

## **CYNGOR SIR POWYS COUNTY COUNCIL**

### **Management of Change and Redundancy Policy**

**(This policy applies to all School based staff, whether in a teaching or a non-teaching post, with the exception of the Headteacher)**

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## **Cyngor Sir Powys County Council**

### **Management of Change and Redundancy Policy**

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For school closures and opening new schools see 'Management of Change Principles' for the relevant sector.

An Equality Impact Assessment has been completed as part of the development of this policy.

## Introduction

There are a number of reasons that may lead to changes needing to be made in relation to people's jobs in Schools. These can include:

- Where the budget for the school requires savings to be made, there may be a proposed reduction in certain types of post, total working hours within the staffing structure, or a change in working conditions including but not limited to a change in job description; a change in working days or working hours;
- Where a school merger or federation will result in one or more members of staff losing their position;
- Where a subject is no longer being taught as part of the curriculum;
- Where staffing changes are required for any other reason

These circumstances may lead to requirements such as the need to make changes to employees' working hours, job description and / or grade; or changes like a restructuring of roles and the removal of some posts.

It is the responsibility of the Governing Body, working with the Headteacher, to manage staffing and budgets in Schools.

This policy is applicable to all situations where changes need to be made in relation to people's jobs in Schools. It provides a clear and lawful framework for decision making and implementation to ensure that Governing Bodies remain within the law and discharge their duties in a fair and consistent manner.

Governing bodies should be aware that where cases are placed before an employment tribunal this may be a time consuming and costly exercise particularly where the complaint is found to be justified and the employer is ordered to pay costs and/or compensation to the employee. Governing bodies are strongly advised, therefore, to make full use of this policy and the advice available to them from the Schools' Human Resources (HR) Team. Governing bodies should be aware that where advice is not sought or where it is sought but not followed any resulting successful compensation claim and associated costs will have to be met from the school's budget.

It should be noted that where lists of examples are provided, these are not intended to be exhaustive.

## **1. Scope and principles**

1.1. This policy, appendices and accompanying procedures apply to all staff employed under the School's delegated budget or other devolved budgets with the exception of the Headteacher. If a post is hosted within the school but funded externally to the school, the relevant body (see 1.2 below) will be the decision maker.

1.2. This policy may also apply to other educational settings (including but not limited to the Pupil Referral Units, maintained 3+ settings), or those employed on Teachers Terms and Conditions elsewhere in the education service. In these cases, the decision-making body may not be a Governing Body, and it will be made clear prior to the start of any consultation who the decision-making body is. Such a body will have the same responsibilities as a Governing Body as outlined below.

1.3 Powys County Council and this Governing Body are committed to the continued employment of our employees and will seek to avoid compulsory redundancies where possible. It is recognised that there may be unavoidable factors which may have an impact on the staffing requirements within schools. In such circumstances, this Governing Body and Powys County Council, in consultation with the relevant Trade Unions, will seek to minimise the effect of potential redundancies by seeking alternative measures to avoid compulsory redundancy. Measures to avoid compulsory redundancies may include:

- seeking volunteers;
- voluntary reduction in hours, including the cessation of overtime working;
- job sharing;
- natural attrition (wastage);
- "bumping" - where an employee whose role is redundant is redeployed into another role and the displaced occupier of that role agrees to redundancy instead;
- making details available of any early retirement or voluntary redundancy package that may be available;
- early restriction on recruitment and non-replacement of posts;
- redeployment to a post within the same School / Corporate posts within Powys County Council, including giving due consideration to the job matching process outlined below; and
- re-training of employees to meet requirements of vacant posts internally (as reasonable/ proportionate)

It should be noted that restructuring does not necessarily lead to the need to make redundancies.

1.4 A member of staff on a fixed-term contract will be treated no less favourably than a comparable permanent employee, subject to relevant legislation.

1.5 Members of staff who are acting up or on secondment at the time of the consultation will be included in the process on the basis of their substantive post.

1.6 Members of staff who are on maternity leave or long-term sickness absence will be included in the process and all reasonable measures will be taken to support them to engage with the process.

1.7 For the avoidance of doubt, a review of the staffing structure should not be an excuse to deal with any issues of capability or conduct. Such matters should be addressed through the school's capability or disciplinary procedures.

1.8 This policy applies in the following situations:

1.8.1 Where there is an identified need in the School to make a redundancy (see definition below)

1.8.2 Where there is an identified need in the School to vary terms and conditions (e.g. change of work base, change in hours, change in Job Description involving a change in grade, including TLRs).

1.9 Definition of Redundancy

- Under the Employment Rights Act 1996, redundancy arises when employees are dismissed in the following circumstances:
- where the employer has ceased, or intends to cease, to carry on the "business" for the purpose for which the employee was employed; or
- where the employer has ceased, or intends to cease, to carry on the "business" in the place where the employee was employed; or
- where the requirements of the School for employees to carry out work of a particular kind have ceased or diminished or are expected to cease or diminish; or
- where the requirements of the School for employees to carry out work of a particular kind, in the place where they were so employed, have ceased or diminished or expected to cease or diminish.
- Redundancy may also arise where the School no longer has the resources to maintain employees to carry out work of a certain kind.

1.10 The Equalities Act 2010 applies in all cases of organisational change and redundancy situations. This means that all decision making must be fair and transparent. No selection method which directly or indirectly discriminates against any employees with a protected characteristic or on the grounds of a protected characteristic should be used. Reasonable adjustments must be made if needed to allow all employees to participate in the process.

- 1.11 Consideration will be given to The Part-time workers (Prevention of Less Favourable Treatment) Regulations, meaning that part-time employees will be treated no less favourably than full-time employees.
- 1.12 If during this process circumstances change (for example, additional funding is secured or a staff member resigns), consideration will be given to whether it is necessary to continue.

## **2. Roles and Responsibilities**

### **2.1 The Governing Body is expected to:**

- Provide support to the Headteacher, seeking external help where needed
- Review and make decisions about the staffing structure of the School
- Take overall responsibility for managing changes to the staffing structure
- Take account of all feedback from staff, Trades Unions and any other relevant parties in making decisions about changes to the staffing structure
- Carry out the duties assigned to them throughout the process
- Withdraw from discussions and decisions where there is any potential conflict of interests or a conflict of interest
- The Schools' Staff Discipline and Dismissal Committee and Staff Discipline and Dismissal (Appeals) Committee are respectively responsible for making selection decisions and hearing appeals in relation to changes to the staffing structure.
- Ensure that the appropriate committees (above) are established and convened in line with the relevant requirements of legislation.
- Maintain confidentiality and proper record keeping at all times throughout and following the process
- Consult, and take advice from the Schools' HR Team, in accordance with 2.4 below
- Seek agreement from the Schools Service in relation to meeting the costs of any proposed changes prior to any notice being given to the employee.

### **2.2 The Headteacher will:**

- Provide support to staff affected by proposed change processes, seeking external help where needed (see links at the end of this policy)

- Take forward the decisions made by the Governing Body, following this procedure for the implementation of changes to the staffing structure
- Ensure that formal meetings are appropriately minuted
- Provide the Governing Body with complete and accurate information at all stages of this process
- Act with impartiality where providing information and advice to the Governing Body or relevant sub committee
- Ensure that all relevant employees, including those on long term absence from work (for example on long term sickness or Maternity leave) are communicated with, and are engaged and involved in any change processes. [Acas guide to managing redundancy for pregnant employees or those on maternity leave | Acas](#)
- Maintain confidentiality at all times throughout and following the process
- Consult, and take advice from the Schools' HR Team, in accordance with 2.4 below
- Request redundancy estimates for those staff who make a request and distribute these, in confidence, upon receipt.
- Communicate any decisions taken by the Governing Body or relevant Committee in a timely manner to the Schools' HR Team.
- In consultation with the relevant Committee of the Governing Body, seek agreement from the Schools Service in relation to meeting the costs of any proposed changes prior to any notice being given to the employee.

### 2.3 Employees will:

- Seek support, either from the Headteacher, relevant Governor, HR or Trade Union as needed
- Engage with and participate in this process, completing tasks as requested (e.g. completion of Skills Audit)
- Act professionally and with integrity throughout this process
- Maintain confidentiality at all times throughout and following the process

### 2.4 The Schools' HR Team will (in line with the relevant Service Level Agreement):

- Provide support and advice to the Headteacher, senior leader(s) and the Governing Body on formal aspects of change management and the proper implementation of this procedure, in line with current legislation.

- Provide appropriate coaching and training to the Headteacher, senior leader(s) and the Governing Body
- Act as the intermediary between the School and the Schools Service in relation to the meeting of any redundancy or loss of office (compensatory) costs
- Seek legal advice where necessary

2.5 The Schools' Service will (in line with the relevant Service Level Agreement):

- Review requests to meet the costs of redundancy, early retirement or loss of office (compensatory) payments, and fund these where agreed (See 2.1 and 2.2 above)

### **3. The Process (See accompanying flowchart at Appendix A)**

#### **3.1 Development, Planning and Preparation**

- 3.1.1 Having considered the current and future needs and resources of the school, the Headteacher will draft a business case for the relevant changes, including a proposed staffing structure, and submit this to Governors for discussion and approval in principle.
- Depending on the size of the school it may be appropriate to involve the senior leadership team in discussions prior to drafting the business case / proposal.
  - The proposed staffing structure must include the Job Evaluation code for all support staff posts. Where possible the existing agreed Job Descriptions should be used, as any new or amended Job Descriptions will require assessment by the Job Evaluation team, leading to potential delays in the process.
  - The "pool" of affected employees must be determined at this stage and will provide clarity as to which posts are within the scope of the consultation and also which posts are within the 'ringfenced selection pool' for any new posts within the new structure. Typically all posts with the same Job Description or requiring similar skills will constitute the "pool" for one or more posts in the new structure.
  - If needed, the Headteacher is welcome to seek informal advice from the Schools' HR Team, particularly in relation to the selection of the pool(s) as above.



- In determining the timeline for the process, the Headteacher must take into account the notice periods for staff. This can be a maximum of 12 weeks for support staff and 3 months for teaching staff. The Headteacher must also ensure that a representative of the Schools' HR Team is available on proposed dates for any relevant meetings. It is recommended that two terms are allowed for any change process to be completed. Please see guidance document for template timelines.

3.1.2 Once Governors have agreed to proceed, the Headteacher will formalise a Business Case (see Headteachers' Toolkit) covering the following:

- Rationale for proposed changes
- Current staffing structure (and curriculum if relevant)
- Proposed staffing structure and effective date (and curriculum if relevant)
- Key changes / benefits resulting from proposed changes
- Proposed consultation process
- Proposed timeline (having confirmed HR availability)

3.1.3 Feedback on all elements of the business case will form part of the consultation process.

3.1.4 The draft business case and associated documents will be submitted to the School's named HRBP. In the event that the School does not have a named HRBP (i.e. if the School only buys in to the Core element of the SLA) the business case should be sent to the generic Schools' HR inbox.

## **3.2 Approval**

3.2.1 Once the business case has been agreed with the HRBP and any other relevant officer (e.g. Finance or Challenge Advisor), incorporating any changes where relevant, it should be submitted to the Governing Body for approval. This should be the full Governing Body unless this responsibility has been formally delegated (and minutes confirming this are available) to a subcommittee.

## **3.3 Consultation**

3.3.1 In all cases where a reduction in hours, variation to job description, Terms and Conditions, grade or TLR or a redundancy is being considered, it is a legal requirement to consult meaningfully with the relevant staff group and Trade Unions.

3.3.2 The consultation period should consist of a minimum of 30 calendar days. This should include a minimum of 20 school days. There are circumstances where a longer period of consultation might be required (e.g. where more than 100 staff are affected) so advice should be sought from the School's HRBP.

3.3.3 All documentation relating to the consultation should be provided to all affected staff and relevant Trades Unions at least 5 clear school days prior to the start of consultation. As a minimum this should include:

- The business case
- Relevant Job Descriptions (in particular where these are new or have been altered)
- School Budget report (summary document only, not to include individual salaries)
- Proposed selection method and draft criteria
- Timeline

It should be noted that Trade Unions may request further information and this should, where possible, be provided in a timely manner. If needed, please seek support from your HRBP.

3.3.4 A pre-consultation meeting should be held with relevant Trades Unions prior to the start of consultation meeting. Typically, this is held immediately before the start of consultation meeting. This will be led by the Headteacher but minutes are not required. A note of any action points will be taken.

3.3.5 A start of consultation meeting will be held with all affected staff and relevant Trades Union representatives. This will be led by the Headteacher and formal minutes will be taken, typically by the Clerk to Governors (unless they are directly affected in which case it is the responsibility of the Headteacher to arrange an alternative clerk).

3.3.6 Following this meeting, Headteachers may wish to meet with, or otherwise advise, other staff within the School that the consultation is taking place. This will provide interested staff with an opportunity to express an interest in volunteering for redundancy / early retirement / reduction in hours, which may enable the required change to be made through voluntary means.

3.3.7 During the formal consultation period affected staff may request an estimate of the redundancy or loss of office payment that they would receive in the event that they volunteer or are selected for redundancy or reduction in hours/grade. This information should be requested from the Headteacher, who will obtain estimates from Payroll and provide them in confidence to the member of staff. Estimates can be requested in confidence from HR if needed.

3.3.8 Following receipt of the estimates referred to above, should a member of staff wish to volunteer for redundancy, early retirement or reduction in hours, they

should request this in writing to the Clerk to Governors (or other nominated person) prior to the date on which the consultation closes. It should be noted that there is no guarantee that requests for voluntary redundancy or early retirement will be accepted.

- 3.3.9 During the formal consultation period affected staff will be actively encouraged to attend a one to one meeting to discuss their personal situation. They may be accompanied at this meeting by a Trade Union representative or a workplace colleague if they wish. If needed, a School's HR representative may be present at the meeting, but there is no need for them to be present if no HR issues are to be discussed. Summary notes should be taken of the meeting by the Headteacher and provided to both the employee and the HR representative supporting the process. A log of anonymised issues, comments and questions (see 3.3.1) will be kept by the Headteacher and provided to the Governing Body at the Post Consultation meeting.
- 3.3.10 Staff may also choose to provide feedback in writing during the consultation period. Any written feedback should be acknowledged by the Headteacher and added to the log mentioned at paragraph 3.3.1 to be provided to the Governing Body at the end of the consultation period.
- 3.3.11 Staff and Trades Unions are encouraged to provide feedback about the proposal, suggested selection method and draft selection criteria if applicable.
- 3.3.12 It is possible that in some circumstances it may be necessary to extend the consultation period. If this happens then the Headteacher should rewrite the timeline to reflect this, ensuring that the School's HR representative and relevant Governors are available for proposed meeting times. Any new versions of the timeline should be shared with affected staff and Trades Unions as soon as they become available. The School's Team will advise on any proposed extension to the consultation period as needed.

### **3.4 Finalise**

- 3.4.1 At the end of the consultation period, the Headteacher will collate all of the feedback into a single document to share with the Governing Body at the Post Consultation meeting. Prior to the meeting the Headteacher will discuss the feedback with the School's HR representative and annotate any comments within the document. If necessary, the Headteacher may request the HR representative's attendance at the Governing Body meeting but it is expected that HR attendance will be by exception. At this meeting the Governing Body will decide:
- How to respond to all of the comments and questions raised during the consultation
  - Whether the proposal will proceed as planned in light of any comments or questions raised, and if not what will happen instead (e.g. will the proposal be abandoned, will an alternative proposal be consulted upon)

- If the proposal will go forward, whether or not to accept voluntary redundancy/retirement/reduction in hours requests.
- Confirm the selection criteria that will be used for any selection decisions required. These should be shared with staff and trade unions for their feedback prior to being used. Staff and trade unions will have a period of no less than five school days (ten school days is recommended where practicable) to provide feedback.
- Where a skills audit is to be used, the criteria and weighting for this will be considered using the template provided at Appendix C

3.4.2 Following the Post Consultation meeting, the Chair of Governors will write to all affected staff to let them know:

- What the responses are to all the questions, comments and queries raised during the consultation period
- Whether the proposal will go ahead and if not, what will happen instead
- What the next steps are and the timings of these
- If applicable, what the selection method and criteria will be for any selection decisions (including any limitations on skills audit submissions)

## **3.5 Selection**

- 3.5.1 Selection decisions will be made by the Staff Discipline and Dismissal Committee in line with the process and criteria agreed by the Governing Body at the Post Consultation meeting. These will have been communicated to affected staff by the Chair of Governors.
- 3.5.2 All selection decisions must be recorded. It is recommended that a scoring matrix is completed for each member of staff reflecting their scores against each of the criteria and noting the rationale for these scores.
- 3.5.3 Where selection is by means of a skills audit, staff will be provided with the necessary paperwork (i.e. a template form to complete- this will include the scoring mechanism and any weighting for each criterion) a minimum of 7 clear school days before the deadline. The Headteacher will provide reasonable support to staff in completing the skills audit where needed.
- 3.5.4 Completed Skills Audit forms will be returned to the Clerk to Governors by the specified deadline. The Clerk to Governors will make arrangements to have the forms anonymised and copied for distribution at the meeting of the Staff Discipline and Dismissal Committee. If it is identified that there is a conflict of

interest, alternative arrangements for receiving and anonymising forms will be required.

- 3.5.5 The Headteacher will attend the meeting of the committee in an advisory capacity only and is not part of the decision making process. The Headteacher should withdraw from the process if there is any conflict of interests. The School's HRBP will also attend in an advisory capacity for schools buying in to the Enhanced level of the SLA.
- 3.5.6 Where the selection method involves interviews and / or assessment tests, questions and tasks must directly relate to the selection criteria agreed by the Governing Body at the Post Consultation meeting. Decision makers must ensure that reasonable adjustments are made for staff in accordance with the Equality Act (2010). Advice can be sought from the School's HRBP in relation to this if needed.
- 3.5.7 Where consideration is being given to making teaching posts redundant, selection will be by the means of a skills matrix.
- 3.5.8 Any selection process involving the attendance of staff members should take place during the employee's normal working hours. Where this is not practicable, an employee may be requested to attend at another time, receiving reimbursement for the additional hours worked. It should be noted that employees cannot be required to attend outside their normal working hours and they should not be treated detrimentally if they are unable to do so.
- 3.5.9 When a selection decision is made, this must be communicated sensitively to all affected staff. This should be done on an individual basis, in person and confidentially. The decision may be communicated by either the Headteacher, the Chair of Governors or the Chair of the Staff Discipline and Dismissal Committee. This should then be followed up in writing within 5 school days using the templates provided. It should be made clear that this decision is at this stage provisional and is subject to representation (for teachers only) and appeal.
- 3.5.10 For support staff, HR will request approval of payment for any redundancy or compensatory award at this stage, and then make arrangements for notice letters to be sent as appropriate. In the case of compulsory redundancy or reduction in hours / grade, notice letters will include details of the appeals process.

### **3.6 Representations (Teachers only)**

- 3.6.1 Teaching staff provisionally selected for redundancy or reduction in hours, or the removal of a TLR have the right to make representations to the Staff Discipline and Dismissal Committee. This is a request for the Committee to reconsider the decision that they have made. The teacher should, in writing, inform the Clerk to Governors (or other nominated person) within 10 school days of being informed in writing of the decision of their intention to make

representations. This submission must include the reason(s) for the representation. In order to make representations the teacher may request a breakdown of their scoring and rationale why they received those scores and were selected. They may also request other anonymised scores as part of this process. The duty to maintain confidentiality will be the overriding factor in determining what data can be released.

- 3.6.2 Where no representation request is received, the process will continue as at 4.5.9 above.
- 3.6.3 Representations to the Staff Discipline and Dismissal Committee can be made either in person or in writing. In either case the representations will be received and considered at a Representation Hearing by the Staff Discipline and Dismissal Committee. The Headteacher will attend the meeting of the committee in an advisory capacity only, and is not part of the decision making process. The same HR representative (where possible) who attended the selection meeting will also attend in an advisory capacity for schools buying in to the Enhanced level of the Service Level Agreement. A decision will be made at the meeting whether or not to accept the representation(s), and this will be communicated to the teacher by the Headteacher, the Chair of Governors or the Chair of the Staff Dismissal and Disciplinary Committee, and followed up in writing within 5 school days.
- 3.6.4 In the event that the representations are successful then the selection process will be reconsidered and / or repeated.

#### **4. Appeals (all staff – teachers may only appeal following unsuccessful representation)**

- 4.1 The grounds for an appeal may include:
- the selection procedure used;
  - the application of the procedure.
- 4.2 An employee may appeal against their selection for redundancy or variation to terms and conditions. The appeal must be made in writing to the Clerk to Governors giving the reason for the appeal. The appeal must be submitted within 10 school days of the receipt of the outcome of representation (teachers) or notice letter (support staff).
- 4.3 Where no appeal is received, the process for teachers will continue as at 3.5.9 above (support staff would already have received notice).
- 4.4 Appeals will be heard by the School's Staff Disciplinary and Dismissal Appeals Committee.

- 4.5 The appeal should be heard within 20 school days of receipt of written notification of appeal but must give the employee at least 5 school days' notice.
- 4.6 The Staff Discipline and Dismissal Appeals Committee can consider the appeal by the employee with them attending in person, requesting a Trade Union representative to attend on their behalf or by providing a written statement. This will be a decision for the employee concerned. The Headteacher will attend the meeting of the appeals committee in an advisory capacity only, and is not part of the decision making process. A different HR representative from the one who attended the selection meeting will also attend in an advisory capacity for schools buying in to the Enhanced level of the Service Level Agreement. A decision will be made at the meeting whether or not to uphold the appeal and this will be communicated to the teacher by the Headteacher, the Chair of Governors or the Chair of the Staff Discipline and Dismissal Appeals Committee and followed up in writing within 5 school days.
- 4.7 In the event that the appeal is upheld then the selection process will be reconsidered and / or repeated.
- 4.8 If the appeal is not upheld the original decision stands and there is no further opportunity within this policy to challenge the decision. The process will continue as at 4.5.9 above and teachers will be issued with notice of redundancy (or change to terms and conditions) at this point.

## **5. Redundancy Pay and Compensation**

- 5.1 Employees made redundant with two or more years' continuous service will be entitled to a redundancy payment dependant on age and length of service. A ready reckoner showing entitlements by age and service is attached at Appendix B
- 5.2 Where an employee suffers a reduction in pay as a result of being appointed to a post on a lower salary, or fewer hours, as a result of this process they will be entitled to a one-off taxable compensatory payment. The payment will be calculated by taking the difference between the weekly pay of the old role and the new role and multiplying this amount by the statutory redundancy formula. The statutory redundancy ready reckoner can be found in Appendix B.

## **6. Safeguarding (Teachers only)**

- 6.1 Teachers on Leadership group pay or in receipt of a Teaching and Learning Responsibility (TLR) payment may be entitled to up to three years' safeguarding subject to the relevant provisions of the School Teachers' Pay and Conditions Document. It should be noted that this safeguarding does not apply to TLR Level 3 payments.

## **7. Early Retirement**

- 7.1 Staff selected for redundancy (whether compulsory or voluntary) who contribute to the relevant pension scheme (Local Government Pension Scheme or Teachers' Pensions), and who are aged 55 or over, will be able to access their benefits unreduced under their Pension Scheme.
- 7.2 They will also qualify for a statutory redundancy payment dependant on age and length of service as outlined at paragraph 5 above.

## **8. Misconduct by employees during notice periods**

- 8.1 If an employee is found to have conducted themselves in such a way as to justify summary dismissal, the employee may lose their right to a redundancy payment. This is subject to 8.2 below.
- 8.2 The Governing Body is thus entitled to recommend termination of the employee's contract by reason of the employee's conduct in accordance with the School's Disciplinary policy. Any investigation and hearing relating to this would need to be undertaken and notice of a right to appeal, provided. Where practicable, any appeal should be held by the end of the redundancy notice period.

## **9. Assisting employees at risk of redundancy**

- 9.1 The following list is not exhaustive but gives guidance on the areas of assistance that may be given to employees whose posts have been declared redundant. Information and guidance on accessing support should be sought from Powys County Council's Recruitment Team in the first instance.

### **9.2 Possible options:**

- redeployment/supply register & support
- redundancy counselling via Powys County Council's Employee Assistance Programme
- Other support provided via Powys County Council's Employee Assistance Programme
- CV writing training;
- interview skills training;
- advice on retraining;
- circulation of internal vacancy details; and
- where possible, advice on external vacancies/organisations.

### **9.3 Reasonable time-off:**

An employee who is under notice of redundancy is entitled to reasonable time off



during working hours to look for new employment or make arrangements for training for future employment. The employee is entitled to be paid at the appropriate contractual rate for the period of absence. All absences of this nature are to be agreed in advance with the Headteacher.

#### 9.4 External assistance

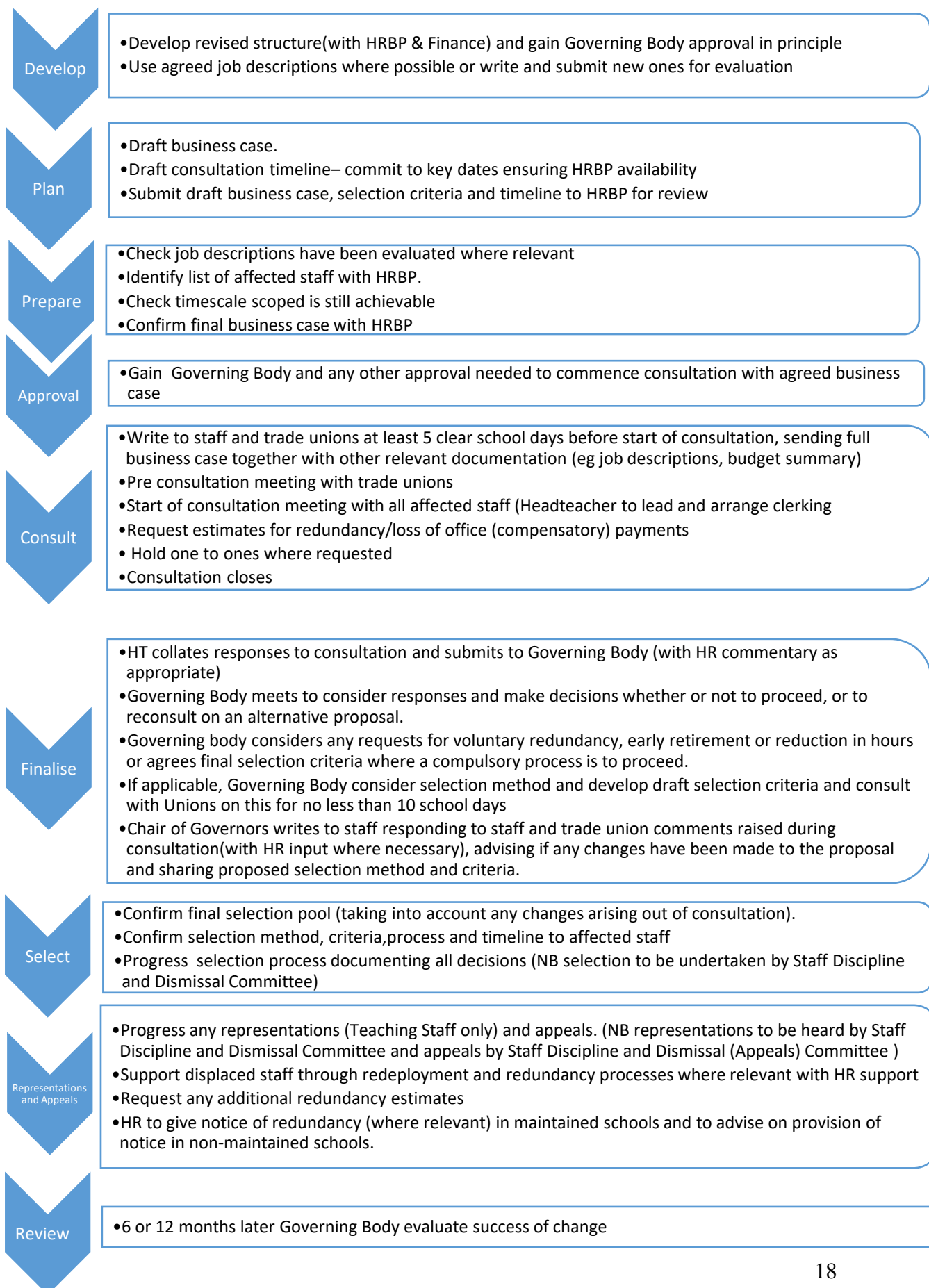
For employees who live in Wales, the Welsh Government's ReAct Programme, provides a package of support to help people gain new skills, overcome obstacles and improve their chances of returning to work in as short a time as possible after redundancy. Further information can be obtained on their website: [ReAct Funding Wales | Career Change Wales Training Academy](#)  
Careers Wales provides advice and support for people to cope with redundancy: <https://careerswales.gov.wales/.../features/coping-with-redundancy>

For employees living in England, Jobcentre Plus has a "Rapid Response Service" which helps individuals to move quickly into alternative employment without the need to claim welfare benefits. They also help employees write CVs and find employment: [Redundancy: your rights: Get help finding a new job - GOV.UK \(www.gov.uk\)](#)

The Citizen's Advice Bureau also offers advice and assistance for people who have been made redundant: <https://www.citizensadvice.org.uk/work/leaving-a-job/redundancy/preparing-for-after-redundancy/>

Other support can be accessed if needed by using Powys County Council's Employee Assistance Programme- please ask the Headteacher or HR representative for details.

**Restructure process – Guidance for Headteachers and Governors**



**Correct Tables and statutory calculator– Teaching & Support staff**

**Appendix B - Table 1**

**Voluntary Severance Scheme  
Ready Reckoner All Staff aged over 55 but under State/Normal  
Pension Age (and a member of either the Local Government or  
Teachers' Pension Schemes)**

Service (Full Years)																			
AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

Source: Department for  
Business, Innovation and Skills

## Appendix B - Table 2

### Voluntary Severance Scheme Ready Reckoner – non teaching staff

**Up to 55 years  
(Or over 55 and not in the LGPS, or over State Pension Age)**

Based on 1.5 weeks' pay per continuous years' service (max 30 weeks)

<u>Length of Continuous Service (as per Modification Order)</u>	<u>Number of weeks Redundancy Pay</u>
2	3
3	4.5
4	6
5	7.5
6	9
7	10.5
8	12
9	13.5
10	15
11	16.5
12	18
13	19.5
14	21
15	22.5
16	24
17	25.5
18	27
19	28.5
20	30

## Appendix B - Table 3

### Voluntary Severance Scheme Ready Reckoner - teaching staff Up to 55 years (Or over 55 and not in the Teachers' Pension Scheme, or over Teachers Normal Pension Age)

Age	Service (Full Years)																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
18* [ 1 ]	1																			
19	1	1½																		
20	1	1½	2																	
21	1	1½	2	2½																
22	1	1½	2	2½	3															
23	1½	2	2½	3	3½	4														
24	2	2½	3	3½	4	4½	5													
25	2	3	3½	4	4½	5	5½	6												
26	2	3	4	4½	5	5½	6	6½	7											
27	2	3	4	5	5½	6	6½	7	7½	8										
28	2	3	4	5	6	6½	7	7½	8	8½	9									
29	2	3	4	5	6	7	7½	8	8½	9	9½	10								
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11							
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12						
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13					
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14				
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15			
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16		
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½	
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24	
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½	
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25	
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½	
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26	
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½	
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27	
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½	
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28	
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½	
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29	
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½	
61* [ 2 ]	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	

<http://www.dti.gov.uk/employment/employment-legislation/employment-guidance/><sup>18\*</sup>  
 [1] - It is possible that an individual could start to build up continuous service before age 16, but this is likely to be rare, and therefore we have started Table 3 from age 18.

61\* [2] - The same figures should be used when calculating the redundancy payment for a person aged 61 and above.

## Appendix B - Table 4

### Calculator for reduction in hours (for use in estimating reduction in hours compensation)

The table below shows the number of weeks' pay an employee is entitled to as a statutory redundancy payment. This table can be used to calculate an estimate for the compensation for a reduction in hours as follows:

1. Calculate the percentage reduction in hours (e.g., a reduction of 5 hours on a current working week of 20 hours is a 25% reduction).
2. Use the table below to calculate the number of weeks' entitlement (e.g., Age 40 with 8 full years' service gives a payment of 8 weeks).
3. Reduce the number of weeks to the percentage in 1) above (e.g., 8 weeks reduced to 25% gives a payment of 2 weeks). This will give you the number of weeks' pay for the compensatory award.

Age	Service (Full Years)																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
18* [1]	1																			
19	1	1½																		
20	1	1½	2																	
21	1	1½	2	2½																
22	1	1½	2	2½	3															
23	1½	2	2½	3	3½	4														
24	2	2½	3	3½	4	4½	5													
25	2	3	3½	4	4½	5	5½	6												
26	2	3	4	4½	5	5½	6	6½	7											
27	2	3	4	5	5½	6	6½	7	7½	8										
28	2	3	4	5	6	6½	7	7½	8	8½	9									
29	2	3	4	5	6	7	7½	8	8½	9	9½	10								
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11							
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12						
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13					
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14				
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15			
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16		
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½	
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24	
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½	
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25	
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½	
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26	
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½	
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27	
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½	
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28	
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½	
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29	
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½	
61*	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30	

## Appendix C – Template Skills Audit Scoring Matrix

### Name of School

#### SCHOOL SKILLS AUDIT

Please complete the form answering the questions outlined and including all skills, qualifications, experience, and training which you would wish the Governing Body / Committee to be aware of. You may continue on a separate sheet if necessary. Please note that the maximum word count/number of pages that will be considered is X

Please note that the panel will expect you to use all relevant sources to support evidencing of your applications, including teacher centre, recent observation material, etc.

Please note that all staff can approach the Headteacher, who will not be part of the decision-making process for any help or support that is needed. Your assigned HR Business Partner (Powys HR) is also available for consultation.

Staff are reminded that the panel will only be able to base their judgements on the information and evidence provided.

Please return the completed form to the clerk to the Governing Body / Committee by no later than [Time] on [Date]

The contents of the form are **CONFIDENTIAL** and will be used only for the purposes of selection regarding the current redundancy situation. Please note that names will be removed from these forms prior to them being presented to the Governing Body / Committee.

IF APPLICABLE, What preference do you have in terms of your working days? Please indicate using the table below by placing a 1 next to your preferred option and a 2 next to your second-choice option. If you are not prepared to consider one of the options, then please place an X in the relevant box. If you would like to be considered for an alternative number of days, please indicate the number of days that you would be seeking next to the 'Other' box.

Full time	
x days per week (x FTE)	
Other (please specify)	

**PLEASE NOTE THAT THIS IS A TEMPLATE. CRITERIA AND WEIGHTINGS WILL DIFFER ACCORDING TO THE SITUATION**

NAME:	Evidence <b>Please note that criteria 1 and 2 will be considered separately and added to the combined scores for criteria 3-7 To reach a final assessment.</b>
<p>1. Ability to teach Foundation Phase (with retraining if appropriate) and have a thorough current knowledge of the statutory requirements of the curriculum and assessment.</p> <p>(out of 20)</p>	
<p>2. Ability to teach key stage 2 (years 3, 4, 5 &amp; 6) (with retraining if appropriate) and have a thorough current knowledge of the statutory requirements of the curriculum and assessment.</p> <p>(out of 20)</p>	
<p>3. Ability to communicate well, work with and organise work for LSAs and ensure that they are fully involved</p>	



<p>in planning and supporting the delivery of lessons. (out of 10)</p>	
<p>4. Possess a thorough understanding of the principals and practice of literacy and numeracy and have the ability to demonstrate a proven track record of improving standards in literacy and numeracy. (out of 15)</p>	
<p>5. Ability to differentiate effectively and possess a good understanding of particular needs of individuals in the class. (out of 15)</p>	
<p>6. Ability to liaise effectively with parents and other relevant individuals and agencies. (out of 10)</p>	
<p>7. Ability to act as a subject leader across the whole school for a range of curriculum areas. (out of 10)</p>	
	<p>Please note that Criteria 8-15 will only be used in the event that it is not possible to reach a decision based on Criteria 1-7. It is still important that the remainder of this form is filled in in case this information is needed for The Management Board to make a decision.</p>

<p>8. An ability and understanding of the development and application of skills in literacy, numeracy and digital competence across the curriculum. (out of 10)</p>	
<p>9. Ability to support the development of bilingualism. (out of 5)</p>	
<p>10. Knowledge of Assessment for Learning strategies. (out of 5)</p>	
<p>11. Demonstrate knowledge and understanding of positive behaviour strategies/ (out of 5)</p>	
<p>12. Demonstrate an understanding of different learning styles. (out of 5)</p>	
<p>13. Demonstrate the ability to work as a member of a team. (out of 5)</p>	
<p>14. Experience of supporting and implementing WAG initiatives. (out of 5)</p>	
<p>15. Experience of specialist skills to support the learning environment.</p>	

(out of 5)	
16. Demonstrate and exhibit an understanding of the ethos and values of a Church in Wales school. (out of 5)	

**REDUNDANCY SELECTION FORM**

**Staff Member:**

**CRITERIA KEY:**

**Scoring Guide:**

5 – EXCELLENT; 4 – V GOOD; 3 – GOOD; 2 – ADEQUATE; 1 - POOR  
 10 – EXCELLENT; 8 – V GOOD; 6 –GOOD; 4 – ADEQUATE; 2 – POOR  
 15 – EXCELLENT; 12 – V GOOD; 9 – GOOD; 6 – ADEQUATE; 3- POOR  
 20 – EXCELLENT; 16 – V GOOD; 12 –GOOD; 8 – ADEQUATE; 4 – POOR

CRITERIA	Experience; Qualifications; Training; Knowledge; Skills	Overall Assessment
----------	---	--------------------

1		(out of 20)
2		(out of 20)
3		(out of 10)
4		(out of 10)
5		(out of 10)
6		(out of 10)
7		(out of 10)
<b>TOTAL SCORE FOR FIRST CRITERIA- FOUNDATION PHASE</b>		<b>(out of 90)</b>
<b>TOTAL SCORE FOR FIRST CRITERIA- KEY STAGE 2</b>		<b>(out of 90)</b>
8		(out of 10)
9		(out of 5)
10		(out of 5)
11		(out of 5)

12		(out of 5)
13		(out of 5)
14		(out of 5)
15		(out of 5)
<b>TOTAL SCORE FOR SECOND CRITERIA</b>		<b>(out of 45)</b>