



# REDUNDANCY HANDLING POLICY & PROCEDURE

**HORIZONS EDUCATION TRUST, AMERICAN LANE,  
HUNTINGDON, CAMBRIDGESHIRE PE29 1TQ**

## 1. Introduction

- 1.1. Horizons Education Trust is committed to ensuring its workforce operates effectively and efficiently.
- 1.2. The 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. The Trust aims to ensure the security and stability of employment as far as possible. However, in light of 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 Head of School where appropriate, where they have delegated authority.

“Employee” refers to any member of the staff, teaching and support, employed to work at the School by Horizons Education Trust to dismiss.

## 2. Scope of this Policy

- 2.1. This policy applies to all employees of Horizons Education Trust.
- 2.2. This policy does not form part of the employee’s contractual terms and conditions and may be amended from time to time.

## 3. Principles

- 3.1. When managing potential redundancies, our Trust will comply with all legislative requirements and operate in accordance with this policy.
- 3.2. Our Trust is committed to a consistent, and ongoing, approach to resource planning. Non-pay spending will be continually reviewed in order to minimise budget-driven staffing reductions.
- 3.3. 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

- 4.1. Those responsible for managing organisational change will do so in accordance with The Trust Scheme of Delegation.

## 5. Equality and Equality Impact Assessment

- 5.1. The 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 or not an initial assessment is sufficient or identifies the need for a full EIA.
- 5.3. The appropriate ACAS 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

- 6.1. Within the context of the needs of the School, the Academy Advisory Group and Horizons Education Trust will make every effort to avoid compulsory redundancy 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
  - Voluntary transfer to part-time working, reduced hours or job-sharing arrangements
  - Voluntary redundancy

## 7. Business Case

- 7.1. A business case will be produced and this will detail the proposed organisational change.

The business case proposal will include the following:

- Rationale for change
- Current and proposed staffing structure (including job descriptions, person specifications and salary levels)
- Identification of new and changed posts

- Implementation plan including slotting in the arrangements selection process
  - Timeline
  - Any salary protection/safeguarding arrangements, as appropriate
  - The appeals process, including specific grounds of appeal
  - Equalities Impact Assessment consideration or detail, as appropriate
- 7.2. The proposed new structure will be assessed for suitability and sustainability, particularly in terms of cost.
- 7.3. Formal approval will be gained on the proposals, in accordance with the Trust’s 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, a period of up to 30 days of formal consultation will be held with employees directly affected and the recognised trade unions.
- 8.2. The Trust 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.

The consultation will include the following:

- (a) The reasons for the redundancy
- (b) The number and descriptions of the employees to be dismissed as redundant
- (c) The total number of employees of any such description employed at the School
- (d) The proposed method of selecting the employees to be dismissed
- (e) The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect
- (f) The method of calculating any compensation to be paid to redundant employees
- (g) The number of agency workers working temporarily for and under the supervision and direction of the School
- (h) The parts of the School in which the agency workers are working and the type of work they are carrying out
- (i) The proposed timeline for the redundancy process

- 8.3. The selection criteria which will appear in (d) above and on which the employee and trade union/s will be consulted, will be determined by the Headteacher.
- 8.4. Any employee who seeks information on the benefits available as a result of volunteering to be selected for redundancy will be entitled to do so without prejudice to their position.
- 8.5. The Trust will decide if any requests for volunteering to be selected for redundancy can be accepted. If a request is accepted, an offer will be made to the employee identifying the level of compensation that will be paid if the employee is dismissed as redundant.

The offer will be in writing and include:

- (a) The amount of any redundancy payment under the Employment Rights Act 1996
- (b) The amount of any premature retirement compensation in accordance with the School's policy
- (c) The date on which the redundancy would be effective
- (d) Advice on accrued pension benefits, if appropriate
- (e) Advice that the employee should consult their trade union

## 9. Compulsory Selection

- 9.1. If the necessary reduction is not achieved by the above means the Executive Head Teacher will introduce a 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 confirm or clarify any selection information "skills audit" provided by the employee. Individuals will be given due notice of the meeting in writing and may be accompanied by a trade union representative or workplace colleague.
- 9.2. Following the meeting/s outlined in for compulsory selection, the senior manager will make the selection on the basis of all the information available and in accordance with the selection criteria. The employee/s selected will be informed in writing that the senior manager will recommend to the Head of School (with power to dismiss delegated) that the employee/s be dismissed on grounds of redundancy. The employee/s, who will be given at least 10 working days' notice of the meeting, will have the right to an individual hearing at which they may be present and be accompanied by a trade union representative or workplace colleague.

- 9.3. Following the hearing to consider the senior manager's recommendation to dismiss the individual/s on the grounds of redundancy outlined in 9 (above), the Head of School will inform the employee/s of their decision/s. If the decision is to dismiss, then the Head of School will ensure that any employee to be dismissed is given written notice of dismissal by Horizons Education Trust which will include advice that the employee has the right of appeal against the decision. The employee/s will be given at least 10 working days' notice of the date for any appeal hearing and, if submitting an appeal, the employee/s must do so in writing by the date specified by the Head of School. The period allowed by the Head of School for the employee to decide whether or not to enter any appeal will not be less than 5 working days stating clearly their grounds of appeal.

## 10. Appeals

- 10.1. The appeals panel will consist of no less than two Trustees or, where the decision to dismiss has been taken by the dismissal committee, at least the same number of Trustees who made the decision to dismiss and who have played no part in the selection of the employee/s for dismissal on the grounds of redundancy. The Trust reserves the right to add to the Trustee panel impartial representatives to support the Trustees.
- 10.2. If the appeal panel decides to uphold the appeal against dismissal the notice of dismissal will be withdrawn and confirmed in writing as final.

Policy agreed on: May 2021

Signed on behalf of the Trustees \_\_\_\_\_

Committee: \_\_\_\_\_

Author: \_\_\_\_\_

Review date (optional): \_\_\_\_\_

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