to make representations must do so in accordance with the details set out in the selection decision letter.
- 3.2. A meeting will be convened as soon as possible to enable the Head Teacher to hear and consider representation(s).
- 3.3. The meeting will be held in accordance with the Academy's Redundancy Policy and good HR practice.
- 3.4. Having considered the representations, the Head Teacher will confirm the decision of the meeting in writing to the employee and, if the selection of the employee for dismissal on grounds of redundancy is confirmed, of the employee's the right of appeal.

4. APPEAL COMMITTEE

- 4.1. An employee wishing to exercise his/her right of appeal must do so, in writing, in accordance with the details set out in the decision letter from the Representations meeting.
- 4.2. The Appeal Committee Meeting will be convened as soon as possible.
- 4.3. The Appeal Committee Meeting will be held in accordance with the Academy's Redundancy Policy and good HR practice.
- 4.4. The Appeal Committee will confirm the decision of the meeting in writing to the employee.