BDMAT
Birmingham Diocesan
Multi-Academy Trust

Organisational Change Policy

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1. Introduction

The purpose of this policy is to ensure that Birmingham Diocesan Multi-Academy Trust (BDMAT) delivers services in the most efficient and effective way possible, particularly in light of changing demands, school priorities and restricted funding regimes.

The Headteacher is responsible for making recommendations about the staffing complement of the school, within BDMAT's scheme of delegation. Situations may arise where the number of permanent staff in post cannot be reconciled with budget availability, curriculum requirements or the operational needs of the Trust.

The need to reduce staffing levels may arise from changes to national or local priorities, reduction in budgets or grant funding, falling rolls, curriculum changes, restructuring to make the best use of resources or the implementation of new partnership requirements.

Any organisational change must be managed in accordance with legislative requirements, with the aim of minimising disruption and following good employment practice. Meaningful consultation must take place with affected employees and recognised trade unions.

BDMAT will apply a consistent, transparent, equitable and systematic process and all possible steps within BDMAT's powers be taken to avoid or reduce compulsory redundancies.

The ultimate decision to make a post redundant within a school lies with the CEO and Board of Directors, subject to the Trust's scheme of delegation.

2. Scope and policy principles

This policy applies to all employees of the Trust.

The policy provides a framework for managing organisational change where a reduction in employee numbers, changes to roles or restructuring may become necessary. It applies to potential redundancy situations and other organisational changes that may affect employees' roles, responsibilities, working arrangements or employment status.

- BDMAT will seek to avoid compulsory redundancy wherever reasonably possible.
- Where redundancies cannot be avoided, BDMAT will seek to reduce the number of dismissals and mitigate the impact on affected employees.
- Employees will be treated fairly and consistently, with particular regard to the Equality Act 2010, part-time worker and fixed-term employee protections and any reasonable adjustments required for disabled employees.

In accordance with the BDMAT TURA, the recognised trade unions, which form the Joint Consultative Committee, are: ASCL, NAHT, NASUWT and NEU for teaching and leadership staff; and GMB and UNISON for support and other professional education staff.

3. Measures to avoid compulsory redundancies

The Trust will regularly review staffing needs and manage vacancies so that, whenever a vacancy arises through retirement, resignation or other staff movement, the ongoing needs of the Trust are assessed before a post is filled.

Where indicative budget information or other operational factors suggest a deficit or need for restructuring the CEO, Headteacher and HR will explore measures to avoid or reduce compulsory redundancies before making final proposals. These measures could include:

- realigning business objectives and operational needs
- reviewing long-term pupil and budget expectations
- virement from other budget headings where appropriate
- using funds from previous years to meet a temporary shortfall where available
- generating additional income
- restricting recruitment of permanent staff in affected departments
- reducing the use of temporary staff without infringing employment rights
- agreeing reductions in contractual hours where agreed with the employee or permitted by contract
- agreeing reductions in contractual responsibilities where appropriate
- allowing fixed-term contracts to conclude where they were put in place in contemplation of such a situation
- filling vacancies from among existing employees
- providing training or retraining to support workforce flexibility
- voluntary redeployment within the Trust
- releasing staff before the contractual resignation date where agreed
- seeking volunteers for early retirement/redundancy as part of consultation
- applying a recruitment freeze where appropriate

4. Redeployment and suitable alternative employment

Redeployment procedures will be used to support potentially redundant or displaced employees into suitable alternative roles wherever possible.

BDMAT cannot guarantee that all displaced employees will be offered suitable alternative employment and there is no minimum number of alternative offers. However, every effort will be

made, up to and including the last day of service, to identify suitable redeployment opportunities. If a suitable alternative role is found and accepted, redundancy notice will be withdrawn where appropriate.

Where suitable alternative employment is offered, the employee will normally be entitled to a four-week statutory trial period. If the alternative role proves suitable and acceptable to the relevant parties during that period, the redundancy will not proceed.

To ensure that the redeployment procedure is as effective as possible; BDMAT will:

- match affected employees against current and anticipated vacancies within the Trust
- seek redeployment opportunities within other Trust schools
- support individuals to identify and apply for alternative roles within the Trust
- consider training or retraining where this may enable redeployment
- continue redeployment activity during consultation, selection, notice and up to termination

5. Roles and responsibilities

The Headteacher must notify the CEO and Trust HR Team as soon as possible of any plans to restructure.

- Restructures affecting up to 10 staff and/or with a potential cost implication of up to £50,000 will be approved by the CEO.
- Restructures affecting more than 10 staff and/or with financial implications over £50,000 will be approved by the Finance and Resource Committee.

The Local Academy Board will be consulted on any restructure by the Headteacher and must appoint, at a full LAB meeting, a Redundancy Committee and a separate Appeals Committee for restructures, ensuring that any appeal committee is separate and independent from the original decision-making committee.

For any restructure affecting Headteachers or the central team the CEO will notify and request approval from the Finance and Resource Committee. The Board should appoint a Redundancy Committee and a separate Appeals Committee for restructures, ensuring that any appeal committee is separate and independent from the original decision-making committee.

5.1 Headteacher responsibilities

The Headteacher leading and managing the organisational change must implement the following measures:

- follow this policy at each stage
- seek advice from the CEO and Trust HR at the earliest possible point

- prepare a business case setting out the basis for the proposals, anticipated benefits, risks, estimated costs and timescales
- design the proposed staffing structure and lead consultation with support from the Trust HR Team
- ensure appropriate communication with the CEO, LAB, Trust HR, employees and trade unions at the correct stages
- enable alternative proposals to be put forward and properly considered
- consult on voluntary measures to avoid or reduce compulsory redundancy
- develop and consult on objective selection criteria and ring-fencing arrangements where required
- notify affected employees and recognised trade unions or elected representatives of proposals in writing
- ensure statutory collective consultation requirements and time periods are met where applicable
- ensure support is available to staff throughout the process
- produce necessary job descriptions, person specifications and other documentation
- present the management case at any dismissal or appeal hearing

6. Business Case (proposal document)

Where the Headteacher identifies that there may be a need to consider staff reductions or significant organisational change, a business case, or written proposal document will be prepared and approved by the CEO or Directors (subject to the thresholds in section 5) before formal consultation commences.

The proposal document will include, as applicable:

- the reason for the proposal, including relevant financial information
- the benefits of the proposed option
- current staffing levels, including the total number of staff in each affected staff group
- the proposed staffing structure and staffing levels
- the work groups, posts or hours from which reductions are proposed
- the reasons for those proposals
- measures already taken or planned to avoid or minimise redundancies
- the proposed method of achieving the reduction, including any selection matrix or appointment process
- voluntary options considered
- the consultation framework, including timescales and facilities

- details of redundancy entitlements, including that statutory redundancy pay applies where eligible
- the proposed method of carrying out dismissals, including the period over which dismissals may take effect
- the proposed date by which reductions would need to take place
- whether pay protection will apply

The Headteacher will send the proposal to the CEO for presentation to directors for approval to commence consultation with staff and trade unions.

7.1 Consultation

The objectives of consultation are:

- seek the views of employees and their representatives on the proposals
- consider alternatives to redundancy or restructuring
- reduce the number of redundancies where avoidance is not possible
- agree or consult on objective selection criteria and appointment processes
- discuss the way employees will be considered for posts in the new structure
- identify support, redeployment, retraining and other mitigation measures

To ensure that staff and trade union representatives are provided with the opportunity of reasonable time for consultation and sufficient information to understand the requirement to reduce the workforce the Trust will ensure that:

- Where collective consultation does not apply, the Headteacher will inform the recognised trade unions of the proposal and provide them with the business case. This will take place at least 5 working days before the proposed start of the formal consultation process. All affected staff will be met with informally one working day before the formal process begins so that they are aware that proposals are being considered and understand how the consultation process will operate. These meetings may be one to one or group meetings, where a group meeting is considered most appropriate the recognised trade unions will be invited to attend. Directly affected staff will receive a copy of the business case and written notification that their role is at risk after the meeting.

- Where collective consultation applies, all staff directly affected by the proposals, and recognised trade unions, will be invited to attend a consultation meeting to hear the proposals. Directly affected staff and unions will receive a copy of the Business Case before the

meeting takes place. Directly affected staff will receive also written notification that their role is at risk prior to the meeting.

In both cases the Headteacher will fully explain the consultation process and what the outcomes of the proposals could be. The framework for consultation including timescales and facilities will be included in the business case as will the requirement for any significant changes to the business case during consultation to be ratified. Staff and trade unions will also be briefed on giving feedback on the proposals and accessing support.

7.2 Collective consultation

Collective consultation will apply where BDMAT proposes to dismiss as redundant 20 or more employees at one establishment within any 90-day period. BDMAT will also consider collective consultation as good practice where numbers are close to, or may reach, the statutory threshold.

When assessing whether the collective consultation threshold is met, BDMAT will include voluntary redundancies and employees who may be moved or redeployed into alternative roles. Fixed-term contracts ending at the agreed expiry date do not normally count unless the contract is being ended early by reason of redundancy.

7.3 HR1 notification

Where BDMAT proposes 20 or more redundancies at one establishment within a 90-day period, Trust HR will ensure that the Redundancy Payments Service is notified using form HR1. Notification must be made before consultation starts and, in any event, before any individual notice of dismissal is issued. The statutory minimum notification periods are:

Number of proposed redundancies	Minimum period before first dismissal	Action
20 to 99	At least 30 days	Submit HR1 and begin collective consultation in good time
100 or more	At least 45 days	Submit HR1 and begin collective consultation in good time

7.4 Individual consultation

For all proposed redundancies the Headteacher and Trust HR will offer individual consultation meetings. Individual consultation will normally include at least one private meeting with the

employee and will provide an opportunity to discuss the proposal, selection, alternatives, suitable alternative employment, time off to look for work or training and support available.

Employees may be accompanied at consultation meetings by a trade union representative or work colleague.

7.5 Consultation timescales

- For fewer than 20 proposed redundancies, there is no statutory minimum consultation period. A reasonable period will be proposed in the business case. This may be subject to change once consultation commences.
- For 20 to 99 proposed redundancies, collective consultation must begin at least 30 days before the first dismissal takes effect.
- For 100 or more proposed redundancies, collective consultation must begin at least 45 days before the first dismissal takes effect.
- There is no time limit for how long a consultation period should be
- Consultation periods may be extended by mutual agreement.

8. Selection process and criteria

Where there are more employees than posts available, all at risk employees will be required to take part in an objective selection process. The exact method of selection will be determined and consulted on during consultation but may include:

- on a competitive basis through a competitive interview and appropriate assessment method to assess skills, competencies and qualifications
- completion of a skills audit setting out their skills, qualifications, training and expertise.
- using a selection matrix with criteria
- performance management records may be taken into account
- disciplinary records may be taken into account
- attendance records (subject to the Equality Act 2010) may be taken into account with appropriate adjustments or exclusions where absence is disability-related, pregnancy-related or otherwise protected.
- length of service weighted appropriately (subject to the Equality Act 2010)
- cost of redundancy weighted appropriately (subject to the Equality Act 2010)

Redeployment and suitable alternative employment must be considered at each stage of the selection process.

The purpose of selection is to enable the Trust to retain the balance of skills, expertise and qualifications needed to meet strategic, curriculum and operational priorities. The Headteacher and Trust HR will consult affected staff and trade unions on the selection framework.

An employee who is acting up or seconded to a post and who has a substantive Trust role will normally be assessed against the criteria for their substantive post, not the acting-up or seconded post.

Support staff - the Headteacher and Trust HR will determine the core and specialist requirements of the affected staff group, including relevant skills, training, qualifications and expertise. Support staff on fixed-term contracts linked to named pupils may be excluded from the redundancy pool where appropriate.

Teachers - the Headteacher and Trust HR may use a three-level selection framework, adapted to the proposal and not required in every case:

- Level one — core organisational and managerial requirements. These will include the need for a Headteacher, Deputy Headteacher and key management roles as dictated by the staffing structure
- Level two - specialist requirements. These will focus on core curriculum needs and any specific specialism requirements.
- Level three - general needs

At this stage the Headteacher, in conjunction with the Trust HR team, should identify any other requirements. In most cases this will be expressed as the Trust needing to retain teachers with the broadest range of skills and expertise in the particular subject area(s).

9. Consideration of consultation feedback and ratification

During consultation, the Headteacher will consider written and verbal representations from employees and trade unions in conjunction with Trust HR.

Where feedback results in significant changes to the proposal, the Headteacher will agree the changes with the LAB and submit the amended proposal to the CEO for approval.

Following ratification, the Headteacher and Trust HR will meet relevant staff and trade unions to communicate the outcome of any amendments as soon as practicable.

10. Voluntary redundancy

There is no automatic right to voluntary redundancy. The Trust may invite expressions of interest in voluntary redundancy from employees in affected work groups during or after consultation.

General information about redundancy, pension and severance entitlements, including methods of calculation, will be provided at the beginning of consultation. Employees who formally express an interest will receive an estimate of their individual entitlement as soon as possible. Where an employee is aged between 55 and state pension age, pension liabilities may be incurred. Costs must be obtained from the LGPS provider and approval from both the CFO and CEO granted prior to any agreement. There is no provision for enhanced redundancy payments if an employee expresses an interest in voluntary redundancy.

The decision to release an employee under voluntary redundancy arrangements is at the absolute discretion of the Trust. If more employees volunteer than are required, the agreed selection criteria will apply. If selection criteria have not been agreed, the Headteacher and Head of HR will consult with trade unions on criteria for deciding which employees should be retained to maintain the balance of skills and expertise required. Where pension liabilities are deemed prohibitive, the Trust may treat this as the deciding factor, over and above the agreed selection criteria.

Where approval is granted, the Headteacher and Trust HR will write to the employee to confirm that the request has been approved and that a dismissal letter will follow. The employee will have the opportunity to withdraw their request at that point.

11. Provisional outcomes

After consultation, the Headteacher and Trust HR will write to affected employees to confirm whether their post is unchanged, changed, deleted or whether new posts exist in the proposed structure.

- Unchanged roles are roles where the job content remains more or less the same. The employee will not be considered at risk unless the number of like posts is reduced, resulting in more employees than available posts.
- Changed roles are roles where the job content is significantly different.
- Deleted roles are roles that cease to exist in the new structure, for example where a service or work of a particular kind is discontinued or reduced.
- New roles are roles with no equivalent in the current structure and may be considered suitable alternatives.

When determining whether a post is unchanged or changed, the Headteacher and Trust HR will consider the grade of the job, the similarity or difference between current and new job descriptions, whether differences relate to key elements or minor aspects, and the actual role undertaken by the post holder and for how long.

12. Dismissal hearing

Once the selection criteria have been applied and the employee has been provisionally selected for redundancy, the Headteacher and Trust HR will notify the employee in writing and give them five working days' notice of the dismissal hearing. The employee may suggest an alternative time and date as long as it is reasonable and is not more than 5 working days after the original date.

The hearing will include Trust HR and elected members of the LAB and/or the Headteacher, in line with the agreed scheme of delegation and committee arrangements. The purpose of the hearing is to discuss the basis on which the employee has been selected for redundancy, the potential termination of employment and provide the individual with an opportunity to make representations about their proposed selection for redundancy.

The employee has the right to be accompanied by a trade union representative or work colleague.

Where the decision following the hearing is to dismiss on the grounds of redundancy, Trust HR will write to the employee confirming the decision, the reason for dismissal, notice arrangements, redundancy payment information where applicable and the right of appeal.

BDMAT will continue to seek suitable alternative employment up to the date of termination. If suitable alternative employment is identified and accepted, and the statutory 4-week trial period is successful, notice of termination will be withdrawn.

13. Notice periods, redundancy payments and pay protection

All notice periods are contractual.

Support staff:

Continuous employment	Minimum statutory notice
One month or more but less than 2 years	1 week
2 years or more but less than 12 years	1 week for each complete year of continuous employment
12 years or more	Not less than 12 weeks

Teacher:

Effective leaving date	Notice required
31 December	Notice must be given by 31 October
30 April	Notice must be given by 28 February, or 29 February in a leap year
31 August	Notice must be given by 31 May

Headteacher:

Effective leaving date	Notice required
31 December	Notice must be given by 30 September
30 April	Notice must be given by 31 January
31 August	Notice must be given by 30 April

Employees dismissed by reason of redundancy will be eligible for redundancy payments in accordance with statutory redundancy.

Employees redeployed into a lower graded post covered by the STPCD or NJC conditions will receive pay protection in accordance with STPCD or NJC provisions, subject to the proposal document making clear where pay protection may not apply because the differential would undermine the cost-saving exercise.

Employees aged 55 or over who are members of the Local Government Pension Scheme may receive their occupational pension where they meet the scheme qualification requirements. In respect of members of the Teachers' Pension Scheme, the employer has discretion to allow early release of pension where the teacher is aged 55 or over.

14. Gardening leave

BDMAT may require an employee to work their notice or may place an employee on garden leave where appropriate. Where garden leave is a condition of any severance or redundancy situation, this will be discussed with the individual at the relevant stage of the process. Additionally, requests

from employees to be placed on garden leave in support of their well-being will be considered. As an alternative, notice may be paid in lieu.

15. Employee support and assistance

BDMAT recognises the potential stress and uncertainty created by organisational change and will seek to support affected and remaining employees throughout the process.

Employees under notice of redundancy are entitled to reasonable paid time off to look for alternative work or arrange training. Requests should be made to the employee's manager as far in advance as possible.

Support may include information on pensions and benefits, redundancy payments, financial guidance, assistance with applications and interviews, training guidance and support, pre-retirement programmes and individual advice, guidance or counselling.

16. Appeal

An employee dismissed on the grounds of redundancy has the right of appeal

The appeal should be made in writing to the clerk to the governing body (for redundancies at school level, for redundancies dealt with by the CEO or Chair of BDMAT Directors, the appeal should be submitted to the Clerk to the BDMAT Board) within 10 working days of receiving formal written notification of the outcome.

The appeal must be heard by an impartial committee (three governors, normally from the school but governors may be called upon from other BDMAT schools if it is not possible to form the committee internally) who have had no involvement in the matter to date (known as the appeal committee) (for school level redundancies); for redundancies involving either a headteacher or CEO then these will be heard by a committee of three directors who also have had no involvement in the matter to date.

The appeal letter must clearly set out the appellant's specific concerns and the basis for those concerns. The letter should be accompanied by any additional evidence to be presented in support of the appeal. If the appellant does not wish to provide any supporting evidence, they must confirm this in their letter of appeal and they may not be able to use at any appeal hearing, any evidence not previously provided. The appellant should also indicate whether they will be accompanied by a union representative or fellow employee and the name of that person.

The clerk will arrange the appeal as quickly as possible (normally within 20 days of receipt of the appeal). The clerk should make every effort to agree a date with the employee's representative if

they are already involved in the case, before sending out the formal invite letter and any supporting documents to the relevant parties.

The appellant may suggest an alternative time and date as long as it is reasonable and is not more than 5 working days after the original date. The appeals committee may reject the suggestion if it is unreasonable and may proceed to hear the case in the absence of the appellant or the appellant's representative. The appeals committee may also defer the date of the hearing to reach mutual agreement on a particular date.

Wherever possible the appeal will be held prior to the end of the employee's notice period. Where this is not possible and the appeal is upheld the employee shall be reinstated. Payment will be made for any arrears of salary and continuous service will be reinstated. Any redundancy payment made prior to the appeal must be repaid to BDMAT.

The clerk shall give a minimum of 10 working days' notice of the hearing to all participants. Written notice will have attached any supporting documents.

Present at the appeal hearing will be the appeal committee, the Appellant, the Headteacher (CEO for Headteacher or central team redundancies), Trust HR or an independent consultant where appropriate, the Appellant's representative and the clerk to the relevant board. The Appellant will start by presenting the grounds of appeal and the Headteacher/CEO will respond on behalf of management.

Following an adjournment to consider the evidence, the appeal committee may:

a) dismiss/reject the employee's appeal (so that the original outcome stands); or

b) uphold/accept the employee's appeal and re-instate the employee

The appeal committee will notify the employee of the decision within 5 working days of the hearing by letter.

The appeal decision is final and there is no further right of appeal.

Appendix One:

Timeline and Framework for Organisational Change

Action	Stakeholder	Communication/ evidence	When
Headteacher and Trust HR identify need for change, prepare business case and assess alternatives to redundancy.	Headteacher, Trust HR	Business case, meeting notes	
Headteacher informs LAB and CEO. CEO/Directors consider and approve proposal to consult. LAB identifies dismissal and appeal committees.	Headteacher, LAB, CEO, Directors, HR	Meeting, email approval	
Confirm if statutory collective consultation threshold has been met and refer to actions in section 7 if applicable.	Headteacher, HR	HR1, emails	
Unions advised of change management – email business case 5 days prior to start of proposed consultation. Unions will be asked for feedback and a consultation meeting will be arranged if necessary	Headteacher, HR, unions	Letters, meetings	
Meeting with affected staff and unions where collective consultation applies - Start of Formal Consultation Period.	Headteacher, HR, staff, unions	Meeting	
Offer one-to-one meetings for all staff and their union representatives throughout the consultation period.	Staff, unions, Headteacher, HR	Consultation meetings	
Invite and consider expressions of interest in voluntary redundancy or early retirement during and after consultation.	Staff, Headteacher, HR, School Finance Partner	Expression of interest, meetings	

Consider consultation feedback and amend proposal where appropriate. Seek ratification if significant changes are made.	Headteacher, HR, LAB/CEO/Directors if applicable	Meeting	
Apply agreed selection process if required.	Headteacher, HR, committee	Skills audit, matrix, interviews, HR metrics	
LAB committee and Headteacher meet to consider representations received during the consultation period and any expressions of interest in voluntary redundancy	Headteacher, HR, committee	Outcome meeting	
Issue notice of provisional selection for redundancy, confirming the right to attend a Dismissal Hearing.	Headteacher, HR, staff	Notification letter	
If applicable, advise affected staff where roles/hours/working patterns have been changed or if there is no change.	Headteacher, HR, staff	Notification letter	
Dismissal hearing, notification of decision in writing no longer than 2 days after the hearing	Committee, Headteacher, HR, employee, companion	Hearing notes, decision letter	
Hear appeals by a separate appeal committee. Confirm final decision.	Appeal committee, HR, employee, companion	Hearing notes, appeal outcome letter	
New structure implemented, continue redeployment support until termination date.	Headteacher, HR,		

Appendix Two:

Template Business Case

SCHOOL NAME

Business Case for the restructure of xxx

Rationale:

the reason for the proposal; including financial information

Is there?

- *An actual or intended closure of the whole business?;*
- *An actual or intended closure of the business at a particular workplace?;*
- *A reduction (or anticipated reduction) in the need for employees to carry out work of a particular kind?*

Benefits to the Academy:

benefits of the proposed option

Measures taken to avoid redundancy:

measures already taken or planned to minimise possible redundancies

Selection Pool and Matrix if applicable:

details of proposed staffing levels, identifying the working groups from which the reductions are proposed to be made and the reason for this and the type and number of posts or hours that it is proposed to reduce by

the proposed method of achieving the reduction including any selection matrix if appropriate

Voluntary options:

voluntary options considered

Pay Protection:

and if pay protection will apply (please contact HR for further advice if you think pay protection may apply)

Facilities:

The school will ensure there are adequate facilities for an employee and their Union representative to meet in private both before and during formal meetings

Context

Current Operating Structure

Area	Role (individuals may hold more than one role)	FTE	Number of Positions
XXXX	XXX	1	1
	XXX	1	1
	XXX	1	1
	XXX	1	1
	XXX	1	1
Total		**5**	**5**

Posts at risk of redundancy

Area	Role	FTE	Number of Positions
	XXXXX	5	3
Total		**5**	**3**

Proposed new posts

Area	Role	FTE	Number of Positions
	XXXX	2	2
	XXXXX	1	1
Total		**3**	**3**

Cost of redundancies
Redundancy – statutory
Notice Pay – contractual

Framework and Timeline:

Action	When
• Headteacher seeks approval of the CEO/Directors and LAB and shares the business case. • LAB and HT to elect a committee for a Dismissal Meeting and a separate committee for appeals • Unions advised of change management – email business case 5 days prior to start of proposed consultation. Unions will be asked for feedback and a consultation meeting will be arranged if necessary • Headteacher notifies all affected staff, shares the business case and invites them to and holds a consultation meeting. **OR** • Headteacher meets with affected staff to give notification, share the business case and answer any initial queries	(dependant on number of affected staff and shift patterns)

- Letters to confirm at risk of redundancy for directly affected staff provided
- Consultation period starts (X calendar days)
- Headteacher offers 1-1 meetings with directly affected staff and their union representatives, inviting alternative solutions and expressions of interest in voluntary redundancy. If there are more employees than roles the method of selection and any matrix will be determined.

  Any suitable alternatives or redeployment options will be discussed

- X calendar day consultation period ends
- LAB committee and Headteacher meet to consider representations received during the consultation period and any expressions of interest in voluntary redundancy
- Issue notice of provisional selection for redundancy, confirming the right to attend a Dismissal Hearing
- If an employee wishes to attend a Dismissal Hearing before the appointed committee, hearings to take place.

  If applicable, formal notice of redundancy dismissal will be issued immediately following the hearing.

- Issue formal notice of dismissal on the grounds of redundancy for those staff not wishing to attend a dismissal meeting
- If applicable, advise affected staff where roles/hours/working patterns have been changed or if there is no change.
- Redundancies take effect

- Appeal Hearings before the appointed appeals committee of the Trust Board

Scheduled as and when necessary

End of Process