

# Trust Redundancy Handling Policy and Procedure

<b>Policy type</b>	Trust wide (Tier 1): EPM model used
<b>Review</b>	Every three years
<b>Author/Responsible Officer</b>	Governance Professional / Head of People
<b>Approved by</b>	COO
<b>Date of ratification</b>	August 2025
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This policy is a mandatory policy for all DSAMAT Academies and must be implemented without any amendments



### **Our mission, vision and values**

Our Trust has a clear mission at its core, ensuring that all pupils are enabled to flourish, rooted in God's Love - academically, socially, spiritually, physically and mentally. This is central to our work and rooted in our Christian foundation (John 10 v 10). Our commitment to mutual flourishing within the school community is built upon our shared belief in Church of England principles. In our Trust, just as in the wider Church of England community, 'flourish' refers to prospering, thriving and growing. It means prayerfully encouraging all within our schools so that they might prove fruitful, successful and contented in the longer term. We seek to provide space generously for all to flourish in life and all of its structures. Equitable treatment for all pupils, staff and the wider community is a core part of enabling this long term, holistic flourishing.

We have a clear vision about creating successful schools for the benefit of their communities and we expect every school in the Trust to continuously improve. All schools provide rich and diverse curricula which evolve to meet the needs of their children and local communities, as well as delivering educational excellence to enable them to continue to flourish in later life.

The way we work and deliver against our mission is critical to our Trust. We have shared, agreed values of:

Hope; Nurture; Equality; Respect; Collaboration

Our Trust's vision is underpinned by a Christian values framework which is adopted by all schools. It provides clear expectations for all Trust employees on how we wish our values to impact on all areas of school life. It draws on, and is informed by, the National Church of England Vision for Education and the Diocesan Board of Education Vision.

Each school within the Trust has a personalised vision for education, developed locally to reflect the individual character and needs of the school community. This vision is underpinned by the Trust's wider vision, and agreed with the Trust, but it is owned and driven by the headteacher and their LGB.

### **Our community**

The Trust are dedicated to delivering education that serves local communities. Our schools are inclusive, welcoming those from all and no faiths, from all abilities and backgrounds. We believe in providing a high-quality education, underpinned by Christian values, which enables every child to flourish.

Underpinning all of our Trust's work is a belief in educational excellence. The Trust serves all stakeholders by providing schools with the highest levels of academic rigour and pastoral care.

Our schools are places where children and young people develop and thrive intellectually, socially, culturally, and spiritually. All Trust schools teach a broad and balanced curriculum within national guidelines focusing on core skills. This is designed to ensure that all pupils reach their academic potential and seek to enrich their experience along the way. Pupils will be enabled to succeed in an atmosphere of high expectation, aspiring to educational excellence with a firm foundation of values.

This policy forms part of our Trust governance and ensures that we are held to the highest standards as we carry out our duties.

### **Statement of Intent**

This is the Diocese of St Albans Multi-Academy Trust (DSAMAT) over-arching Redundancy Handling Policy and Procedure and must be implemented and adhered to in each of the academies within the Diocese of St Albans Multi Academy Trust along with those working within the central team.

This policy will also be implemented and adhered to from the first day of any other school joining the Trust.

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# EPM Model Redundancy Handling Policy and Procedure

## 1. Introduction

- 1.1. Our Trust is committed to ensuring its workforce operates effectively and efficiently.
- 1.2. Our Trust will exercise good practice and regularly review its organisational structure to ensure that it is fit for purpose and delivers the best possible outcomes for pupils and is financially sustainable longer term.
- 1.3. Our Trust aims to ensure the security and stability of employment as far as possible. However, considering funding limitations, service delivery requirements and external factors, redundancy may be necessary.

### 1.4. Definitions

**Headteacher** also refers to any other title used to identify the Headteacher where appropriate, where they have delegated authority.

**Employee** refers to any member of the staff, teaching and support, employed to work at the school / Trust.

## 2. Scope of this Policy

- 1.5. This policy applies to all employees of our Trust
- 1.6. This policy does not form part of the employee's contractual terms and conditions and may be amended from time to time.

## 3. Principles

- 1.7. When managing potential redundancies, our Trust will comply with all legislative requirements and operate in accordance with this policy.
- 1.8. Our Trust is committed to a consistent, and ongoing, approach to resource planning. Non-salary spending will be continually reviewed in order to minimise budget-driven staffing reductions.
- 1.9. Employees who are affected by staffing reductions will be provided with appropriate information and support in a timely manner. This includes employees who are absent from work for any reason.

## 4. Scheme of Delegation

Those responsible for managing organisational change will do so in accordance with the DSAMAT Scheme of Delegation.

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## 5. Equality Impact Assessment

- 5.1 Our Trust will manage organisational change in accordance with equalities legislation and reasonable adjustments will be considered where required.
- 5.2 Although an Equality Impact Assessment (EIA) is not a legal requirement, we will automatically consider this when organisational change is being planned, and a determination made as to whether an initial assessment is sufficient or identifies the need for a full EIA.
- 5.3 An appropriate EIA will be followed, where one is deemed necessary.
- 5.4 When an EIA is undertaken, this will be included in the business case submission.

## 6. Avoiding redundancies

Within the context of the needs of the School, our Trust will make every effort to avoid compulsory redundancy where possible by achieving reductions through:

- Review of and, where appropriate, reduction of non-staffing costs.
- Review of genuine fixed-term contracts.
- Reduced use of agency workers or other contractors.
- Natural turnover and employee resignations.
- Deletion of appropriate vacancies and/or recruitment freeze.
- Voluntary redeployment of staff into other suitable posts within the school / Trust.
- Voluntary transfer to part-time working, reduced hours or job-sharing arrangements.
- Considering the offer of voluntary redundancy
- Considering the offer of pay protection for a limited period

## 7. Business Case

- 7.1 A business case will be produced, and this will detail the proposed organisational change and potentially affected staff groups.
- 7.2 The business case proposal will include the following:
  - Rationale for the change
  - Current and proposed staffing structure (including job descriptions, person specifications and salary levels)
  - Identification of new and changed posts
  - Implementation plan
  - Timeline
  - Steps taken to avoid redundancies per 6.1 above
  - The appeals process, including specific grounds of appeal

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- Equalities Impact Assessment consideration or detail, as appropriate
- Organisational and financial impact of the new structure verses the existing structure
- Impact on pupil outcomes (where applicable)
- The proposed new structure will be assessed for suitability and sustainability, particularly in terms of cost.
- Formal approval will be gained on the proposals, in accordance with the DSAMAT Scheme of Delegation, prior to the implementation of the redundancy proposals.

## 8. Implementation

### Consultation

- 8.1 In the event that it is necessary to make a reduction in employees, DSAMAT will formally consult as per statutory guidelines with employees directly affected and the recognised trade unions. If less than 20 employees are affected, a minimum period of 10 days formal consultation will be held.
- 8.2 As DSAMAT is the employer of all staff, the consultation will be led by both the Headteacher of the relevant school and the Head of People. In the case of a Trust-wide consultation, it will be led by the Head of People supported by a member of the Trust SLT
- 8.3 Prior to the commencement of the consultation process it is recommended that you give the following information to the trade union representatives:
- the reason for the redundancy dismissals
  - the number of proposed redundancies and their job types
  - the total number of employees affected
  - the proposed methods of selection
  - the procedure to be followed in dealing with the redundancies
  - the method of calculating redundancy payment.
- 8.4 The Headteacher / Head of People will carefully consider any representations made to it and respond to them. If there is a rejection of any representations, the reasons will be given in writing.
- 8.5 The consultation will focus on the information held within the business case and look to respond to any additional questions raised by either employees or recognised trade unions.
- 8.6 During consultation, alternative suggestions to avoid compulsory redundancies by employees or recognised trade unions will be welcomed.
- 8.7 The selection criteria, if appropriate, on which the employee and trade union/s will be consulted, will be determined by the Headteacher / Head of Service.
- 8.8 Any affected 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.

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- 8.9 The Head of People, in conjunction with the Headteacher, 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.
- 8.9 The redundancy offer will be in writing and include:
- (a) The amount of any redundancy payment under the Employment Rights Act 1996. Please note that actual salary will be used as the financial calculation and not the statutory amount.
  - (b) The date on which the redundancy would be effective
  - (c) Advice on accrued pension benefits, if appropriate
  - (d) Advice that the employee should consult their trade union

## **9. Compulsory Selection**

- 9.1 If the necessary reduction is not achieved by the above the Head of People will, following the consultative process, and where they have the delegated power of dismissal, delegate a Senior Manager to meet individually with those employees who are identified as at risk in the category of employees to be reduced to verify or clarify any selection information “skills audit” provided by the employee. Method of selection will be objective and fair and be confirmed within the consultation documentation. Individuals will be given due notice of the meeting in writing and may be accompanied by a trade union representative or workplace colleague.
- 9.2 Following the meeting/s outlined for compulsory selection, the Senior Manager will make the selection based on all the information available and in accordance with the selection criteria. Throughout the process, leaders will not discriminate directly or indirectly on grounds of gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age. Part-time employees and those working under fixed-term contracts will not be treated differently to permanent, full-time comparators.
- 9.3 The employee/s selected will be informed in writing that the Senior Manager will recommend to the Head of People (with power to dismiss delegated by the Trust Board and CEO) that the employee/s be dismissed on grounds of redundancy.
- 9.4 Once formal decisions have been made, individuals will be notified of the outcome. If the decision is to dismiss, then the Head of People will ensure that any employee to be dismissed is given written notice of dismissal which will include advice that the employee has the right of appeal against the decision.
- 9.5 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 Head of People stating clearly their grounds of appeal. The period allowed by the Head of People for the employee to decide whether to enter any appeal will not be less than 5 working days.

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## 10. Appeals

- 10.1 The structure of the appeal panel will be determined by the CEO. The appeals panel for the CEO role will consist of no less than three panel members, one of whom should be external to the running of the trust.
- 10.2 At any Appeal Hearing, the Head of People will normally present the case for the dismissal by reason of redundancy and may be accompanied by the Line Manager. An employee is entitled to be accompanied at all individual consultation meetings (including any Appeal Hearing) by a trade union representative or colleague.
- 10.3 Prior to the Appeal Hearing, the Appeal panel will receive copies of all papers relating to the redundancy, which may include:
- Information sent to staff and unions explaining the need for redundancies.
  - The criteria used in the decision on redundancy.
  - The letter sent to the employee notifying they have been nominated for redundancy.
  - Any written representation submitted by the employee or their representative.
  - The recommendation for dismissal by reason of redundancy.
- 10.4 If the appeal panel decides to uphold the appeal against dismissal the notice of dismissal will be withdrawn and confirmed in writing.

## 11. Support for Redundant Employees

- 11.1 DSAMAT is committed to supporting employees who are affected by redundancy proposals. Where reasonably practicable, the following forms of support may be offered to assist employees in preparing for the next stage of their career:
- Reasonable time off to attend job interviews or career-related appointments
  - Access to internal vacancies across the school/trust during the consultation and notice period
  - Support with CV writing, application forms, or interview preparation
  - Signposting to external careers advice or employability services
  - The opportunity to meet with a member of the HR team to discuss individual support needs
- 11.2 Employees who are members of a recognised trade union are also encouraged to seek advice and support from their union, which may offer additional services such as legal advice, career coaching, or financial guidance.

## 12. Redundancy Compensation

- 12.1 Statutory redundancy pay will be calculated in accordance with the provisions of the Employment Rights Act 1996. It will be based on the employee's age, length of continuous service (up to a maximum of 20 years), and actual weekly pay (where this exceeds the statutory maximum weekly pay, where applicable).

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- 12.2 The Trust may, at its discretion, offer voluntary severance or early retirement options as part of redundancy management. Where available, these options will be explained during consultation and may include enhanced compensation terms, subject to affordability and approval by the relevant decision-making body.
- 12.3 Notice Periods and Pay in Lieu
- 12.3.1 Employees will be entitled to either work or receive payment in lieu of their statutory and contractual notice period, depending on operational requirements at the time of redundancy.
- 12.3.2 Statutory notice: One week after one month's service, increasing by one week per complete year of service, up to a maximum of 12 weeks.
- 12.3.3 Contractual notice: as set out in the employee's contract of employment. Please note that the notice provisions for teaching staff, as contained within the Burgundy Book is as follows:
- to leave at 31 December, give notice by no later than 31 October;
  - to leave at 30 April, give notice by no later than 28 February;
  - to leave at 31 August, give notice by no later than 31 May.
- 12.3.4 Where notice is not worked, a payment in lieu of notice (PILON) may be made, based on normal pay and benefits for the equivalent period.

## 13. Redundancy Modification Order (RMO)

- 13.1 Continuous employment for the purposes of calculating a redundancy payment may be affected by the provisions of the Redundancy Payments (Continuity of Employment in Local Government etc.)(Modification) Order and specifically designates all those organisations covered by the order as a 'single employer' for redundancy pay purposes.
- NB This will include almost every organisation once under local authority control i.e. former polytechnics and some higher education colleges
- 13.2 If an employee has continuous employment from a previous employer listed in the RMO then that employment must be taken into consideration when assessing the entitlement to a redundancy payment and for calculating the amount of the payment.
- 13.3 If an employee who is under notice of redundancy receives an offer of a job from another RMO employer before the termination of their employment and takes it up within 4 weeks of the end of the old employment, there will be no dismissal for redundancy payment purposes, no redundancy payment and continuity of employment will be preserved in the new job.
- 13.4 However, if the employee takes a redundancy payment and commences work with another RMO employer after four weeks have elapsed then continuous service will be broken. Before making a redundancy payment, the employee will be asked if they have been offered another job with a RMO body and, if so, whether they intend to take it up within 4 weeks of finishing their current job.

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## 14. Pension Entitlements

- 14.1 An employee who is age 55 or over and a member of the Local Government Pension Scheme may be entitled to payment of unreduced pension benefits if made redundant.
- 14.2 The Trust may consider granting premature retirement benefits for an employee who is age 55 or over and a member of the Teachers' Pension Scheme if made redundant.

## 15. Salary Protection

- 15.1 In the event that reorganisation results in redeployment to a lower paid post, the following arrangements will apply:
  - 15.1.1 The Trust will honour existing pay for up to 12 months if the new role is one point below the current salary rate
  - 15.1.2 The salary safeguarding provisions of the School Teachers' Pay and Conditions Document shall apply for teaching staff.

## 16. Data Protection

All data collected and used in connection with this policy will be processed in accordance with the Trust's Data Protection Policy and relevant legislation. Records will be retained securely and only for as long as necessary.