



# **MANAGING CHANGE**

This document applies to all Community and Voluntary Controlled Schools and is advisory for Foundation and Voluntary Aided Schools.

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## **BACKGROUND**

The Managing Change Policy supports schools with their need to undertake workforce planning and to provide a fair and transparent process for undertaking staffing reductions. The Policy is part of a process that includes the Staffing Reduction Panels and the Redeployment Scheme for School Based Staff.

## **INTRODUCTION**

Staff are the most important resource in any school and effective management of those staff is critical to the quality of outcomes for the young people of Lincolnshire.

Schools need to be able to respond to changes in requirements such as those brought about by pupil numbers, or changes in curriculum emphasis which may result in the need to plan for workforce changes and reduce staffing levels.

This document provides a procedure to assist Head Teachers and Governors in the effective management of situations when a potential need to reallocate/reduce staffing resources is identified.

The County Council has responsibility for ensuring that any procedures for managing changes that may affect staffing requirements are carried out fairly and in accordance with statutory guidelines.

Subject to the financial arrangements outlined in the Policy and Guidance the County Council will meet the costs of premature retirement/redundancy provided that it is satisfied the Head Teacher and Governors have complied with all of the arrangements outlined.

This Policy has been discussed with the relevant Trade Unions and Associations. It complies with current legislation and the Council's own procedures. Any Governing Body that chooses not to adopt this procedure will need to undertake its own consultation with recognised Trade Unions and Associations.

In law the Council is the employer for all Community and Voluntary Controlled schools and will therefore be primarily responsible for the payment of any compensation order awarded by an Employment Tribunal in respect of unfair dismissal. However, the Governing Body would usually be named as joint respondent and, where it is reasonable to do so, the Council is empowered to deduct such compensation and related costs from the School's budget. Unless the Council has good reason, costs will not normally be met from the School's budget. The potentially unlawful or unfair dismissal of an employee may, however, be such a reason.

The same principles apply to Aided and Foundation schools.

Due to the complexities of this area of employment law, Governing Bodies are strongly advised to adopt and comply with this procedure without amendment. They are also advised to contact their HR Provider at the earliest opportunity should a potential need to reduce staff arise.

## **OBJECTIVES**

These are to:

- Ensure that a systematic, fair and transparent workforce planning process is followed in schools.
- Ensure that staffing reductions are the last resort and are based on reductions in pupil numbers, curriculum changes and/or budgetary constraints.
- To utilise alternative methods to achieve staffing reductions wherever possible.
- Enable staff to feel, whatever the outcome, that the process has been handled fairly.
- Ensure that any reductions are achieved in line with statutory requirements and applicable Codes of Practice.
- Ensure that the County Council monitors spend to reduce the impact of staffing reductions on future years' school budgets.

## **ROLES AND RESPONSIBILITIES**

### **Governing Body and Head Teacher/Senior Leadership Team**

- To have agreed workforce planning procedures in place throughout the school that are open, transparent and fair.
- To attend the Staffing Reduction Panel to seek approval for any staff reductions that will have a cost implication over and above a set amount.
- To provide a business case, including financial, curriculum and staffing information, to inform the decision making process
- To access the appropriate HR support and relevant training.
- To work collaboratively with the County Council to enable redeployment of displaced staff within all schools within the County.

### **HR Providers**

- To work closely with Governing Bodies and Senior School Leadership Teams to ensure that workforce changes are conducted in an appropriate manner.

- To work collaboratively with the County Council to enable redeployment of displaced staff within all schools within the County
- Monitoring and reviewing the Policy and Guidance

### **Staffing Reduction Panel**

- To provide a supportive, open and transparent process for schools

### **Education Reorganisation Officer**

- To administer the Staffing Reduction Panel process, including:
  - Publishing the dates for the Staffing Reduction Panel on the School's secure area of the LCC Connects website.
  - Co-ordinating the process of approval of costs.
  - Monitoring the centrally held School's Redundancy budget.
- Monitoring and reviewing the Policy and Guidance

### **MINIMUM STANDARDS**

The Head Teacher to work collaboratively with the Governing Body to review the staffing requirements of the school on a regular basis. Any review to take account of future staffing requirements based on a variety of factors including the number on roll, the staffing profile, curriculum needs and financial constraints.

Where necessary, a business case is to be presented to the Staffing Reduction Panel that outlines the drivers for any staffing reductions, the reductions required and any alternative measures already undertaken. Staffing reductions are costly and the School must work collaboratively with the County Council to ensure that these costs are kept to a minimum.

Any individuals selected for redundancy are to be supported with redeployment, either internally within the School or as part of the Redeployment Scheme for School Based Staff.

All statutory requirements, Codes of Practice and collective agreements are to be adhered to throughout the process.

### **LINKS**

#### **School's HR Handbook:**

Recruitment, Selection and Induction Policy

Redeployment Scheme for School Based Staff

## **MANAGING CHANGE GUIDANCE**

### **WORKFORCE PLANNING**

It is vitally important that schools pro-actively plan well in advance their future workforce requirements.

School budgets are calculated on the previous October's pupil numbers as reported to the County Council via the October School Census return.

The October figures will not have deviated very much from the numbers that the school had at the start of that academic year, so this gives the school ample time to plan their future workforce requirements particularly when the levels may be affected by a reduction in pupil numbers.

Most staffing reductions in schools take place at the end of the summer term and so it is important that schools plan early bearing in mind the requirements to make a formal business case at least two terms (four terms in the six term year) before the need to reduce staff numbers.

Schools must also look at *alternative measures* to what may lead to a compulsory redundancy situation. There is a legal requirement to do so and it is highly likely that a school will be challenged in this respect by Trade Union representatives during the course of any redundancy process. This will also need to be evidenced to the Staffing Reduction Panel considering the redundancy within the business case provided by the school.

The future workforce needs of the school may be met in a variety of ways e.g.

#### **Through natural wastage**

A forthcoming resignation or retirement may mean that work can be reorganised and delivered in a different way. Training needs also need to be considered if individuals are to undertake different roles within the school.

#### **Restrictions on recruitment**

Where it is apparent that a future reduction will be required think very carefully about advertising externally to fill a vacancy and consider the use of temporary contracts.

#### **Voluntary solutions**

These should be sought across the school and where operationally viable should be explored. Such situations will include job shares and hours reductions. These should be *mutually agreed* variations to the contract of employment.

## **Secondment arrangements**

These can be arranged, where at the appropriate time (both financially and operationally) a member of staff is temporarily relocated to another school therefore reducing the financial burden on the school for a set period of time. The receiving school should also be in a position to benefit by temporarily filling a vacancy with an appropriately qualified and experienced member of staff. The Education Reorganisation Officer will be able to advise on recent vacancies that have been advertised.

The appropriate contractual arrangements would be agreed with the individual to ensure that they have the right to return to their original post at the end of the secondment.

Financial assistance may be available from the County Council in respect of travel and elements of salary in appropriate cases although this would cease if the secondment resulted in a permanent appointment at the receiving school.

The School's HR Provider will be able to provide further advice and guidance on Secondments.

## **Flexible and phased retirement**

Staff who are nearing retirement may wish to reduce their hours or level of responsibility. Consideration should be given by schools to whether they could support such a change. If it is agreed at school level (and County Council level for support staff) the individual can access part of their pension while continuing to work.

## **Interests of Efficiency Retirement**

There may be situations where an interest of efficiency retirement may be appropriate to meet the future needs of the school and would avoid the need for a future redundancy.

This applies to employees who are over 55, with two or more years' pensionable service who then take *approved* retirement 'in the interests of the efficient discharge of the employer's functions'.

The prohibitive nature of the actuarial costs have meant that very few applications could be considered however the County Council will consider such cases in appropriate circumstances. It is not appropriate for the County Council to consider an interest of efficiency retirement where there is a current redundancy situation; where the requirement for the work to be undertaken has diminished or ceased. An interest of efficiency retirement must allow the school to make a clear financial saving, which outweighs the cost of the retirement through subsequent staffing restructures.

A typical example may be where there is a clear need for a school to reorganise its management structure to move the school forward in a particular direction and the retirement of an individual would assist the school in making progress.

Each situation needs to be considered on its merits and an appropriate case made to the County Council through the Staffing Reduction Panel using the arrangements outlined below.

A full and detailed case should be presented. Factors that might be included:

- financial savings to the school (compulsory reason)
- difficulty in adapting to changes in the organisation of the school
- inadequacy of training to cope with new curriculum requirements
- significant changes to methods of teaching and subject matter
- an increasingly stressful working environment resulting in impaired performance
- adverse effect of stressful work on health
- other non financial benefits to the school

The above is not exclusive or exhaustive.

If a case is approved then discussions must take place with the individual concerned and should include details of the pension benefits available. The arrangements for any such retirement have to be agreed with the individual concerned including the date that the retirement is to be effective.

Where this arrangement is approved there will not be a requirement to consult with Trade Unions, it may also alleviate concerns and anxieties across the school caused when there is the possibility of staff redundancies.

Whilst not a redundancy this retirement is still a dismissal on the grounds of 'some other substantial reason' and whilst the Head Teacher's decision to dismiss would be agreed with the individual they will still be afforded rights of representation and appeal, and the individual may wish to involve their Trade Union representative at any stage of this process. Under the circumstances, however they will more than likely be waived.

## **STAFFING REDUCTION PANELS**

Once all alternative measures have been considered and implemented if appropriate, it may become apparent that one or a number of posts within the School needs disestablishing. If there are post holders currently holding those positions it will be beneficial for the School to present a business case to the Staffing Reduction Panel.

**Please ensure you discuss your business case with your HR Provider prior to arranging to attend a Staffing Reduction Panel.**

Staffing Reduction Panels take place throughout the academic year and are chaired by the Operations and Financial Advice Manager. The remit for the Staffing Reduction Panels is to review, consider and approve/decline each redundancy and 'interest of efficiency' application. A representative from Finance, HR and the School Improvement Service support the Chair. The Education Reorganisation Officer also attends the panels to raise awareness of the Redeployment Scheme for School Staff

and to ensure a co-ordinated approach to redeployment is started as early as possible. The Head Teacher will be required to account for the proposed staffing changes and evidence that all other reasonable steps have been taken to avoid the redundancy.

A business case should be completed in all circumstances. These arrangements will ensure consistency and transparency as regards the rationale for the proposals.

The Staffing Reduction Panel meet at specific times of the year to enable key dismissal dates to be met. These dates are published on the secure area of the LCC Connects website.

Once approval has been obtained, the Head Teacher should proceed with the consultation and selection detailed later in this document. The School's HR Provider will be able to support with the process and the Education Reorganisation Officer will support with redeployment of any individuals concerned. The Director must approve the standard Prefund form before the Pensions Department will release any compensation to the employee.

### **Submitting the Business Case**

When a school has identified the potential reduction in staffing the Head Teacher should arrange to attend one of the Staffing Reduction Panels. The School will need to submit a completed business case including the Notification of a Potential Reduction in Staffing Form attached to this Guidance at Appendix 1. In addition, the School will also need to submit:

- A medium term finance plan, reflecting before and after the proposals (5 years).
- A class structure with staffing (Primary);
- A staffing structure (Secondary);
- A Curriculum Plan (Secondary); and
- A staffing profile of all FTE (full time equivalent) staff (e.g. All redundancies, permanent and temporary appointments, all maternity leave, etc, which have taken place in the last 2 years)

This information should be submitted at least one week prior to the Staffing Reduction Panel date.

It is expected that when cases are presented to the Panel that the following actions will have been taken:

- Production and maintenance of a medium term finance plan
- Restrictions on recruitment

- Voluntary solutions – agreed variations in contract including phased retirement
- Natural wastage – resignations and retirements
- Application of appropriate HR policies to address capability, discipline and sickness issues
- Discussion with the School’s HR Provider on the proposal for reductions. Where Schools do not buy HR services from Serco, they may discuss the case with a Principal HR Adviser at Lincolnshire County Council.

Where there is only one post holder in scope of the reduction and it is known that the cost of that reduction would be £2,000 or less, these cases may be able to proceed without the need to attend Staffing Reduction Panel. The School’s HR Provider must discuss the case with the Principal HR Adviser for approval before advising the School to proceed. In most cases there will be more than one person in scope of the reduction and therefore the cost will not be known and the school should attend the Staffing Reduction Panel.

Head Teachers and Governors will be mindful of the statutory period of notice and the following timescales will apply (assuming the maximum notice periods required):

Panel Convened	Notice given by	Reduction required by
Jan/Feb/Mar	31 May	1 Sept
May/June	30 Sept	1 Jan
Oct/Nov	31 Jan	1 May

Please contact the Education Reorganisation Officer (currently Adrian Clarke, Tel: (01522) 553216, email: [adrian.clarke@lincolnshire.gov.uk](mailto:adrian.clarke@lincolnshire.gov.uk)) to arrange an appointment to attend any of the Staffing Reduction Panels. Panel dates will be circulated to all Schools at the start of an academic year.

Agendas and outcomes of Staffing Reduction Panels will be sent to teaching Trade Unions and Associations for information.

### **Attending the Staffing Reduction Panel**

Prior to the School’s appointment, the panel members will have received copies of the business case and related papers and had the opportunity to discuss them.

At the Panel meeting the Head Teacher will be invited to talk through the proposal and the Panel will discuss any points of concern/clarification. A record of the meeting, along with the outcome, will be taken and a letter detailing the outcome of the School’s attendance at the Panel meeting will be sent, normally within one week of the date of the Panel meeting taking place.

The Panel’s decision making will take account of the following:

- That the school has a financial deficit (or will have in the next two years if reductions are not made)
- All capability/discipline/sickness issues are being addressed appropriately

- The school can demonstrate action towards alternative measures
- There is a reduction in need of a particular or type of post
- The school and staff are aware of the potential for redeployment into suitable alternative posts and will support the County Council's attempts to redeploy
- There may also be a clear reduction in pupil numbers

The Panel will also consider and approve redundancies in circumstances of school closures and mergers.

## **REDUNDANCY AND EARLY RETIREMENT**

When a need to reduce staff has been identified and approved by the Staffing Reduction Panel, the Head teacher would normally take responsibility for the process. This will include: - advising Governors of the need to make staffing reductions, leading on the consultation with staff and Trade Unions, fair selection of individuals for redundancy and hearing representations from staff.

Governors will have been advised of the need to reduce staffing, the numbers involved and the business case that underlies this, but they should not normally be involved with the procedure before any appeal hearing.

At all stages of this procedure reduction of staff by voluntary means should be considered where this meets the ongoing needs of the school. Voluntary means will include an individual choosing to retire or gaining employment elsewhere. The early identification of surplus posts as outlined previously will help to avoid unnecessary redundancies and early retirements.

Redundancy is defined in law as arising where an employee is dismissed: -

- a) Because the employer has ceased or intends to cease, to carry on the business

Or

- b) Because the employer's requirements for employees to carry out work of a particular kind in the place where they are employed have ceased or diminished.

It should be emphasised that it is the post that is redundant. Dismissing an employee so that the same post can be offered to another member of staff on a lower salary would not constitute a genuine redundancy, nor is it likely that an employment tribunal would consider such as dismissal to be fair.

Redundancy is a dismissal not related to the individual concerned. Head teachers should refer to the appropriate sections of the School Personnel Handbook for guidance on dismissal for reasons of capability, conduct or sickness absence. Head Teachers will be required to demonstrate action taken under these procedures where issues have arisen within the school.

## **FIXED TERM AND TEMPORARY CONTRACTS**

Employees on fixed term and temporary contracts should not be treated any less favourably than permanent employees. As long as the fixed term/temporary contract ends on the date or completion of the event originally specified, then the employee may be fairly selected and there is no need to consider other employees doing similar work. These staff will still be entitled to a fair dismissal process which includes the right to make representations and appeal against the dismissal, appropriate notice and access to redeployment opportunities. If they have over 2 year's continuous service they may be entitled to a redundancy payment.

Where temporary and fixed term contracts have been extended, there may be an expectation from the employee that there will be a further extension; the temporary reason for the contract is therefore weakened. When you are considering extending/renewing or ending a fixed-term or temporary contract early or on the due date, you are advised to discuss this at the earliest opportunity with your HR Adviser particularly if the contract has previously been extended.

Once an employee has accrued 4 years continuous service under successive contract renewals they will automatically become a permanent employee.

## **CONSULTATION**

### **Overview**

The purpose of consultation is to provide an early opportunity as soon as practicable for those concerned to share the problem and explore options. The key purpose of consultation must be to avoid redundancies wherever possible, and to discuss how they can be implemented fairly if ultimately they become necessary.

If a potential redundancy situation has been identified there is a legal requirement that consultation takes place with individuals.

It is also *strongly recommended* that schools consult with Trade Unions and Associations in any potential redundancy situation (this is a legal requirement if 20 or more employees are proposed for dismissal within a 90 day period). This is in the interest of maintaining good employee relations and gives an opportunity within the consultation period for alternatives to be suggested.

These requirements apply to all employees irrespective of age and length of service, and to both full and part time staff.

Consultation with the recognised Trade Unions and staff should take place at the earliest opportunity, and objective criteria for the selection of staff established. The consultation should be meaningful and a consultation document should be drawn up that states the reason for the consultation, including background information, the posts that are within scope of the change, the staff affected and the process of selection, representation and appeal processes that will be followed. The School's HR Provider will be able to provide further advice and guidance on preparing the consultation documentation.

Communication during any period of change is key to its success. Mixed messages from various sources, including the local press, create barriers to change that are very hard to break down once established. It is important therefore that those responsible for the communication of change-related activity are delivering the same message.

It is also good practice to put together a communications plan for the whole workforce to encourage openness and transparency, with the ultimate aim of avoiding rumour and speculation. This will support the staff affected directly, but also their colleagues who may provide a supportive network.

The approach to effective co-ordination of communication follows 6 principles:

1. Communication with those affected should ideally be face to face wherever possible.
2. All information is factual
3. The message is given in context
4. The style of communication is tailored to the audience
5. Feedback mechanisms are in place
6. Benefits of the change that lead to improved standards for children, families, staff and the school as a whole are fully explained wherever possible.

## **Requirements**

The following should be read on the assumption that consultation will be carried out with individuals and all recognised Trade Unions and Associations. This applies even when the individuals concerned are volunteering for redundancy, irrespective of whether they are members of a recognised Trade Union. It is usually the Head Teacher who is responsible for undertaking consultation.

It is recommended that the minimum period for consultation is 30 days before the first redundancy takes effect. The point of contact should always be the County Secretary of the relevant Trade Union or Association. A list of contacts for consultation purposes is included in the School's Personnel Handbook, Industrial Relations Policy at Appendix 1.

Experience has shown that an early meeting between the Head Teacher, HR and Trade Union representatives is often helpful. It may be a two-stage process, alerting the Trade Union/Association to the potential difficulty followed by detailed consultation when a specific situation has been identified.

Whilst a face-to-face meeting is helpful, it is also a legal requirement that representatives of the relevant Trade Unions and Associations are given certain information in writing.

The Head Teacher should send a letter to staff and the recognised Trade Unions and Associations and the Education Reorganisation Officer formally advising of the potential redundancy situation and containing the following information. -

- The reasons for the proposals
- The numbers and category of staff concerned
- The total number of employees in this category employed at the establishment
- The selection criteria and how they will be applied
- Timescales in which reductions must be made
- The proposed method of calculating any redundancy payments where these are not the statutory minimum. The following phrase should be included in all consultation letters:  
  
‘Any redundancy payments will be calculated in accordance with the County Council’s policy and will be based on actual weeks pay’
- An invitation to a meeting to formally commence the consultation process
- Arrangements for advising and consulting with employees.

In addition details of the budget for the current year, the projected budget for the following year, the staffing structure of the school, and the results of any curriculum analysis and skills audit should be provided at the initial stage.

There is a statutory requirement for consultation to be about ways of avoiding the dismissals, reducing the number of employees to be dismissed and mitigating the consequences of dismissals. The employer is required to undertake consultations with a view to reaching agreement with the Trade Union and Association representatives.

The importance and purpose of consultation at an individual level cannot be over emphasised. This enables employees to explain to the employer what they do and have done in the school, what they did before they came to the school, and what they might be willing to do in the future. Such information can help the Head Teacher to discover facts, which may materially affect the process of selection for redundancy.

## **SELECTION**

The method of selection must use clearly identified objective criteria and be made clear in the consultation letter. Criteria will normally be curriculum based and designed to best meet the future operational needs of the school.

The application of the selection criteria is a task for the Head Teacher once the consultation period is complete. The Head Teacher may seek advice from their HR Provider in respect of this process.

In order that the criteria may be fairly applied a skills audit of all staff is recommended. This may be achieved by asking staff to provide a resume of their skills.

If an individual has volunteered for redundancy they should only be considered in light of the future operational needs of the school and selection only confirmed in light of those needs.

## **REPRESENTATION AND APPEALS**

When individuals have been proposed for redundancy, following full consultation with the individual and the Trade Unions and Associations, they should be notified in writing giving the reasons for their selection.

They should be notified of their right to make representations about the proposals, given at least 10 days notice of the hearing and informed of their right to be accompanied by a work colleague or a Trade Union or Association representative. Relevant papers that will be relied on at the hearing should be circulated to all parties with the notice of the hearing.

### **Redundancy Representations Meeting**

The format for the meeting will be:

1. Management representative makes introductions and outlines the purpose of the meeting.
2. Management representative summarises the process to date (ie panel approval, consultation, selection method and selection decision).
3. The employee and/or colleague/representative make representations against the decision to dismiss on the grounds of redundancy. The employee can refer to documentation.
4. The management representative (and HR Adviser if present) may ask questions of the employee.
5. Adjournment for management representative to consider employee's representations.
6. Employee and colleague/representative return and the decision is announced.

Either:

- a) Management representative confirms proposal to dismiss and reason why.

- Inform employee of their right to appeal against the dismissal decision to a panel of 3 Governors.
- Explain redeployment support will be available for the duration of the notice period.

OR

- b) Retract selection decision.

The Management Representative should inform the employee in writing of the outcome of the representations meeting.

The letter will inform the employee of their right to appeal against that decision to a committee of Governors. If the employee wished to exercise this right they should write to the Clerk to Governors setting out the full grounds for the appeal.

### **Issuing Notice**

Notice should be issued in accordance with the appropriate terms and conditions.

#### Community, controlled, community special and maintained nursery schools:

If the Head Teacher's decision to make the employee redundant stands following the hearing in which the employee makes representations, the Head Teacher must notify the County Council of the decision to dismiss and the reasons for this. The County Council will within 14 days issue notification of the termination of the contract to the employee. If a subsequent appeal reverses the dismissal decision the termination notice will be rescinded.

#### Foundation, Aided and Foundation Special schools:

The notification of termination of contract should be issued following the initial dismissal decision. If a subsequent appeal reverses the dismissal decision the termination notice will be rescinded.

### **Redundancy Appeal Hearing**

The Appeal Committee must be a properly constituted committee of governors who are untainted and would not normally include staff governors. The committee will be made up of three governors, one of whom should be nominated as Chairman.

An HR Adviser on matters of procedure will advise the committee. The HR Adviser will also be able to participate in the meeting but the decision regarding the action to be taken will be taken by the committee members only; although the HR Adviser will be present throughout their deliberations.

The format for the hearing will be:

1. Management representative, employee and colleague/representative enter together.

2. The Chairman of the Committee describes the procedure. Any procedural questions are resolved at this point.
3. The appellant and/or colleague/representative present case based on the grounds specified when submitting the appeal. The appellant can refer to documentation and call witnesses.
4. The management representative may ask questions of the appellant and/or colleague/representative and any witnesses.
5. Members of the Committee and HR Adviser may ask questions of the appellant and/or colleague/representative and any witnesses.
6. The Management representative responds to appellant's presentation and may call any witnesses in connection with the grounds for appeal.
7. The appellant and/or colleague/representative may ask questions of the management representative and any witnesses.
8. Members of the Committee and HR Adviser may ask questions of management representative and any witnesses.
9. The appellant and/or colleague/representative summarise and conclude.
10. The management representative summarises and concludes.
11. The management representative and appellant and colleague/representative withdraw whilst the Committee, advised by the HR Adviser, consider the appeal.
12. The management representative and appellant and colleague/representative return and the decision is announced.

The Clerk to the Governors should inform the employee in writing of the outcome of the appeal. There is no right of appeal beyond the Governing Body.

## **REDEPLOYMENT**

During the consultation and selection process, the priority of the school and the County Council will be to seek to retain in employment those staff at risk and not offered posts as a result of the selection process and therefore in a redundancy situation. All available steps will be taken to support these employees and they will be asked to complete a Redeployment Form (Appendix 2) which acts as a skills audit to assist in the internal redeployment process.

An employee who is declared redundant has a shared responsibility with their employer to seek alternative employment. To ensure that redeployment

opportunities are maximised employees must adopt a flexible approach when considering alternative posts. The determination of a suitable alternative will relate to each individual's circumstances, and the job they do.

If internal redeployment is unsuccessful, then the individual(s) may access the Redeployment Scheme for School Based Staff. This is a scheme introduced by the County Council to support staff in schools who find themselves displaced due to reductions in the workforce. The Education Reorganisation Officer who is responsible for the Scheme will need to be informed and invited to meet with the staff at the earliest opportunity. More information on the Redeployment Scheme is available in the School's Personnel Handbook and a referral form is attached at Appendix 3. The Redeployment Form already completed by the member of staff will need including with the Referral Form.

In order to comply with the 2002 Education Act in respect of teachers the Governing Body must provide the County Council with a specification for any vacant post and they may consider a nomination by the County Council prior to advertising the post (see the Recruitment, Selection and Induction Policy in the School's Personnel Handbook).

Those employees applying for posts in another school or Directorate should advise the Education Reorganisation Officer to ensure that their application can be logged and reviewed. Support will be made available including advice on job applications/ interviews and training. Please ensure that REDEPLOYEE is written at the top of the application form.

All non-teaching staff are engaged under the national Joint Council for Local Government Services and may claim 'At Risk' Status for posts within the County Council (although not within schools). The following measures will be available to "at risk" employees. At all times employees are entitled to be represented by a recognised Trade Union representative.

'At Risk' employees have the right to prior consideration for appointment to any vacancy at the same level or a lower salary level to their existing post, where they meet the necessary minimum skills and experience requirements or would do, given suitable training. Prior consideration means that they will be entitled to an interview before any other candidate.

Where the "at risk" candidate satisfies the requirements they should normally be appointed. If they are not appointed the interviewing officer must inform the employee in writing, giving reasons why they were not appointed, before another appointment is made.

Where an offer is made, the employee will be given reasonable time following the offer to reach a decision, and to discuss relevant issues or concerns. After agreement by all parties the proposals will be implemented.

Governors within the School who have adopted this policy will need to actively engage in the redeployment process as this may financially benefit your school.

The employee who is under notice has a statutory right to a trial period of four weeks in the alternative job.

Schools that have 'at risk' members of staff who are redeployed into temporary roles of twelve months or less will still be liable for the redundancy payment (and other associated costs) payable to that employee if that temporary contract is not extended beyond twelve months or the employee is not further redeployed into a different role.

## **SCHOOL'S FINANCIAL CONTRIBUTIONS**

The costs of redundancies and associated early release of pensions have proved to be very expensive to the County Council and consequently have an effect on the amount of money delegated to *all* schools each year.

All Schools will now be expected to pay 100% of the redundancy and associated costs unless the school (primary only) is in 'financial difficulty' – where if failure to implement the proposal would leave the school with a deficit in the next 2 years and thus in financial difficulty. In this situation the following charging policy will apply to the school:

### **Primary Schools**

- a. The first £5,000 of the total cost of any redundancy or interests of efficiency;  
or
- b. 50% of the total cost of any redundancy or interests of efficiency; whichever is the greater, subject to a maximum of 2.5% of the school's budget share for that financial year, with the County Council funding the balance.

NB: The total cost includes the lump sum redundancy payment and any associated pension costs.

See Appendix 7 for examples of how the charging policy might affect the School.

Please note:

The charge will apply in the year in which the redundancy takes place (this may be different from when the costs are actually charged) and would usually be expected to be 31 August.

The percentage will apply to the original budget share and will not include the previous year's carry forward.

The Policy is intended to be as simple and transparent as possible so that schools can estimate the costs themselves.

## **EMPLOYEE COMPENSATION ARRANGEMENTS**

### **Support Staff**

Where support staff are made redundant (subject to meeting the qualifying criteria) they will receive a redundancy payment in accordance with the attached Enhanced Redundancy Payments Ready Reckoner (Appendix 5). If age 55 or over and a member of the Local Government Pension Scheme there will be an automatic release of pension benefits.

### **Teaching Staff**

Where teaching staff are made redundant (subject to meeting the qualifying criteria) they will receive a redundancy payment in accordance with the attached Enhanced Redundancy Payments Ready Reckoner (Appendix 5) if they are under age 55 or if they are over 55 and not a member of the Teachers' Pension Scheme.

If aged between 55 and 60 and a member of the Teachers' Pension Scheme, teaching staff will receive a redundancy payment in accordance with the attached Statutory Redundancy Payments Ready Reckoner (Appendix 6) and there will be an automatic release of full pension benefits.

Under the pension scheme regulations there is either the option of an award of compensatory added years to the value of the difference between redundancy entitlements under the Enhanced and Statutory tables. This figure is then converted into an equivalent value of pension made up of both a lump sum and annual pension.

Alternatively individuals can opt to have enhanced redundancy entitlement but would not be entitled to full pension benefits. A individual could, however take an Actuarially Reduced Benefit (ARB) or can defer their pension under the terms of the Teachers' Pension Scheme.

## APPENDIX 1

### STAFFING REDUCTION PANEL

#### Notification of a Potential Reduction in Staffing Form

##### (Teaching and Support Staff)

***This form should be submitted at least two terms in advance of a possible need to reduce staff numbers***

Name of School \_\_\_\_\_

Financial Year: 20\_\_

Academic Year: 20\_\_

Chair of Governors \_\_\_\_\_

Headteacher \_\_\_\_\_

1(a) Proposed staffing reduction (FTE) \_\_\_\_\_

1(b) Proposed date by which reduction is to be achieved.

2(a) Is the potential reduction in the staffing establishment a direct result of a projected budget deficit?

NO  
Go to 2c

YES  
Go to 2b

2(b) If the answer to question 2(a) is YES, please indicate below the reasons for the projected budget deficit. Attach supporting financial information and projections of pupil numbers.

Please tick

(i) An established fall in pupil numbers

(ii) An expected fall in pupil numbers

(iii) Other reason (please specify) e.g. withdrawal of external funding

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2(c) If the answer to question 2(a) is NO, please explain the reason.

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3. If there is the possibility that the solution to the school's needs could lie in an 'interests of efficiency' retirement please provide a full and detailed case including financial savings that this will make to the school.

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Please attach relevant documentation to explain the reason for and possible effect of any proposed changes

4. Please explain the proposed changes and attach relevant documentation to show the effect of any changes (e.g. current and proposed staffing structure).

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5. Please give details of any steps being taken at present to resolve the problem E.g. non filling of posts or natural wastage, reduction in overtime or other reductions to the non staffing element of the budget.

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6. Clearly outline permanent and temporary appointments that have been made in the last 2 years.

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**PLEASE ATTACH BACKGROUND PAPERS ONTO ELECTRONIC SUBMISSION:**

- Medium term finance plan (reflecting before and after the proposals)
- A staffing profile of all FTE staff (e.g. All redundancies, permanent, temporary appointments and maternity leave etc which have taken place in the last 2 years)
- If primary school:
  - A class structure
- If secondary school:
  - A staffing structure
  - Curriculum plan

Please return an electronic copy of this form and background papers to [adrian.clarke@lincolnshire.gov.uk](mailto:adrian.clarke@lincolnshire.gov.uk) at least one week prior to the Staffing Reduction Panel. Copies will then be distributed to the relevant officers in the County Council in accordance with the approved procedure.

Redeployment Register Code: \_\_\_\_\_  
Office use only

**REDEPLOYMENT FORM**

Please refer to LCC’s Redeployment Scheme – for schools based staff before completing this form.

Please note that this information may be supplied to recruiting schools as required. If completing by hand, please use BLOCK CAPITALS and black ink as the form may be photocopied. Please attach a current copy of your CV if you have one. If you require assistance or advice in completing the form, please contact the Workforce Development Strategy Officer, Adrian Clarke on 07554 115732.

**SECTION 1: PERSONAL DETAILS**

Last Name: \_\_\_\_\_ Initials: \_\_\_\_\_  
 First Name(s): \_\_\_\_\_ Title: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Post Code: \_\_\_\_\_  
 Telephone (Home): \_\_\_\_\_ (Work): \_\_\_\_\_  
 Email: \_\_\_\_\_ Birth Date: \_\_\_\_\_  
 Reason for Redeployment: \_\_\_\_\_

**SECTION 2: CURRENT EMPLOYMENT**

Job Title: \_\_\_\_\_ Grade: \_\_\_\_\_ SP: \_\_\_\_\_  
 Location: \_\_\_\_\_  
 Date Appointed: \_\_\_\_\_ Continuous Service Date: \_\_\_\_\_

Please indicate the days and hours you work:

Mon      Tue      Wed      Thu      Fri      Sat      Sun      **Total**

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Duties & Responsibilities: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**SECTION 3: EDUCATION & TRAINING**

<b>SECONDARY EDUCATION</b> (Dates should indicate month and year)			
School attended from age 11	Dates From      To		Qualifications achieved

<b>FURTHER OR HIGHER EDUCATION</b>			
Place of Education	Dates From      To		Qualifications achieved

<b>OTHER TRAINING</b>			
Training Provider	Dates From      To		Qualifications achieved

<b>MEMBERSHIP OF PROFESSIONAL ASSOCIATIONS</b>			
Professional body	Status of membership	Membership by exam? Yes/No	Since

**SECTION 4: WORK RELATED EXPERIENCE** (most recent first)

Post	Location	Dates From	To	Brief Details of Duties

**Personal Statement:**

Use this section to write a personal statement that can be used for promoting your skills, knowledge and experience to the best advantage. Include any specialist skills that you have gained (inside or outside work) which may contribute to the delivery of the curriculum plan.

**SECTION 5: Consent for inclusion on the Redeployment Register**

I confirm that I wish to be considered for redeployment and am aware that the details of this form, my CV and any other relevant information I provide will need to be shared with recruiting schools. I am aware that a reference will be sought from my current line manager to support the redeployment process and this would need to incorporate an assessment of relevant skills and performance.

I am attaching my CV

I confirm that I will proactively seek suitable alternative employment

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FOR COMPLETION BY THE WORKFORCE DEVELOPMENT STRATEGY OFFICER**

**SECTION 6 -**

I confirm I have met with the above member of staff and discussed the Redeployment Scheme, the Redeployment Action Plan and job application training.

Date of Meeting: \_\_\_\_\_

The applicant is accepted onto the Redeployment Scheme

The applicant requires job application training

A Redeployment Action Plan has been drawn up

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Please return this form to:**

Adrian Clarke  
Education Reorganisation Officer  
Children’s Services  
Lincolnshire County Council  
County Office  
Newland  
Lincoln  
LN1 1YL

Email: [adrian.clarke@lincolnshire.gov.uk](mailto:adrian.clarke@lincolnshire.gov.uk)  
Telephone: 01522 553216

**APPENDIX 3**

**REDEPLOYMENT SCHEME FOR SCHOOLS BASED STAFF**  
09/10



**Referral Form (Redundancy)**

School to complete:

To: \_\_\_\_\_ From: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Name: \_\_\_\_\_ DOB: \_\_\_\_\_

Home Address:

Telephone

Home: \_\_\_\_\_

Work: \_\_\_\_\_

School: \_\_\_\_\_

Post: \_\_\_\_\_

Emp No: \_\_\_\_\_ Grade & Scale: \_\_\_\_\_ Hours: \_\_\_\_\_

Consultation Timeline: \_\_\_\_\_ to \_\_\_\_\_ Termination Date: \_\_\_\_\_

Additional Info:

LCC to complete:

Estimated Redundancy: \_\_\_\_\_ Estimated Capital Costs: \_\_\_\_\_

Redeployed  Safeguarding  Redundancy  Prefund Requested

**Please return this form to:**  
**Education Reorganisation Officer**  
**Children's Services**  
email: [adrian.clarke@lincolnshire.gov.uk](mailto:adrian.clarke@lincolnshire.gov.uk)

**APPENDIX 4  
REDUNDANCY FINAL CHECK LIST**

<b>School:</b>	
<b>Effective Date:</b>	<b>Total Reductions Made:</b>
<b>HR Adviser:</b>	
<b>Consultation Period from:</b>	<b>To:</b>

<b>Procedural requirements</b>	<b>Evidence</b>	<b>Confirmed by HRA</b>
Approved by Staffing Reduction Panel (Date)		
Governors support action (yes / no)		
Consultation with staff (Date of meeting)		
Consultation with trade unions (Date of meeting)		
Selection criteria formulated based on curriculum analysis		
Voluntary solutions appropriate to the needs of the school have been considered.		
Application of criteria by Head or Committee of Governors		
Details of Employees initially selected passed to Workforce Strategy Development Officer		
Representation and Appeal hearing to Governors offered		
Date notice issued		

Final Approval for redundancy payment by LA:

Signed: .....  
Cont.d

**School:** **HR Adviser:**

**Selection Criteria Formulated:**

- 1.
- 2.
- 3.
- 4.

**Redundancy Costs (give details below)**

Name	Post	Redundancy payment	Lump Sum	Annual Pension	Capitalised cost

## APPENDIX 5

### ENHANCED REDUNDANCY PAYMENTS (UP TO 66 WEEKS) - READY RECKONER

Service (Years)																			
AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	2.0																		
19	2.0	3.5																	
20	2.0	3.5	4.5																
21	2.0	3.5	4.5	5.5															
22	2.0	3.5	4.5	5.5	6.5														
23	3.5	4.5	5.5	6.5	7.5	9.0													
24	4.5	5.5	6.5	7.5	9.0	10.0	11.0												
25	4.5	6.5	7.5	9.0	10.0	11.0	12.0	13.0											
26	4.5	6.5	9.0	10.0	11.0	12.0	13.0	14.5	15.5										
27	4.5	6.5	9.0	11.0	12.0	13.0	14.5	15.5	16.5	17.5									
28	4.5	6.5	9.0	11.0	13.0	14.5	15.5	16.5	17.5	18.5	20.0								
29	4.5	6.5	9.0	11.0	13.0	15.5	16.5	17.5	18.5	20.0	21.0	22.0							
30	4.5	6.5	9.0	11.0	13.0	15.5	17.5	18.5	20.0	21.0	22.0	23.0	24.0						
31	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	21.0	22.0	23.0	24.0	25.5	26.5					
32	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	23.0	24.0	25.5	26.5	27.5	28.5				
33	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	25.5	26.5	27.5	28.5	29.5	31.0			
34	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	27.5	28.5	29.5	31.0	32.0	33.0		
35	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	29.5	31.0	32.0	33.0	34.0	35.0	
36	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	32.0	33.0	34.0	35.0	36.5	37.5
37	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	34.0	35.0	36.5	37.5	38.5
38	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	36.5	37.5	38.5	39.5
39	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	38.5	39.5	40.5
40	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	40.5	42.0
41	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	43.0
42	5.5	7.5	10.0	12.0	14.5	16.5	18.5	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0

AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
43	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0
44	6.5	10.0	12.0	14.5	16.5	18.5	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5
45	6.5	10.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5
46	6.5	10.0	13.0	16.5	19.0	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5
47	6.5	10.0	13.0	16.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5
48	6.5	10.0	13.0	16.5	20.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5
49	6.5	10.0	13.0	16.5	20.0	23.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0
50	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5	54.0
51	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0	55.0
52	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5	54.0	56.0
53	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0	55.0	57.0
54	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	45.0	47.5	49.5	51.5	54.0	56.0	58.5
55	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	48.5	50.5	53.0	55.0	57.0	59.5
56	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	51.5	54.0	56.0	58.5	60.5
57	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	55.0	57.0	59.5	61.5
58	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	58.5	60.5	62.5
59	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	61.5	64.0
60	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	65.0
61	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
62	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
63	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
64	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
65	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0

1. Service below age 18 is calculated at 0.5 weeks pay per completed year of service
2. Service above age 65 is calculated at 1.5 weeks pay for each year of service and remains the same as at age 65 as the maximum entitlement has been reached
3. Maximum payment is 66 weeks' pay generated by calculating service backwards from the date of termination
4. **For Pension Scheme Members** - Service is defined as "service qualifying for pension purposes" ie the length of time an employee has been a member of the pension scheme, including service brought in from other pension schemes. However if using the continuous service date is more beneficial to the employee this will be used instead.

**APPENDIX 6**

**STATUTORY REDUNDANCY PAYMENTS - READY RECKONER**

Service (Years)																			
AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	1.0																		
19	1.0	1.5																	
20	1.0	1.5	2.0																
21	1.0	1.5	2.0	2.5															
22	1.0	1.5	2.0	2.5	3.0														
23	1.5	2.0	2.5	3.0	3.5	4.0													
24	2.0	2.5	3.0	3.5	4.0	4.5	5.0												
25	2.0	3.0	3.5	4.0	4.5	5.0	5.5	6.0											
26	2.0	3.0	4.0	4.5	5.0	5.5	6.0	6.5	7.0										
27	2.0	3.0	4.0	5.0	5.5	6.0	6.5	7.0	7.5	8.0									
28	2.0	3.0	4.0	5.0	6.0	6.5	7.0	7.5	8.0	8.5	9.0								
29	2.0	3.0	4.0	5.0	6.0	7.0	7.5	8.0	8.5	9.0	9.5	10.0							
30	2.0	3.0	4.0	5.0	6.0	7.0	8.0	8.5	9.0	9.5	10.0	10.5	11.0						
31	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	9.5	10.0	10.5	11.0	11.5	12.0					
32	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	10.5	11.0	11.5	12.0	12.5	13.0				
33	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	11.5	12.0	12.5	13.0	13.5	14.0			
34	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	12.5	13.0	13.5	14.0	14.5	15.0		
35	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	13.5	14.0	14.5	15.0	15.5	16.0	
36	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	14.5	15.0	15.5	16.0	16.5	17.0
37	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	15.5	16.0	16.5	17.0	17.5
38	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	16.5	17.0	17.5	18.0
39	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	17.5	18.0	18.5
40	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	18.5	19.0
41	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	19.5
42	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5
43	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0

<b>AGE</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>44</b>	3.0	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5
<b>45</b>	3.0	4.5	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0
<b>46</b>	3.0	4.5	6.0	7.5	8.5	9.5	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5
<b>47</b>	3.0	4.5	6.0	7.5	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0
<b>48</b>	3.0	4.5	6.0	7.5	9.0	10.5	11.5	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5
<b>49</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.0	14.0	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0
<b>50</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	14.5	15.5	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5
<b>51</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.0	17.0	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0
<b>52</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	17.5	18.5	19.5	20.5	21.5	22.5	23.5	24.5	25.5
<b>53</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.0	20.0	21.0	22.0	23.0	24.0	25.0	26.0
<b>54</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	20.5	21.5	22.5	23.5	24.5	25.5	26.5
<b>55</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.0	23.0	24.0	25.0	26.0	27.0
<b>56</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	23.5	24.5	25.5	26.5	27.5
<b>57</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.0	26.0	27.0	28.0
<b>58</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	26.5	27.5	28.5
<b>59</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.0	29.0
<b>60</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	29.5
<b>61</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
<b>62</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
<b>63</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
<b>64</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0
<b>65</b>	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0	16.5	18.0	19.5	21.0	22.5	24.0	25.5	27.0	28.5	30.0

1. Service below age 18 is calculated at 0.5 weeks pay per completed year of service
2. Service above age 65 is calculated at 1.5 weeks pay for each year of service and remains the same as at age 65 as the maximum entitlement has been reached
3. Maximum payment is 30 weeks' pay generated by calculating service backwards from the date of termination
4. Continuity of service is required and a seven day break in service would negate this continuity

## APPENDIX 7

### Charging Policy – Examples

#### Redundancy Policy (April 2011)

Note: The charging policy will also apply to One to One Teaching Assistant redundancies from 1 April 2011. Costs include the lump sum redundancy payment and any associated pension costs.

For Primary schools, the charging policy is:

The first £5,000 of the total cost of any redundancy or interests of efficiency; or 50% of the total cost of any redundancy or interests of efficiency; whichever is the greater, subject to a maximum of 3% of the school's budget share for that financial year, with the LA funding the balance.

Greater of:	£5,000.00	50%	Limited to:	3%
Actual Redundancy Cost	Budget Shares	The greater of the first £5,000 of costs or 50% of the total costs	School Payment (Limited to 3% of Budget Share)	LA Contribution
£7,000	£810,000	£5,000	£5,000	£2,000
£21,000	£1,100,000	£10,500	£10,500	£10,500
£31,000	£360,000	£15,500	£10,800	£20,200
£3,000	£740,000	£3,000	£3,000	£0
£60,000	£1,300,000	£30,000	£30,000	£30,000