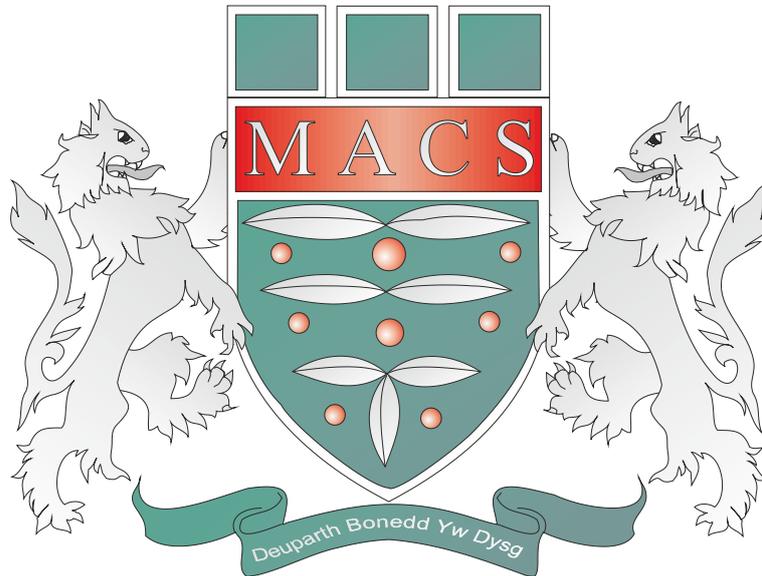


MOUNTAIN ASH COMPREHENSIVE SCHOOL



Managing Change Policy

Signed _____ (Chair of Governors)

Date _____

Review Date: Jan 18
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INTRODUCTION

- 1.1 The Council/Governing Body needs to continue to adapt and change to meet the needs of its service users, Members' priorities and the requirements placed on it by changes in legislation and policy from Welsh Government (WG) and Central Government.
- 1.2 It is the aim of the Council/Governing Body to maintain and enhance the efficiency of its services, and, in the process, safeguard the current and future employment of employees. **The Council/Governing Body is committed to minimise the risk of compulsory redundancy whenever possible.** Equality Impact Assessments (EIA) will be undertaken as part of the change process.
- 1.3 Effective workforce planning is an important tool that supports the Council/Governing Body in maximising its resources and building future capacity in a structured and planned way. In this respect, a managers guide has been designed to assist Head teachers, and they are encouraged to utilise this when contemplating an element of change. This can be found at the back of this document.
- 1.4 There needs to be flexibility in the structure and distribution of the workforce and numbers of people the Council/Governing Body employs. This in-built flexibility will be essential to maximising job security in the future. The Council/Governing Body recognises that its employees are its most valuable asset and that it needs to deal with organisational review effectively. To this end, a workforce planning agreement has been successfully implemented within the School's arena for a number of years. It is the Council's/Governing Body's objective to minimise the disruptive effects of change and any changes made will be through consultation with the trade unions and staff.
- 1.5 This procedure is intended to ensure that:
 - the employees concerned will be treated in a fair and equitable way;
 - as much advance notice of the impending change will be given to the employees concerned as is possible. However, this will be in line with the minimum statutory rights;
 - change will be brought about by agreement, wherever possible;
 - the need for redundancy will be minimised; and
 - redeployment opportunities including the opportunity for retraining where practicable will be maximised.
- 1.6 Nothing in this document is intended to restrict an employee's rights under the Employment Rights Act 1996, to complain to an Employment Tribunal that s/he has been unfairly dismissed, or that s/he has not received a redundancy payment to which s/he believes s/he is entitled.
- 1.7 As an equal opportunity employer, the Council/Governing Body recognises the need to adopt a procedure, which does not discriminate, directly or indirectly, against employees who are members of disadvantaged groups. It further recognises that in developing such a procedure, it is important to adopt one that is not institutionally

discriminatory and disproportionately affects employees who have entered the School more recently.

1.8 The Governing Body is committed to following procedures on Consultation, Redundancy and Redeployment. Any perceived breaches should be referred in the first instance to the Chair of Governors.

1.9 This document is intended to cover organisational change. The Council/Governing Body however, recognises that this is only one aspect of change. The need to be able to adapt to changing circumstances and service demands is a requirement for all employees and relates to wider Council strategies of training, development and performance management.

1.10 ROLES WITHIN THIS PROCEDURE:

1. It is the responsibility of all those involved in this process to ensure that they have read, understand and comply with this policy and procedure.

2. **GOVERNING BODY:** where there is a need to undertake a reduction of staff, the Governing Body will ensure that it follows an agreed managing change policy, which has been subject to consultation with the recognised trade unions. The Governing Body will delegate the consultation process and application of the selection criteria to the Head teacher.

3. **THE STAFF DISMISSAL AND DISCIPLINARY COMMITTEE** (also referred to as the **REDUNDANCY COMMITTEE**) is required to consider the nominations made by the Head teacher along with representations made by the member of staff and / or their trade union / work colleague. It will be a matter for this Committee to either ratify or decline the nomination made by the Head teacher. This Committee will have no less than three Governors and no more than five Governors and will have full delegated powers. A quorum for this Committee will be no less than 3 governors. The Committee will not include Employee Governors or any Governor with a pecuniary interest / conflict of interest.

4. The Governing Body will also appoint a **STAFF DISMISSAL AND DISCIPLINARY APPEALS COMMITTEE** (referred to as the **REDUNDANCY APPEALS COMMITTEE**) This Committee must have the same number of governors as the first committee, but they must be different governors to those who made the initial decision. Again, this Committee will have fully delegated powers and will not include Employee Governors or any Governor with a pecuniary interest / conflict of interest.

Natural justice and a fair hearing – In the event that there may be any reasonable doubt as to the ability of a member of either committee to act impartially he/she should withdraw from the meeting. A governor should also withdraw in the event that he/she has a pecuniary interest e.g. a personal relationship with a member of staff whose employment may be affected by the redundancy process. Neither committee should include staff governors.

The Governing Body is committed to equal opportunities and in no circumstances will a selection be made on the basis of racial or ethnic origins, gender, caring responsibilities, disability, age, marital status, sexuality, religious beliefs (except where this is permissible under the law).

In the case of voluntary aided schools, the Governing Body must ensure that they provide appropriate notice to employees.

5. **HEADTEACHER:** The Headteacher is delegated the responsibility to manage the redundancy process. This would include: -
 - Ensuring that staff have completed a skills audit within the last 6 months;
 - Exploring voluntary expressions of interest from staff or reduced working arrangements prior to compulsory redundancy nominations being made;
 - Undertaking the consultation process with trade unions;
 - Anonimise skills audit forms and applying the agreed selection criteria;
 - Undertaking meaningful collective and individual consultation with staff;
 - Arranging interviews for support staff who may be in the identified pool of staff who are in a redundancy situation;
 - Presenting nominations to the Staff Dismissals And Disciplinary Committee for their consideration;
 - explaining how the selection criteria has been applied;
 - To attend any Appeal hearing as a witness, to provide information or an explanation connected with the first hearing.
 - Allow reasonable time off for employees selected for compulsory redundancy to attend interviews or training as deemed appropriate.

In addition it is the responsibility of the Headteacher to seek advice from Human Resources to ensure that this policy is applied fairly and equitably at all stages of the process.
6. **HUMAN RESOURCES:** Support the Head teacher through the process of selecting nominations for redundancy under this policy; Act as Advisors to the Governing Body / Head teachers; Attend Governing Body Meetings as required; Provide a timetable for the redundancy process, to ensure that all notice periods are met (Appendix 4); Provide employees with information and advice throughout this process; Ensure that all letters supporting this process are sent; Review this policy at regular intervals.
7. **CLERK TO THE GOVERNORS:** Arrange meetings/ minute meetings.

A Flow Chart detailing the procedure can be found at Appendix 10 and a checklist at Appendix 9.

2. CONSULTATION

2.1 Consultation should be carried out at the earliest opportunity. While it is recognised that decisions will be required before many changes can be implemented, this should not of itself preclude the views of the trade union(s) being sought while proposals are being formulated. Once a change is agreed, consultation on implementation should follow the process set out below.

2.2 “Consultation” in this context will mean:

- presenting proposals, both verbally and in writing, to all employees affected explaining the background to the proposals, for questions to be asked and clarification sought; (*Redundancy Letter 1a to be issued to all staff by Head teacher*) This may include an opportunity for staff to come forward and express an interest in voluntary redundancy / retirement / changes (*letter 1b will be issued following the meeting between the Headteacher and the TUs*)

- giving a reasonable amount of time (minimum 10 working days unless there are agreed extenuating circumstances) for trade union representative(s) to consult their members and for employees and trade union representative(s) to make comments to management; (*Redundancy Letter 2 to be issued to Trade Union Colleagues by Human Resources*)
- should the appropriate trade union representative(s) not be part of the employees group affected, giving them the opportunity to attend presentations and have copies of the proposals in writing;
- giving serious consideration to comments received and, where they cannot be accepted, explaining the reasons why;
- notifying any revised proposals in writing to employees and their trade union representative(s) if appropriate.

2.3 The Council/Governing Body undertakes to consult with the recognised trade union(s) on all issues which:

- will bring about changes to contracts of employment;
- relate to discretionary aspects of the implementation of national agreements or conditions of service, which may apply to the Council/Governing Body;
- may potentially lead to redundancy;
- involve major changes in School structures, working practices, location of employees, etc., even when these could be seen as falling within the employment contract;
- involve introduction of, or changes to, local procedural agreements.

2.4 This does not preclude consultation on any other issues as appropriate.

2.5 The above process will take place during a formal consultation period. At the conclusion of the consultation period the proposals, including any amendments made through the consultative process, will be implemented.

2.6 Should the trade unions be unhappy with the proposals, then a report may be submitted to the appropriate committee of the Governing Body for consideration.

3. CHANGES WITHIN THE CONTRACT OF EMPLOYMENT – JOB FLEXIBILITY

3.1 There are occasions where a proposed organisation change will require a variation to be made in working practices and/or work location but without the need to change the terms and conditions of employees' existing contracts of employment, i.e. the Governing Body will have the contractual right to vary existing working practices as set out below.

3.2 In determining whether a variation may or may not be made within the terms of existing contracts, the Governing Body should consider whether one or more of the following

criteria apply (but only following appropriate advice from their Human Resources Adviser):

- the change is within the existing job description;
- it is a requirement, which is appropriate to the job and is within the general scope of the job description;
- there is a flexibility clause within the job description which provides for a reasonable and justifiable variation to the job and/or duties, provided such change is commensurate with the employee's grade and general level of responsibility within the organisation;
- there is sufficient flexibility within the contract of employment;
- there is an implied term in the contract, which, in justifiable circumstances, entitles management reasonably to expect the employee to undertake different but relevant working practices, these however, will where possible be commensurate with the employees existing skills i.e. job description makes reference to:
 1. To undertake such duties and responsibilities commensurate with the grade, as may be reasonably required by the Head Teacher, or as a mutually agreed development opportunity.
 2. The contents of the document will be the subject to review from time to time in consultation with the post-holder. Job descriptions may be amended to reflect and record such changes.

3.3 The Governing Body should ensure, in assessing the above criteria, that:

- requirements for changing working practices and grounds for them are reasonable;
- the interpretation placed on each of the above criteria is not taken too widely; and
- regard is given to each employee's personal circumstances and ability to meet the changes.

3.4 Even where changes in working practices, location of employees, etc., are considered to be within the terms of the existing employment contracts, the consultation arrangements set out in this Procedure will apply.

3.5 The Governing Body's ability to change specific working practices within the contract of employment, without breaching that contract, is often vague. Human Resources must be consulted whenever there is disagreement or uncertainty over the interpretation of the contractual position.

4. NEED FOR REDUNDANCY PROCEDURES

4.1 In a school context, Redundancy is defined as the situation in which a Governing Body decides that there are staff surplus to requirements in a particular occupation that cannot be offered suitable alternative work within the school, and for whom Local Authority is subsequently unable to find an alternative placement:

- Staff may be surplus to requirements because of changes in the economic circumstances of the school; or
- Effects on staffing needs as a result of curriculum changes are the responsibility of the Governing Body, which will be expected to implement redeployment and retraining strategies within the school whenever reasonably possibly.

4.2 COSTS

- 4.2.1 Costs incurred by dismissals solely on restructuring grounds will not be accepted by the Local Authority and will therefore fall upon the school.
- 4.2.2 The Local Authority would normally bear the cost of any redundancy unless it was considered that the Governing Body had acted unreasonably e.g. where there was doubt as to whether this was a genuine case of redundancy or where alternative courses of action had not been explored first.
- 4.2.3 Where the Local Authority consider that the Governing Body has acted unreasonably any resultant costs will be borne by the school's budget.
- 4.2.4 All Governing Bodies must consult with the Director of Education and Lifelong Learning (via Human Resources) before instigating the redundancy procedure.
- 4.2.5 In the event of a re-organisation, a potential redundancy situation may often arise even though it does not ultimately lead to a dismissal – i.e. during implementation of the change a suitable job is identified for the potentially redundant employee/s. In such circumstances the redundancy / redeployment provisions within this procedure must still be followed.
- 4.2.6 Redundancy is not an excuse for dismissing employees by reason of capability. Redundancy relates to a post or work of a particular kind, not the individual employee concerned. The redundancy procedure must not be used to replace the School's Disciplinary Procedure. Employees who are found after investigation to have broken the School's disciplinary rules or are incapable must be dealt with under the provisions of either the School's Disciplinary or Capability Procedures.

STAGE 1 – NOTIFY

- 4.2.7 The Head Teacher will commence consultations with the recognised trade unions and employees affected at the earliest opportunity, thereby maximising the consultation period.
- 4.2.8 The Head Teacher will provide:
- the reasons for the proposals;
 - details of any budget deficit – including details of pupil numbers and projections – as available;
 - the numbers and descriptions of the employees whom it is proposed to dismiss;

- the total number of employees of each description employed by the establishment in question;
- the proposed method of selection, which should be inline with this Policy – unless otherwise negotiated;
- the proposed method of carrying out the dismissals with due regard to any agreed procedure, including the period over which the dismissals are to take effect; and
- the proposed method of calculating the amount of any redundancy payments to be made (other than statutory redundancy payments) to employees who may be dismissed.

On receipt of this information, the trade unions and employees will have the opportunity to put forward constructive proposals and/or alternative ways and means of avoiding redundancies, reducing the numbers affected and mitigating the consequences.

On receiving the trade unions and employees responses, the Head Teacher in consultation with the Human Resources will meet with the employee and trade union to give due consideration to any suggestions made;

STAGE 2 – CONSULTATION

4.2.9 Consultation (Voluntary and Compensation Redundancies)

There is a statutory requirement to consult with the trade unions and employees, whenever a proposed restructuring or organisational change is likely to create a redundancy situation:

- at least 30 days before the dismissal takes effect if between 20 and 99 employees are to be dismissed as redundant at one establishment
- at least 45 days before the dismissal takes effect if 99 and over employees are to be dismissed as redundant at one establishment.

A copy of this policy should be available to all staff.

4.10 Measures to avoid redundancy

- 4.10.1 The discretionary scheme, found at Appendix 2 of this document, allows Heads and Governors greater control over the need to make selections of employees for redundancy, as is currently achieved through selection criteria, based on school curriculum and individual teachers' circumstances. It allows for other alternatives to be explored. The scheme could allow some of these employees, through a voluntary scheme, to be able to retire from or leave their teaching post with a financial payment, depending on their circumstances and the needs of the school.
- 4.10.2 As the scheme is discretionary, it may be that not all of those who express an interest will be allowed to finish through this scheme. The scheme will be reviewed on an annual basis and cannot be guaranteed to always be in existence.

- 4.11 All staff will be advised by the Head Teacher of future developments which might affect them so that alternative strategies, for example, those mentioned above, can be explored.
- 4.12 The school's senior staff will be expected to keep the staffing situation under review so that contingency plans can be prepared. The Director of Education and Lifelong Learning should be informed at the earliest opportunity (via Human Resources) of any likely staffing changes.
- 4.13 If the likelihood of redundancy is foreseen, the Local Authority (via Human Resources) will inform the secretaries of the recognised Trades Union(s), explaining the reasons and, in consultation with those union(s), give consideration to taking appropriate measures to prevent redundancy. The Director's representatives will be in attendance when such consultations take place with the Trades Union(s). (As 2.2 above)
- 4.14 Staff in the school should be advised, **in writing**, that consultation commenced with the respective trade unions and be encouraged to make any suggestions that could alleviate or avoid a redundancy situation, directly to the Head teacher. (As 2.2 above) *(letter 1a will be issued as soon as it is established that there may be a need to reduce the staffing complement - letter 1b will be issued once the consultation meeting with the TUs has taken place)*
- 4.15 Once the selection process has concluded, the Director (or his representative / Human Resources) will explore the possibility of transferring those staff subject to redundancy to alternative work. (As 6. below)

4.16 Counselling

The Council/Governing Body recognises that, in the unfortunate circumstances of redundancy dismissals, the employees affected will experience a stressful and distressing time and Head Teachers should adopt a sensitive and sympathetic approach to interviews with the employees concerned. All reasonable means of support and advice will be provided. In addition to redeployment opportunities, other offers of help may include:

- Support through the process from your Human Resources named contact;
- Support from your Trade Union;
- Career counselling, identifying re-training opportunities;
- Support and advice in looking for job opportunities (outplacement);
- Granting paid time off for seeking other employment and attending interviews (evidence must be submitted to support these requests); and
- Providing financial advice, e.g. pension entitlements and statutory / compensatory redundancy payments, as applicable.

4.17 Selection for Redundancy – Individuals and Groups of Employees

Where it has been decided to reduce the size of a section or to change the type of work to be carried out and this will necessitate the need to displace existing employees, the Head Teacher in consultation with Human Resources should, having regard to the need to avoid unlawful discrimination on the grounds of the protected characteristics identified in the Equality Act 2010, determine objective justifiable criteria for selecting the required numbers for redundancy.

The trade unions must be consulted on the method of selection, including the choice and weighting of criteria, with the aim of reaching agreement if possible. The unit of selection, i.e. the employee group from which the selection for redundancy will be made, should also be defined and agreed with trade unions.

Should there be a failure to agree on either the criteria for selection or unit of selection, the Headteacher in conjunction with Human Resources will make a decision based on a fair and objective assessment of the relevant factors.

The Head Teacher will ensure that affected employee(s) are made aware of the criteria.

STAGE 3 – SELECTION

4.18 Selection Process

- 4.18.1 If alternative strategies are not available within the school, the Head teacher will consider the appropriate member(s) of staff for nomination to the staff redundancy committee of the schools governing body. All staff will be required to complete a skills audit, which can be found at Appendix 5 – 5a for teachers and 5b for support staff.
- 4.18.2 This nomination will be made for teaching and support staff having regard to the following principles:
- a) Qualifications;
 - b) Curriculum needs of the School;
 - c) Managerial and organisational needs of the School;
 - d) Specialist roles undertaken in school which cannot be easily replaced;
 - e) Where two or more teachers remain equal, a ring fenced interview will be arranged.
- 4.18.3 Scoring criteria will be included at Appendix 6 for Teachers and Appendix 7 for Support Staff.
- 4.18.4 The Head Teacher and the Director of Education (or his representative / Human Resources) will jointly meet with the staff selected (for redundancy) and advise them that, if a suitable alternative post is not available for their consideration, they will be nominated for redundancy. *(Redundancy Letter 3 will be issued to confirm the outcome of the interviews and informing the employee that they will be the Head*

teachers' nomination to the Redundancy Committee, at which they can make representation)

- 4.18.5 The staff will be advised that a follow up meeting will take place within 3 working days or as soon as possible thereafter at which he/she will be entitled to bring a representative. The member(s) of staff will be encouraged to bring to the next meeting for consideration any recommendation that may alleviate or prevent a redundancy situation. The member(s) of staff will receive confirmation of the follow up meeting in writing.

STAGE 4 – INDIVIDUAL CONSULTATION

- 4.18.6 At the follow up meeting, the following information will be made available (whenever reasonably possible):

1. the reasons for them not continuing to be employed at the School;
2. details of any alternative posts that are available and what action the Local Authority will pursue in an attempt to provide continued employment;
3. the proposed date when the member of staff will no longer be employed at the School;
4. the entitlement to redundancy payments;
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32555/dg_177260.pdf
5. the right to reasonable time off with pay (during the period between receiving notice of impending redundancy and the termination of employment date) to seek alternative employment. The School will provide supply cover for such leave;
6. the member of staff's right to make representation to the staff redundancy committee of the School's Governing Body when the nomination for redundancy is being considered. Should staff take up this option they should be advised that they may be represented by a work colleague or trade union representative at this meeting.

- 4.18.7 If no alternative employment becomes available the Director of Education (or his representative) will ensure that all the required financial information is made available to the staff under notice of redundancy and that all the necessary administrative arrangements are made.

- 4.18.8 Wherever possible the Local Authority and the Governing Body will, in line with this policy, support staff in securing alternative employment. (See 6. below.)

STAGE 5 – REPRESENTATION

4.18.9 Representation against Selection for Redundancy

If an employee or their Trades Union(s) have any points to raise about the selection of staff or the actions taken by Head teachers (in putting forward a member of staff for redundancy) these should be discussed in the follow up meeting with the Head Teacher and Director's representative (Human Resources). *(Redundancy Letter 4 will be issued informing the employee of the date and time of the Redundancy*

Committee)If the results of these discussions are unsatisfactory, representation can be made to the Staff Redundancy Committee of the School's Governing Body when the matter of nomination for redundancy is under consideration.

4.18.9.1 The staff member will be informed in writing of:

- The date, time and venue of the hearing;
- The purpose of the hearing and range of possible outcomes;
- The right to be accompanied by a Trade Union representative or work colleague.

4.18.9.2 At the beginning of the hearing, the Chair of the Redundancy Committee shall explain the procedure to the parties and introduce all members and the clerk where applicable.

4.18.9.3 The procedure at the hearing should be orderly, but flexible. The following running order will normally be used, but can be varied in the interest of clarifying information in order to reach an informed a decision.

4.18.9.4 The Head teacher will communicate the nomination (s) and give an explanation for each nomination, based on evidence gathered.

4.18.9.5 The member of staff/ representative and Redundancy Committee will have the opportunity to ask questions of the Head teacher.

4.18.9.6 The member of staff/representative will put his/her representation forward as to why he / she feels that they have been wrongly selected.

4.18.9.7 The Headteacher/ Redundancy Committee will have the opportunity to ask questions of the member of staff.

4.18.9.8 The Committee may ask questions of any party and call for further information to clarify matters. If as a result of questioning new evidence emerges, then both parties will be given the opportunity to comment and, if necessary to seek an adjournment. The decision on whether to adjourn, for how long and what the expected outcome of the adjournment will be is at the discretion of the Committee. Should it be necessary to adjourn, then both sides will be asked to withdraw.

4.18.9.9 The parties to the case will withdraw from the hearing and the Redundancy Committee will consider their decision. The HR Advisor and Clerk will remain with the committee during this process. Any procedural advice will be given in private.

4.18.9.10 The decision will normally be announced orally as soon as possible following the conclusion of the hearing, and the decision will be confirmed to the member of staff in writing by Human Resources.

*(Redundancy Letter 5 will be issued, informing the employee of the decision and that they may appeal to the Redundancy Appeals Committee) or (Redundancy Letter ** will be issued informing employee that their representation was upheld?)*

STAGE 6 – APPEAL

4.19 Appeal against decision of the Redundancy Committee

- 4.19.1 Following this meeting, the employee will have a further opportunity to appeal the decision of the Redundancy Committee.
- 4.19.2 The rights of such representation will be on the grounds of unfair selection for redundancy or lack of consultation.
- 4.19.3 The Staff Redundancy Appeals Committee of the Governing Body will be convened to hear any appeals submitted. Staff may be represented by a work colleague or trade union representative in making their appeal(s) to governors. The format of the Appeals Hearing will be the same as that of the initial hearing, as detailed in 4.18.9 above.
- 4.19.4 The exhaustion of the internal appeal procedure will not preclude an individual employee from exercising his/her statutory right of appeal at Employment Tribunal.
(Redundancy Letter 6 will be issued, informing employee of the outcome of the Appeal)

5.0 ORGANISATION CHANGES FOR SOME OTHER SUBSTANTIAL REASON

- 5.1 There are occasions when the introduction of organisational change for sound service reasons does not give rise to a redundancy situation, i.e. the requirements of the service for employees to carry out work of a particular kind are neither ceasing nor diminishing, but nonetheless there is a need to make changes to working practices and some employees' contracts of employment.
- 5.2 Where it is necessary to change contracts of employment for reasons connected with the efficient operation of the service, management will seek to reach agreement to the change by consulting with the trade unions and the employees affected at the earliest opportunity, in accordance with the consultation arrangements set out in this document.
- 5.3 If it is not possible to reach agreement with either the trade unions on a collective basis or the individual employees concerned, then it may be necessary to inform the employees and their representatives that the change will be introduced from a stated future date. Should the trade unions and employees be unhappy with this suggested way forward, then a report will be submitted to the Governing Body and the trade union(s) will have the opportunity to submit written comments.
- 5.4 Should the outcome of the meeting be to continue with this course of action, then Employees must be given appropriate notice of termination of their existing contracts and then offered immediate re-engagement on a new contract under the new or revised terms. An individual's continuity of service will not be affected by this.
- 5.5 Where an employee is not willing to accept a new contract of employment, and there is a fundamental change from the previous contract, everything possible will be done under the Redeployment Procedure, to assist the employee in finding alternative work within the Council. (Using the Redeployment form, which can be found at Appendix 8.)
- 5.6 If no redeployment is found, then the employee's contract will be terminated. In these circumstances, redundancy will not apply as the employee's substantive post has not been deleted. *(Redundancy Letter 11 will be issued)*

STAGE 7 – REDEPLOYMENT

6.0 REDEPLOYMENT PROCEDURE

6.1 This procedure applies where an organisational change gives rise to a redundancy situation. **Once a redundancy decision is identified, Human Resources will review the School in which the redundancy has occurred.** The review will then concentrate on vacant post(s) at the same grade that already exist in other Schools or Council Departments. If this is not a viable option then the Redeployment procedure as detailed below will be followed.

6.2 Redeployment procedure

6.2.1 Any employees who are being displaced from their existing jobs, will, wherever possible, be made an offer of suitable alternative employment. For support staff this will be a post on the same grade and conditions as their current post or if this is not possible a post one grade down (with appropriate protection / compensation) may be considered.

6.2.2 The Council will seek always to maximise redeployment opportunities and the Governing Body, by adopting this Policy, ensures that the employees concerned will be treated fairly, consistently and in accordance with the Council's Equal Opportunities Policy.

6.2.3 In order to facilitate redeployment Human Resources will maintain a list of vacancies. The employee (in conjunction with Human Resources) has a responsibility to identify possible vacancies that can be matched to their skills and experience e.g. this may be through checking the Council's Internal Vacancy Circular. Such a process must take place before any post is subject to wider competition. Redeployment form can be found at Appendix 8.

6.3 Suitable Alternative Employment – support staff

6.3.1 An employee who is in a potential redundancy or redeployment situation will be given priority over all other applicants who are not similarly affected for potentially suitable vacancies.

6.3.2 To be suitable, the job must be graded the same or lower (with appropriate compensation) than the employee's previous post and have similar service conditions, status and skill requirements. This includes jobs involving work of a different kind, where the individual's skills and attributes suggest the employee is capable of satisfactorily undertaking the work, or will be within a reasonable timescale following a short period of training. Suitable training in this context will normally be on-the-job training but may in exceptional cases include off-the-job training where funding exists.

6.3.3 Each employee so affected will be interviewed by a Human Resources representative to discuss opportunities for redeployment. Employees may be accompanied by their trade union representative, or a work colleague at any of these meetings. Initially, the Human Resources representative will be responsible for discussing employment opportunities within the Council. Each employee's aptitude for undertaking different work, after training if necessary, will be assessed and a search made for appropriate vacancies.

- 6.3.4 Where a Human Resources representative, after discussion with the appropriate Head Teacher / Chair of Governors / Chief Officer and assessment of the job description and person specification, identifies a vacancy which is potentially suitable, the employee will be offered an interview for the post. The interview will be kept as informal as possible, however where tests are applicable, these will be carried out to assess suitability for the post. If s/he is assessed as being suitable, s/he will be offered the position on a six-week trial period.
- 6.3.5 Where more than one redeployee is identified as suitable, competitive ring-fenced interviews will be conducted. Any offer of an alternative job will be made in writing, even where it is believed that it may be rejected and the letter should indicate how the new employment differs from the old.
- 6.3.6 Where the employee is offered a trial period whilst working out her/his notice on her/his previous contract, s/he will continue to be paid in accordance with the terms and conditions of the previous contract up until the date of termination of that contract. If the job offer is lower than the employee's existing grade and the six-week trial period begins or continues after termination of the previous contract, the employee's grade-related earnings will be protected for the trial period. The purpose of the trial period is for the individual to try out the new post in order to enable an assessment to be made as to its suitability on the part of both parties.
- 6.3.7 Where the trial period is successfully completed, the appointment will be confirmed to the employee in writing with an appropriate Contract of Employment setting out the details of any compensation arrangements that will apply. Where the trial period is unsuccessful, then the Human Resources representative must be informed so that the search for other suitable employment may continue.

6.4 Extension of Trial Period

- 6.4.1 The trial period may be extended in exceptional circumstances for a further two weeks. This may be relevant, for example, where re-training is involved. The employee must always be informed in writing of any extensions and the reason for this.

6.5 Entitlement to Redundancy Payments after Trial Periods

- 6.5.1 In cases where the employee has been given notice of dismissal for redundancy under her/his old job and the trial period commenced from or continued after the date of termination, and the employee works beyond the sixth week from the date of termination, any entitlement to a redundancy payment, should s/he eventually be dismissed, will be lost as, in law, the employee will have been deemed to have accepted the new employment i.e. at the end of the six week trial period, if both parties accept the redeployment, the right to a redundancy payment will be lost.
- 6.5.2 This fact should be made clear to the employee at the time the job is first offered and again when it is proposed to extend the trial period. This will not apply in circumstances where there is a genuine need to establish a longer trial period, i.e. in excess of six weeks but a maximum of eight weeks for the purpose of re-training the employee for her/his new job.
- 6.5.3 In these circumstances, a written agreement must be made between the School and the employee before the trial period is due to begin, specifying the date when the

statutory trial period will end (i.e. six weeks from the date of termination of the employee's previous contract), the terms and conditions which will apply after that date, including the date when the trial period will come to an end. In this situation, the right to a redundancy payment in the event of ultimate dismissal will still exist.

6.5.4 In the case of a redundancy situation, where it is considered that the employee has unreasonably refused an offer of suitable alternative employment, it may be deemed that the employee has forfeited the right to a redundancy payment. This fact must be communicated to the employee in writing following further discussion with the employee and her/his trade union representative or work colleague. If, in these circumstances, the employee is not given a redundancy payment, s/he will have a right of appeal to the Director of Education on the matter of their entitlement to a payment.

7. NOTICES OF DISMISSAL

7.1 The issue of notices of dismissal will normally occur when it is clear that no redeployment opportunities are likely to arise. Every effort will be made to find redeployment opportunities up to the point of termination. At this point individuals will be advised of their right of appeal. The grounds of such an appeal can only be misapplication of this procedure and the appeal must be heard before the expiry of the notice period. (*Redundancy Letter 7 – Notice of Redundancy to be issued.*)

7.2 Where it is necessary to issue notices of dismissal for reasons of either redundancy or some other substantial reason, then the procedure detailed above must be followed.

7.3 It is worth noting again, that any decisions regarding redundancy of staff should be actioned early enough to give **appropriate notice, following completion of the selection process.**

7.3.1 In the case of teaching staff (excluding Head teachers), such notice will be in accordance with the nationally agreed dates as given in the pay and conditions document (except where this does not accommodate an individual's entitlement to the maximum 12 weeks statutory notice – in such cases, this should be built into the timetable):

Notice by:	Termination Date:
- 31 st October	- 31 st December
- 28 th February	- 30 th April
- 31 st May	- 31 st August

7.4 Support staff will have notice issued in accordance with NJC conditions of service, up to a maximum of 12 weeks.

7.5 Any additional statutory or contractual notice of dismissal may be compensated for by means of payment in lieu of notice.

7.6 Please note that if the trial period takes a member of staff past the official termination date, then the termination date will be extended until the end of the trial period. If the trial period proves unsuccessful, then the termination date will take immediate effect at the end of the said period i.e. there will be no re-issuing of notice periods. See 6.5.3 above.

8. RESTRUCTURING SERVICE AREAS

- 8.1 As part of the process of restructuring service areas, clearly there will be occasions where existing or new job descriptions and person specifications will need to be reviewed or indeed created.
- 8.2 When undertaking a review of posts/ creating new posts, Head teachers must formalise their proposals and then liaise with their respective Human Resources Adviser to discuss the first stages of the review process which will include the or construction of the job description and person specification and post title if applicable.
- 8.3 Formal agreement of the draft structure should be sought from the Governing Body prior to any discussions with employees. Changes to curriculum provision should be discussed with the relevant committee of the governing body.
- 8.4 The draft structure/ job descriptions and person specifications will be discussed with the trade unions followed by consultation meetings with staff. Consultation will last for a period of 20 days, although a shorter consultation period could be mutually agreed between all parties.
- 8.5 For Council posts that fall outside the NJC for Local Government Services, any review of the job role will be assimilated against the pay structures that exist within the relevant areas e.g. Teachers, Soulbury etc.
- 8.6 All remaining posts that fall within the framework for NJC for Local Government Services will be required to utilise the Council's established Job Evaluation Procedure. It is important to note that this process is to be used where Governing Bodies/ Head Teachers are the main drivers for the proposed changes. If an employee(s) is/ are making the request themselves then the Council's agreed Regrading Procedure must be followed.

APPENDIX 1

SCHEME FOR COMPENSATION OF PAY

Eligibility

The scheme will be applied where managerially it is necessary to make a change, which will give rise to a redeployment situation and a reduction in grade for individuals – i.e. following a restructuring/service review. This scheme applies to full and part time employees and temporary employees who have been continually employed in the same post for more than 2 years.

This scheme will not apply when a reduction in earnings arises from a decision made by the employee to seek a lower graded job, or reduce their hours.

Protection/ Compensation

Protection/ Compensation is provided to grade related earnings only – i.e. the existing hourly basic rate attached to the protected grade. All other conditions of service included in an offer of alternative employment shall be those attached to the new job.

Teaching staff

The full terms of any arrangements for protecting teaching staff salaries safeguarding will be in accordance with the School's Pay Policy and the current School Teachers Pay and Conditions Document.

NJC for Local Government Service Posts

Compensation of salary will be calculated to a maximum of one grade e.g. an employee at GR6 secures a post at GR5. The compensation will therefore be the difference in pay between GR5 and GR6.

Please note that this is referring to **Grade** and not **Level** – please seek clarity from Human Resources colleagues if this is unclear.

Posts outside the NJC for Local Government Services (excludes Teaching staff)

Compensation of salary will be calculated up to a maximum of one grade.

Establishing the Compensation Differential

Where the job offered and accepted is more than one grade lower than the employee's existing grade the compensation payment should be calculated based on the employee's grade related earnings at the maximum of the grade, which establishes a one grade differential e.g. an employee is redeployed from their existing GR8 post into a post at GR6. As there is more than a one grade differential, the compensation payment can only be calculated at the difference between GR6 and GR7 (the next grade up). Please note that this is referring to **Grade** and not **Level** – please seek clarity from Human Resources colleagues if this is unclear.

Period of Compensation

In both cases, the protection of salary/ compensation will be for a maximum of 3 years. In terms of the compensation for support staff, this will be paid up front as a gross amount of pay on an annual basis commencing from the date of the change. **Please note that the gross payment is pensionable.**

At the end of each 12 month period, the situation will be reviewed to determine whether anything has changed in terms of the employees' contractual position.

Protection of Salary/ Compensation payments will be made as follows:

- Redeployment or offer of suitable alternative employment – with effect from the successful completion of the six-week trial period. In the event of an extension of the trial period, the payment will be made with effect from the employees ninth week in post.
- Service Review – with effect from the date that the results are implemented within the work group.

Employees will continue to receive national pay awards on the grade used to calculate the compensation payment.

DISCRETIONARY RETIREMENT AND SEVERANCE POLICY – TEACHING STAFF

INTRODUCTION

This discretionary scheme does not replace the current 'Workforce Planning' arrangements whereby the Council assists schools facing redundancies, through agreed procedures with trade unions and ensures that it also supports employees in terms of redeploying them into vacancies wherever possible.

This discretionary scheme will allow Heads and Governors greater control over the need to make selections of employees for redundancy, as is currently achieved through selection criteria, based on school curriculum and individual teachers circumstances.

The scheme also allows some of these employees, through a voluntary scheme, to be able to retire from or leave their teaching post with a financial payment, depending on their circumstances and the needs of the school.

As the scheme is discretionary, it may be that not all of those who express an interest will be allowed to finish through this scheme. The scheme will be reviewed on an annual basis and cannot be guaranteed to always be in existence.

THE DISCRETIONARY RETIREMENT AND SEVERANCE SCHEME

Voluntary Early Retirement with Redundancy

The current 'workforce planning' agreement allows for employees selected for redundancy under agreed criteria, to be redeployed into a suitable vacancy (subject to agreement by the Governing Body), in order to safeguard their employment.

Alternatively a way of avoiding this is for volunteers to be sought. This element of the scheme will apply to any post that is **no longer needed** within the school that can be lost through VER / redundancy with no impact on the school curriculum.

The employee would receive a redundancy payment in accordance with the Statutory Redundancy Scheme, based on age and length of service. Those over age 55 would also be eligible to access their pension on an **unreduced** basis, with the employer picking up the cost of the pension release.

It is important to note that those employee who receive a redundancy payment, would not be able to undertake employment with a Local Authority setting for a period of 4 weeks following their termination date.

Voluntary Redundancy Scheme

Similar to paragraph 2.1 above, this element of the scheme would apply to any post that is **no longer needed** within the school that can be lost with no impact on the school curriculum. The employee would receive a redundancy payment in accordance with the Statutory Redundancy Scheme, based on age and length of service.

This scheme would be utilised where the cost of releasing the pension proved too expensive for the school to meet but where agreement was reached with the employee that only a Statutory Redundancy payment be made.

Again, it is important to note that those employees who receive a redundancy payment, would not be able to undertake employment with a Local Authority setting for a period of 4 weeks following their termination date.

In addition, for those employees over the age of 55 they themselves could also determine to apply for access to their pension but this would be on a **reduced** basis with no cost to the Council or the School.

NB In regard to both voluntary schemes detailed in paragraph 2.1 and 2.2, then as the employee will have left as a retiree, and given the Council's obligation to safeguard employment for those who may otherwise be redundant, the employee member will be precluded from returning to employment within schools in Rhondda Cynon Taf Council.

The remaining options of the scheme, relate to situations where a post could not be lost from the school.

Phased Retirement from age 55

Would be available to a pension scheme member over age 55.

Employees could take phased retirement without having a break in employment provided that pensionable salary is reduced by at least 25%, for a minimum of 12 months.

In terms of benefits, the employee would be eligible to withdraw 75% of accrued benefits. If taken before age 60, then the benefits will be actuarially reduced. As phased retirement involves an immediate reduction in the hours worked, then the school are free to review the remaining part of the post as it becomes a vacancy and determine the most suitable way forward. There is no option available for the employer to pay the reduction.

Actuarially Reduced Benefit (ARB)

This would be available to a pension scheme member over age 55, where the employee would retire and the pension would be actuarially reduced throughout the time that benefits are in payment. However, in order to negate this reduction, the option of a severance payment could be considered. This scheme would apply in such cases, where the post would still be required by the school in terms of the ongoing curriculum.

Severance Payment

A 'mutually agreed' payment made in line with the statutory redundancy calculation but at a 60% proportion. In these cases a **compromise agreement would be signed. Please note this process would also incur a legal advice fee of £350 plus VAT, which would be a cost to the school.**

Calculating a Week's Pay

Currently, the calculation of any redundancy/ severance payment will be based on an actual week's pay for an employee.

FUNDING THE SCHEMES

Due to the costs involved with the implementation of the Discretionary Voluntary Schemes identified in paragraphs 2.1 and 2.2 above, it would not be feasible for the Council to pick up all associated costs. As a consequence, if these schemes are utilised then the school will have to contribute to that cost.

A percentage of the costs will be allocated (see below table) over a 3 year period from the revenue savings made in regard to schemes identified in paragraphs 2.1 and 2.2 above.

Payments associated with the payment of 'Severance' as per paragraph 2.5 above will be financed directly by the school.

Cost Allocation Table

Overall Cost £k	LA	School
Over 140	25%	75%
100 – 140	30%	70%
70 – 100	35%	65%
50 –70	40%	60%
25 – 50	45%	55%
Up to 25	50%	50%

ADMINISTRATING THE SCHEME

As the Council will be contributing to the cost of payments above, the process for agreeing requests under the scheme will need to be considered by a Panel.

The Panel will consist of the Director of Education & Lifelong Learning (or their representative), a Finance representative and a Human Resource representative. The review will be on a case by case basis with the cost and potential effect on the school curriculum being determining factors.

A report will be submitted to the Panel highlighting the benefits of agreeing the request. As part of the application process, employees making the request will need to complete the Voluntary Application forms which will need to be endorsed by the Headteacher and Chair of Governors before submission to the Panel.

In line with the LGPS arrangements, support staff will access the Council VER/VR scheme.

<u>Date</u>	<u>Action Required</u>	APPENDIX 4
11 March 2015	All Schools – Finance inform schools of their budgets for the new financial year.	
By 27 March 2015	All Schools – <ul style="list-style-type: none"> • Finance Committee of the Governing Body (GB) agree budget and the full GB are made aware of the budget settlement. • Human Resources (HR) informed of possible redundancy situations by schools as soon as they become aware of financial situation in order to arrange meetings with Trade Unions (TUs). 	
By 27 March 2015	All Schools – General meeting held with all staff to inform them of budget settlement and possible implications. Invitation for individual meeting with Head teacher made available for all staff. Affected Head teachers to meet with HR / GSO / Finance to explore options.	
By 24 April 2015	Very latest date for meetings with Head teachers / HR and TUs to discuss budget implications during this week.	
By 1 May 2015	Head teacher to make provisional selection of staff for recommendation of redundancy and arrange a meeting with provisionally recommended employee. A review meeting should also be arranged with employee to ensure appropriate consultation at least five working days after first meeting. Head teachers need to ensure that there is enough time available to undertake ring fenced interviews where applicable.	
By 08 May 2015	Head teacher required to make / confirm selection of staff for recommendation for redundancy, to GB.	
By 15 May 2015	Recommendation to GB of an individual selected for redundancy (possibility of appeals). Recommended employee may be present at meeting in order to make a presentation, if they so wish.	
By 22 May 2015	Possible appeals against selection for redundancy to be heard by the GB. (If appeal against selection is successful – contact HR urgently, as process will have to be repeated.) Very latest date to issue redundancy notices – 22/05/2015	
	This timetable is a guide, wherever possible Head teachers should progress through the stages of the process as swiftly as they can in agreement with their HR support.	

APPENDIX 5a

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

EDUCATION AND LIFE LONG LEARNING

SKILLS AUDIT – Teaching Staff

Please note: any information included in this document should be referenced. **The information included in this document, once completed, may be used to inform the selection process for redundancy nomination.**

Teacher identification: _____ **Date of commencement:** _____

Full Time Equivalent: _____ **Permanent / Temporary:** _____

POST TITLE : _____

<p>Qualifications:</p>	<p>Degree:</p> <p>University attended:</p> <p>Date achieved:</p> <p>2nd Degree:</p> <p>University attended:</p> <p>Date achieved:</p>
<p>Age range qualified to teach:</p>	
<p>Subjects qualified to teach:</p>	
<p>Subjects taught / experience / where:</p> <p>Within the last 3 years</p>	<p>Subject: Key stage:</p> <p>From: To:</p> <p>School:</p> <p>Subject: Key stage:</p> <p>From: To:</p> <p>School:</p> <p>Subject: Key stage:</p> <p>From: To:</p>

	School:
Management responsibility:	
Curriculum co-ordinator:	
Relevant training:	<p>Course: Provider:</p> <p>Date:</p> <p>Course: Provider:</p> <p>Date:</p> <p>Course: Provider:</p> <p>Date:</p> <p>(Or attach additional information)</p>
Welsh Language Ability:	
Additional relevant information:	

Signed: _____

Dated: _____

School: _____

APPENDIX 5b

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

EDUCATION AND LIFE LONG LEARNING

SKILLS AUDIT – Support Staff

Please note: any information included in this document should be referenced. **The information included in this document, once completed, may be used to inform the selection process for redundancy nomination.**

Employee identification: _____ **Date of commencement:** _____

Full Time Equivalent: _____ **Permanent / Temporary:** _____

POST TITLE : _____

<p>Relevant qualifications and training:</p> <p>Please refer to job description and person specification</p>	
<p>Contribution to a significant task, in current role:</p>	
<p>Additional Skills: (Relevant to Strategic Needs)</p>	
<p>Experience in Different Key Stages (within last 3 years):</p>	
<p>Welsh Language Ability:</p>	

Additional relevant information:

Signed: _____

Dated: _____

School: _____

Redundancy Selection Criteria for Teachers

Appropriate documents (within the last 3 years) this could include:

1. School Development Plan / Post Inspection Action Plan;
2. Self Evaluation Report / Departmental Development Plan;
3. LA Reviews;
4. Costed Action Plan;

Criteria for Redundancy will include:

1. Qualifications;
2. Managerial, Organisational and Curriculum Needs of this School;
3. Specialist Roles required at this School;
4. Experience in different Key Stages (within last 3 years)

Teacher identification:	Final Score:	
--------------------------------	---------------------	--

1. Qualifications (Maximum Score 3)

Qualifications	Score:	
Teaching degree/QTS/Cert Ed	1	<input checked="" type="checkbox"/>
Relevant additional degrees / accredited qualifications (Masters/ Post Graduate Diploma in SEN/Dyslexia/Leadership and Management accredited qualifications/NPQH) once completed	1	

2. Managerial, Organisational and Curriculum Needs of this School

2a. Current Role:

Please tick one box only – chose your highest level of responsibility

Current Role	Score:	
Deputy Head teacher	6	<input checked="" type="checkbox"/>
Assistant Head teacher (or Acting Deputy for at least 2 terms within the last 3 years)	5	
Higher TLR (1) Holder	4	
Lower TLR (2) Holder	3	
Responsibility for a Core Subject	2	
Other Curriculum Responsibility	1	

2b. Temporary Arrangements:

Acting Role (post held within the last 3 years)	Score:	
Acting TLR1 or Acting TLR2 post holders / SDP / DDP Lead	½	
Has previously held a position of higher responsibility	½	

2c. Temporary TLR3:

Current TLR3	Score:	
TLR (3) Holder currently	½	

3. Specialist Roles (Maximum Score 5)

Specialist roles (held within the last 3 years)	Score:	
Responsibility for priority initiative / SDP / DDP Leads (If not awarded with a TLR – covered in 2a. Above)	1 each	
Additional skills relevant to strategic needs	1 each	
SEnCo (If not covered by TLR in 2a. Above)	1	
MATCo (If not covered by TLR in 2a. Above)	1	

4. Experience in Different Key Stages (within last 3 years – for at least 2 terms – does not cover supply)

Phase relevant to this School:	Score:	
Foundation phase	1	
Key Stage 2	1	
Key Stage 3	1	
PPA cover of key stage (if not covered else where in this category)	½	
GCSE Level / KS4	1	
A Level / KS5	1	

This information should now be transferred to the overall summary sheet.	Final Score:	
---	---------------------	--

NB – Where two or more teachers score equal, employees will be invited to take part in a ring fenced interview in order to identify an individual for nomination.

Redundancy Selection Criteria for Support Staff

Appropriate documents could include:

1. School Development Plan / Post Inspection Action Plan;
2. Self Evaluation Report;
3. LA Reviews;
4. Costed Action Plan

Criteria for Redundancy will include:

1. Qualifications and Training;
2. Responsibility for a significant activity (relevant to strategic needs)
3. Experience in Different Key Stages (within last 3 years)

1. Qualifications (Maximum Score 5)

Relevant Qualifications / Training	Score:	✓
Relevant qualifications – (Please refer to person specification):	1	
Training: (once completed)	1	

2. Contribution to a significant activity which impacts on standards (relevant to strategic needs) (Maximum Score 3)

Current Role	Score:	✓
	1	
	1	
	1	

3. Additional Skills (Maximum Score 3)

Additional skills relevant to strategic needs:	Score:	✓
	1	
	1	
	1	

4. Experience in Different Key Stages (within last 3 years)

Phase relevant to this School:	Score:	
Foundation phase	1	
Key Stage 2	1	
Key Stage 3	1	
Key Stage 4	1	
Key Stage 5	1	

	Score:	
Total:		

NB – Where two or more staff score equal, employees will be invited to take part in a ring fenced interview in order to identify an individual for nomination.

APPENDIX 8

**RHONDDA CYNON TAF COUNCIL
REDEPLOYMENT**

In line with procedures agreed with the trade unions for the redeployment of staff, you should now complete this form with the relevant details.

Forename: _____	Surname: _____
Home Address: _____ _____	
Post Code: _____	
Tel No. Home: _____ (Please use STD Code)	Work: _____
School : _____	
Date of commencement in current post: _____	
Curriculum specialism: _____	
Staff No: _____	

EDUCATIONAL/PROFESSIONAL/VOCATIONAL QUALIFICATIONS

SECONDARY SCHOOL/COLLEGE UNIVERSITY/ORGANISING BODY	COURSE/SUBJECT STUDIED	QUALIFICATIONS/GRADE AND DATE OBTAINED

Membership of Professional Bodies

Please outline any professional activities in which you are involved and give details of membership of professional bodies, including dates of election.

OTHER RELEVANT TRAINING COMPLETED

ORGANISING BODY AND TITLE	BRIEF DESCRIPTION OF CONTENT AND DATES

DETAILS OF EMPLOYMENT

Please commence with your current position followed by any other relevant employment.

NAME & ADDRESS OF EMPLOYER	JOB TITLE	REASONS FOR LEAVING

ADDITIONAL INFORMATION

Please use this space to provide details of your current post and other information about yourself which you may feel to be relevant to your application.

Signed: _____ **Date:** _____

Completed forms must be returned to:

**Human Resources Division, Ty Elai, Williamstown, CF40 1NY
or fax on 01443 444534.**

MANAGING CHANGE CHECKLIST

What	Who	Date
Budget issued by LA	LA	
Budget agreed by GB	GB	
Trade union consultation meetings	HT / HR	
Staff meeting to inform all staff of need to reduce staffing levels – ask for expressions of interest for VR	HT	
Letter confirming meeting – sent to all staff / skills audit updated	HT	
Expressions of interest considered	HT / HR	
Proposals considered – criteria applied	HT / HR	
Individuals informed of provisional nominations	HT / HR	
Individual consultation with nominations	HT / HR	
Nominations confirmed – individuals issued with notice of the Committee meeting	HT / HR	
Nominations / representations accepted or declined	HT / HR / Committee	
Letter informing decision and right to appeal	HR	
Appeal considered	HT / HR / Committee	
Notice issued	HR	
Redeployment sought	HT / HR	
Notice rescinded?	HR	
New contract issued	HR	
Redundancy Payment actioned	HR	

SCHOOLS REDUNDANCY PROCESS

