



Human Resources

Children and Young People's Services

Policy

Procedure for the Management of Staffing Reductions in Schools and

**Agreed with Teacher Trade Unions &
Professional Associations**

**Date
3rd December 2009**

Agreed with Support Staff Trade Unions

**Date
3rd December 2009**

**Adopted by the Governing Body of
School**

Date

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1. Purpose

This procedure for the Management of Staffing Reductions in Schools and Colleges is designed:

- a. To assist Head Teachers/Principals/Governors with their responsibility to ensure consistent and fair treatment of all employees and comply with relevant legislation and the ACAS Code of Practice.
- b. To enable schools and colleges to maintain appropriate numbers of employees, both teaching and support, to provide the best possible education for pupils in Leicestershire.
- c. Not to discriminate against employees because of their race, ethnic origin, religion or belief, gender, marital status or possible family commitments, sexual orientation, disability or age.

2. Legal Context

The School Staffing (England) Regulations 2003 and the Education (Modification of Enactments Relating to Employment) Order 2003 came into effect on 1 September 2003. Sections 16 and 17 of the School Standards and Framework Act 1998 have been replaced by Sections 35 and 36 of the Education Act 2002. This guidance has been written to reflect this and other legislation relevant to the employment of staff in Schools/Colleges.

Part 1 of the School Staffing (England) Regulations 2003 requires each school to establish dismissal procedures for all school/college employees and delegates to Head Teacher/Principals and Governing Bodies the power to decide all dismissal matters themselves

3. Formal Consultation

Formal consultation must be undertaken with the County Secretary(s) of the recognised Teacher Trade Union(s)/Professional Association(s) and/or a Senior Branch Officer(s) of the Support Staff Trade Union(s) and/or an Official(s) of the Recognised Trade Union(s)/Professional Association(s).

At the initial stage of the consultation process the Recognised Trade Unions will be issued with a Schedule of Dates for the implementation of each stage of this procedure.

4. Scope

In deciding what principles to follow, Governors will need to decide which, if any, powers they wish to delegate to the Head Teacher/Principal or to a Panel (sub-committee) of Governors, taking evidence and recommendations from the Head Teacher/Principal. Additionally, where a potential conflict of interest may exist for the Head Teacher/Principal, this responsibility can be delegated to another member of the Leadership Team i.e. Deputy Head Teacher, Assistant Head Teachers, alongside a designated governor.

The procedure is recommended for all employees in Schools/Colleges for whom Governors have delegated personnel responsibility. This does not include contractor or agency employees.

The Section 188 notification document contained within the toolkit is designed to also be completed as an action plan so that if it is identified that a staff restructuring is required to meet the needs of the School/College which may result in redundancies, consultation can run concurrently.

5. Principles

These principles underpin this procedure,

- a. That a genuine redundancy situation exists resulting in a reduction in the staffing establishment of the school or a restructure situation which may result in a reduction in the staffing structure.
- b. That every effort will be made to avoid the redundancy, including making every effort to find suitable alternative employment.
- c. That full consultation will take place with the Recognised Trade Unions.
- d. Wherever possible the reduction will be achieved by natural wastage.
- e. That voluntary redundancy options will be made available to employees.
- f. Where an employee is made redundant they may be entitled to a redundancy payment.
- g. At all stages, an employee has the right to be accompanied by his/her Trade Union representative or a work colleague, at any consultation meeting or redundancy hearing.
- h. All formal proceedings shall be confidential and held in private.
- i. An employee has the right to appeal against dismissal.
- j. Redundancy and appeal hearings should take place within the normal working day of the employee.
- k. If the redundancy hearing is adjourned, the newly arranged hearing should be arranged within 5 working days unless otherwise agreed by both parties.
- l. If at any time circumstances change and a reduction is no longer necessary this process will end

6. Other Considerations

There should be a full exploration of the alternatives to redundancy including:

a. Impact on Class Sizes and other Employees.

Consideration should be given to the effects any reduction in staffing will have on class size and the working conditions of other employees within the School

b. Staff Turnover

Consideration should be given to the anticipation of other vacancies in the specific area likely to occur, based on known data as an alternative to immediate redundancies. This should also include consideration of the future staffing needs of the School/College.

c. Transfer of employees to other suitable work.

Wherever possible, employees should be transferred to other suitable work within the School/College or the County Council with appropriate re-training. This may be on a full-time or part-time basis but this must be on an agreed basis where those duties are outside of the employee's existing remit.

d. Change to working arrangements

It is also worth noting that employees may wish to undertake voluntary job sharing arrangements, voluntary reduced hours or part time working if such changes meet the organisational needs of the School/College.

6.1 Voluntary options

6.1.1 Voluntary Redundancy

Voluntary redundancy may be an appropriate measure where there is a need to reduce the existing pool of employees. The pool of affected employees to be invited to volunteer will be defined in the Section 188 Notification Document. Inclusion of any employee in the pool to be invited does not guarantee that a request will be agreed.

The criteria used must be fair, clear, non discriminatory and easily evidenced. Criteria may include, cost, skills, competence and experience, work performance, attendance record (which excludes disability and pregnancy related absence and maternity/adoption leave) and disciplinary record.

6.2 Compensation

6.2.1 Teachers

Voluntary Redundancy

Under 55 – Redundancy Payment

Over 55 – Redundancy Payment, Lump Sum, Early Pension Release (without actuarial reduction to benefits)

Compulsory Redundancy

Under 55 – Redundancy Payment

Over 55 – Redundancy Payment

Deletion of hours – Compensation payment

Currently under review – please contact your HR Advisor

6.2.2 Support Staff

Voluntary & Compulsory Redundancy

Under 50 – Redundancy Payment

Over 50 - Redundancy Payment, Lump Sum and Early Pension Release

From 1 April 2008 to 31 March 2010 the age of eligibility for immediate pension benefits will be:

50 for employees who were in membership of the Scheme at 31 March 2008

55 for employees joining the Scheme from 1 April 2008 onwards

From 1 April 2010: 55 for all employees

Employees with less than 2 years continuous Local Government Service: No entitlement to compensation.

Employees not in the Local Government Pension Scheme with at least 2 years continuous Local Government service: A redundancy payment based on age, length of service and salary.

Employees in the Local Government Pension Scheme aged under 50/under 55 with at least 2 years continuous Local Government service: a redundancy payment, as above. Pension benefits will be deferred and will normally become payable at the earliest date without reduction. However, if this date is after age 60, benefits may be taken from age 60 subject to

a reduction. Alternatively pension benefits may be transferred to another pension arrangement.

Deletion of hours – Compensation payment

Where there is a proposal to delete hours from an existing post and the post holder accepts the new hours, the employee will receive compensation on the basis of a redundancy payment pro rata to the number of hours lost (provided they have a statutory right to a redundancy payment). As the employee is not redundant the payment will be taxable.

Reduction in Hours Compensation Payment

Calculation: -

Current Salary – New Salary = Sum

Sum / 52.167 x Factor (number of weeks entitled to) as determined by Statutory Redundancy Chart ([Appendix A](#))

Pay Protection

If an employee is redeployed into a post one grade below their current grade, salary will be protected on a red-circled basis (i.e. frozen – no incremental progression or pay awards) for three years or until the maximum salary for the new post becomes higher than the frozen salary, whichever is the earlier. Where the new post is more than one grade below the employee's current grade, the employee's salary will reduce to the maximum of the grade above the grade of the new post and be red-circled as above.

There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new post.

The above applies to support staff only, teachers pay protection will be in accordance with the School Teachers Pay and Conditions Document.

7. Roles and Responsibilities

At the outset of the redundancy procedure, it will be important to establish who will undertake the necessary roles and responsibilities in line with the Schools/Colleges agreed policy on such matters.

7.1 Governors

In addition to fixing the staffing complement of the School/College, the Governors will have the overall responsibility for managing the process. The fairness of dismissals resulting from staffing reductions can be challenged in an Employment Tribunal. Article 6 of the Education (Modification of Enactments relating to Employment) Order 2003 states that Governors are the respondents in relation to any application to an Employment Tribunal alleging unfair dismissal. In law, the Local Authority remains the Employer and, therefore, will be primarily responsible for the payment of any compensation order by an Employment Tribunal in cases of unfair dismissal. Should Governing Bodies choose not to adopt the Local Authority procedure and this result is a payment of compensation at an Employment Tribunal hearing the School's/College's budget may bear the costs of any defence of the action including legal costs.

Failure to follow this procedure could in itself lead to a claim against the Person of unfair dismissal even if there are potentially good grounds for dismissal. Where Governing Bodies have adopted the Local Authority's policy and procedures and have been advised by the HR Team, then the Authority will arrange for necessary legal advice to be available to the Lead Person(s).

7.2 Management of the Redundancy Procedure

7.2.1 Lead Person(s)

The Head Teacher/Principal or Panel (sub-committee of Governors) will be responsible for managing the redundancy process and presenting the findings either to a Panel of Head Teacher and two Governors or Panel of three Governors. The arrangements for dealing with this will need to be considered in line with the nature of the reductions and within the framework of the staffing regulations and the principle of natural justice. Whoever takes on this role i.e. the Head Teacher/Panel will be referred to as the Lead Person(s) within this document. It is not, therefore, possible for the Head Teacher/Principal to be the Lead Person as well as the person responsible as part of a Panel for making a decision. The Head Teacher/Principal can only be the Lead Person where they will not be involved in any Committee of Governors making a decision about a potential redundancy dismissal.

Where the decision is delegated to the Head Teacher/Principal, as part of a Committee of Governors, another appropriate member of the Leadership Team should take on the role of Lead Person.

7.3 Redundancy Hearing Panel

In relation to the 2003 Staffing Regulations, the LA strongly advises Schools/Colleges that dismissal decisions are best made by a panel rather than by one person acting on their own. It is recommended, therefore, that the Redundancy Panel should normally consist of 3 governors.

7.4 Appeal Panel

Any appeal against a decision to recommend the termination of employment on the grounds of redundancy must be heard by a delegated governors' committee. This should consist of three governors who have had no previous involvement in the case.

8. Planning and Preparation

The school needs to ensure it has a strategic plan which ensures that as a consequence of the proposed reduction the remaining staff have the right skills required. The Section 188 Notification Document needs to be issued at the earliest opportunity.

The Rationale element of the Section 188 Notification Document should include details of the reasons for the proposals, number and types of posts to be deleted and timescales. Detailed information on the financial implications, as far as it is known at the time, is also required as part of this and the subsequent consultation meeting. Further detailed information should be provided to the LA and Trade Unions as it becomes available.

In order to determine the area(s) of staffing where a reduction could be made with least detriment to the school it will normally be necessary to undertake a detailed analysis of the curricular timetable and managerial needs. In assessing the managerial needs account should be taken of the school's management and development plans, with particular reference to any recommendations following an Ofsted inspection.

9. Consultation

Consultation should take place with the Recognised Trade Unions as soon as practicable and as fully as possible. The purpose of consultation is to provide as early an opportunity as possible for all concerned to share the problem and explore the options to avoid, if possible a compulsory redundancy.

There is a legal requirement to consult on:

- a. The reasons for the redundancy

And the ways of

- b. Avoiding the dismissals
- c. Reducing the number of employees to be dismissed
- d. Mitigating the effects of dismissals

Under the law, meaningful consultation with the Recognised Trade Unions must take place irrespective of whether or not the employees at risk of redundancy are members of a Trade Union.

Consultation should be undertaken by the School/College with a view to reaching agreement with the Recognised Trade Unions on these issues. This duty applies even when the employees to be made redundant are volunteers for redeployment. For meaningful consultation to take place the decision to dismiss must not have already been made. Failure to comply with the consultation requirements could lead to a claim for compensation, known as a protective award.

Where it is likely that there will be a need for a skills audit to be undertaken, the process to be followed should be discussed in outline with the Recognised Trade Unions at this formal consultation stage.

The legislation states that consultation should begin in good time and must begin at least 30 days before the first dismissal takes effect if 20 to 99 employees are to be made redundant at one establishment over a period of 90 days or less. Each school/college is treated as an individual establishment for the purposes of consultation. Other than in the situation of a school closure it is unlikely that there will be 20 – 99 employees being made redundant in a School/College, however the **30 days** consultation period must apply, unless an agreement can be reached with the Trade Unions and/or the Professional Associations for the consultation period to end earlier.

However, for the purposes of good industrial relations and as part of this procedure, Governing Bodies should consult with the Recognised Trade Unions in all cases of redundancy, irrespective of the numbers involved.

Consultation should also take place with employees as well as the Recognised Trade Unions at this early stage. Individuals who are at risk of redundancy must be provided with an opportunity to discuss their concerns with the Lead Person(s), in a constructive way, to explore alternatives to redundancy and consider how, if possible, redundancy can be avoided.

Employers have a statutory duty to disclose in writing to the Recognised Trade Unions the following information concerning proposals for redundancies so that they can play a constructive part in the consultation process:

- a. The reasons for the proposals
- b. The numbers and descriptions of employees it is proposed to dismiss as redundant
- c. The total number of employees of any such description employed at the establishment in question
- d. The way in which employees will be selected for redundancy

- e. How the dismissals are to be carried out, taking account of any agreed procedure, including the period over which the dismissals are to take effect
- f. The method of calculating the amount of redundancy payments (other than statutory redundancy pay) to be made to those who are dismissed.

It is important to re-iterate that if there are any significant developments during the period of consultation that affect the area(s)/subject(s) of the reduction which have not previously been the subject of discussion with employees/Recognised Trade Unions, further consultation is necessary to seek clarification over whether or not further meetings are required with employees or Recognised Trade Unions before identifying the employee(s) involved..

It is recommended that the Lead Person(s) keeps a record of any contact with the Recognised Trade Unions and keeps a note of the outcomes or issues raised. It is recommended also that if it is necessary to meet with the Recognised Trade Unions arrangements are made for the meeting to be minuted.

In fairness to the employees concerned (who may be seeking re-deployment) and to the Trade Unions (who may be dealing with a significant number of reductions) every effort should be made to communicate effectively, provide the necessary information and conclude the discussions as early as possible in line with the above procedure. In any event, particularly when dealing with teaching staff, these discussions must be concluded in sufficient time to allow the hearing and appeal procedures to be completed to enable the contractual and statutory notice for the termination of employment for teacher and school support staff to be given.

Having concluded the discussions with the Recognised Trade Unions and employees it will then be necessary to undertake a skills audit and apply the selection criteria to enable the identification of employees at risk.

10. Selection and Application of the Selection Criteria

Having established the need for a redundancy, and having explored the means by which a redundancy may be avoided, the next stage is to apply the standard selection criteria and to be specific about how the individual(s) affected have been identified.

In all cases of redundancy the overriding requirement must be the curriculum/organisational needs of the School/College. The standard selection criteria which should be applied are as follows:

- a. The consideration of any applications for voluntary options
- b. The requirements of the curriculum, management and organisational needs of the school.

-
- c. The match of qualifications, experience, skills, the flexibility of an employee to teach/work in other subjects/areas in the School/College, measured in relation to the curriculum/ organisational needs of the School/College

The recommended selection criteria are standard across all Schools/Colleges. Individual Schools/Colleges will need to apply the standard criteria to their own situation. There must always be clear documentation as to how the criteria have been applied and the results. The skills of individual employees can best be matched to curriculum need via the consideration of a skills audit completed by each employee.

Redundancy is not a vehicle for dismissing employees who are perceived not to be performing satisfactorily as separate policies/procedures (e.g. Capability, Performance) exist to meet this situation. It continues to be acceptable, however, to consider the relative flexibility of employees when deciding who should be recommended for redundancy but this factor should not be used in isolation.

In applying the above criteria, care must be taken to ensure against claims of unfair dismissal and that the selection process avoids the following which are illegal:

- a. Discrimination on the grounds of age, disability, sex, race, religion or belief, sexual orientation, membership or non-membership of a Trade Union or membership of any particular Trade Union, length of service and contractual status
- b. Criteria which are not fair or objective; imprecise or subjective

10.1 The 'Pool' of Employees

In a Primary School, where the area of reduction has been identified as a Key Stage, it may be necessary to demonstrate that the selection has included all employees within the school in the same occupational group in the 'pool' at risk of redundancy, i.e. all Teachers, all Teaching Assistants in School so that the 'pool' for selection includes all employees and not only those employees who work in the identified Key Stage.

In a Secondary School, if the area of reduction has been identified as an area, department or subject area, the employees in the area(s)/department(s)/ subject(s) identified as at risk within the redundancy notification will form the 'pool'.

In a Special School, either of the two scenarios described above could apply,

Similarly, if in a School/College the requirement is to reduce the size of the Leadership/Senior Management Team all posts within the Team would be included in the 'pool' for redundancy selection.

However voluntary options will be open to all employees and where a volunteer for redundancy has been identified, the skills of other employees may be identified through the

process of a skills audit to determine whether it is possible to match the skills of the person who has volunteered to enable a reduction to take place by voluntary means.

Where there are no volunteers, skills audits will be limited to those employees identified on the redundancy notification as being the 'pool' of employees at risk of redundancy i.e. the area where the reduction needs to take place. It is worth noting that skills audits will also be necessary should a situation arise where there are too many volunteers.

Any identified 'pool' should include those absent through illness, on a career break, maternity leave or secondment.

10.2 Skills Audit

In considering the 'pool' at risk as part of the selection, if reductions cannot be made through voluntary options the Lead Person(s) should undertake a Skills Audit to determine the qualifications, experience, skills, flexibility of employees to teach/work in other subject(s)/area(s). These skills should be considered in relation to the curriculum/organisational needs of the School/College.

All staff in the affected pool should complete a Skills Audit as preparation for an individual meeting with the Lead Person(s). Individuals should be directed to their Trade Union or another member of the Senior Leadership team as support for the completion of the Skills Audit.

The meeting with the Lead Person(s) will give individuals the opportunity to discuss their skills and experience and to demonstrate, with examples, how they have applied those skills.

The Lead Person(s) should then transfer all the information from the Skills Audit onto the summary sheet.

Whilst a template document is provided as part of the toolkit, it is important that the school devises and uses a Skills Audit that reflects the school's structure and management. In devising such a document the following are of great importance: -

- job description and agreed role(s) and responsibilities that they contain;
- courses/ inset attended and the link with the school's priorities and future planning;
- skills, qualifications and experience not currently used that could be called upon

Crucial to the value of the audit are the various headings. These will vary from school to school, and it is advised that the Head Teacher works with a member of the Governing body, who would then not be involved in the subsequent process. The Skills Audit document should form part of the consultation where it varies from the template document.

The Lead Person(s) must be able to demonstrate at any hearing which may be necessary, that a skills audit has been undertaken and exactly how the selection criteria have been applied.

Following the analysis of the skills audit the Lead Person will meet individually with the employees selected for dismissal and advise them of the recommendation being made and the reasons why the selection has been made. At or immediately following this meeting the Lead Person will confirm in writing the recommendation being made and the date of the pre-arranged Redundancy Hearing.

11. Redundancy Hearing

Normally the procedure will be followed in the order of the stages set out below.

The employee will be given written notification of the hearing as soon as possible and at least 10 working days before the hearing. This timescale can be extended in exceptional circumstances. The written notification will include:

- The date, time and place of the meeting
- Who will be present at the meeting
- Statement of case outlining the details of selection.
- Copies of any documents, if any, which are going to be referred to.
- The right to be accompanied by a Trade Union representative or workplace colleague
- The opportunity to send any written submission or evidence to the panel prior to the hearing.

If the employee's union representative or work colleague is unable to attend on the date of the hearing, the Employment Relations Act 1999 requires that a further date should be set within five working days of the original date. To avoid unnecessary delays, the date of the hearing should always be set in consultation with both the employee's Trade Union and the HR Team. This is to ensure not only that the employee's Trade Union representative is available but that an appropriate HR Advisor is also available to attend and advise the Panel on any procedural aspects or matters of employment law. It should be noted that the HR Advisor is not a Member of the Panel and that their role is only advisory.

The employee must be invited to attend a rearranged hearing. If the employee is unable to attend the rearranged hearing it will normally proceed and a decision made, in their absence.

In view of the sensitivity of the situation, particular consideration will need to be given to the arrangements for the hearing. For example, the venue will need to accommodate comfortably all parties during the course of the hearing, provide a suitable room for any witnesses waiting to give evidence and in addition a suitable room for any adjournments that may be required.

The School/College should arrange for an appropriately experienced minuting clerk to take detailed confidential notes of the hearing.

Confidentiality by **ALL** parties must be paramount throughout the hearing.

11.1 Conducting the Redundancy Hearing

The procedure for conducting a Redundancy Hearing is set out below. It is generally considered unwise for staff governors to take part in such a hearing.

- At the hearing the Lead Person(s) will be responsible for presenting their statement of case and supporting evidence to the Panel in the presence of the employee and their representative.
- The Lead Person(s) may be asked questions by the employee or their representative on the evidence presented.
- Members of the Redundancy Panel may ask questions of the Lead Person(s) on the evidence submitted.
- The employee or their representative will state their case in the presence of the Lead Person(s).
- The employee may then be asked questions by the Lead Person(s).
- The Redundancy Panel may ask questions of the employee and their representative.
- The Lead Person(s) will then have the opportunity to sum up the case for redundancy.
- The employee or their representative will have the opportunity to sum up.
- The employee, representative, Clerk and Lead Person(s) shall then withdraw.
- The Redundancy Panel (together with the HR Advisor acting in an advisory role will then deliberate in private, only recalling the employee (and their representative) and the Lead Person(s) to clarify points of uncertainty on evidence already given. If recall is necessary, both parties must return, even if only one of them is concerned with the point giving rise to doubt.
- After deliberating, the Redundancy Panel will announce the decision to the employee, representative and Lead Person(s) personally. The right of appeal against the decision will also be explained. The Chair of the Redundancy Panel will then formally write to the employee within three working days confirming the decision and allowing 10 days to exercise the right of appeal.

The procedure outlined above will also be followed to hear any appeals against decisions to dismiss.

Any decision of the Panel must be confirmed to the employee in writing within three working days.

11.2 Termination of Employment and Redeployment

Immediately following the Redundancy Hearing the School/College will advise the LA of any employees recommended for dismissal and ask for the individual(s) contract(s) of employment to be terminated. In the case of Voluntary Aided Schools the LA will terminate the contracts on behalf of the Governing Body in accordance with the School Staffing (England) Regulations 2003, the request will be actioned by the LA within 14 days.

The notice provisions within the termination letter will be those relevant to and set out in the contract of employment of the individual or as specified within the Employment Rights Act 1996.

The LA will seek to redeploy any employee whose post has been identified as being compulsory redundant. This process will commence as soon as it becomes apparent that a reduction is necessary and will be co-ordinated by the HR Team who will arrange a meeting with individuals, if appropriate. The offer of redeployment will be made to the individual without prejudice following the hearing and prior to the appeal if appropriate.

Governors, with the support of the HR Team, also have a duty to mitigate the consequences of a compulsory redundancy and every effort should be made during the notice period to redeploy the individual(s) affected into a suitable alternative post. In practice, this will mean keeping the situation under constant review and maintaining contact with the individual(s) concerned to support and advise of any new developments during the notice period.

An individual selected for dismissal on the grounds of redundancy

- Has a right to time off within working hours to seek other employment. Permission should be granted for attendance at interviews, redeployment meetings, Job Centre, etc,
- Should be afforded support for interview training, coaching for writing their CV etc.
- Given access to the Employee Welfare Service.
- Should be afforded time off to meet with their Trade Union representative.

11.3 Appeal Hearing

The Appeal Hearing will be conducted in accordance with paragraph 9.1 above except there will be no further right of appeal. The panel will consist of three new Governors and an independent HR Advisor.

In circumstances when the Appeal is upheld the Notice issue under paragraph 9.2 above will be withdrawn.

12. Employment Tribunals

As stated previously, it is the responsibility of the Governing Body to be the respondent in relation to an application to an employment tribunal alleging unfair dismissal although, in law, the LA remains the employer (other than in Foundation and Voluntary Aided Schools). The first that a School/College may know of a referral to an Employment Tribunal will often be the receipt of a document from the Employment Tribunal numbered ET1. This ET1 document is the originating application which will set out the applicant's grounds of application to an employment tribunal. The respondent then has fourteen days in which to fill in the form ET3, the notice of tribunal appearance.

Because of the peculiar legal relationship between the Local Authority and the Governing Body, former employees may not always know who the proper respondent is in their application.

Given the timescales, even though an extension of time will often be granted by a tribunal, it is essential that as soon as an ET1 is received by a School/College, a copy should be passed to the Head of the CYPS HR Team. Advice will then be given on whether or not the County Council need to be involved in producing the notice of appearance. By the same token, when an ET1 is received by the Head of the CYPS HR Team, a copy will be made available as soon as possible to the Head Teacher with appropriate comments.

It is vitally important that this mutual procedure be strictly followed, since in the event of default an application may obtain judgement without either the School/College or the Local Authority having the opportunity of defending the matter.

The LA will be primarily responsible for the payment of any compensation order by an employment tribunal in respect of a finding of unfair dismissal, although where it is reasonable to do so the LA is empowered to deduct such compensation from the Schools/Colleges budget. However, providing the School/College has purchased the CYPS HR Team's services and has taken the advice given to them, this is unlikely to happen.

In cases where the Lead Person(s) and Authority are in agreement over the matter of dismissal then, it should be possible for the LA to represent the Lead Person(s) at any tribunal hearing. Governors will also need to give very careful consideration to the nature of the evidence before an employment tribunal. Under present arrangements it is often possible for the employer's evidence to be given by a representative of the Authority. However, evidence may also have to be given by Members of the Governors Panel, particularly those Governors who chaired the Redundancy Panel and the Appeal Panel.

Appendix A READY RECKONER FOR CALCULATING REDUNDANCY PAY

The length of service refers to complete years of continuous service.

Only continuous service in local government and certain related bodies counts for the calculation of redundancy payments.

The table shows **HOW MANY WEEKS PAY** the employee is entitled to.

Age	Service (Years)																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
17*	1																			
18	1	1½																		
19	1	1½	2																	
20	1	1½	2	2½	-															
21	1	1½	2	2½	3	-														
22	1	1½	2	2½	3	3½	-													
23	1½	2	2½	3	3½	4	4½	-												
24	2	2½	3	3½	4	4½	5	5½	-											
25	2	3	3½	4	4½	5	5½	6	6½	-										
26	2	3	4	4½	5	5½	6	6½	7	7½	-									
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-								
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-							
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-						
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-					
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-				
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-			
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-		
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-	
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½	17
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17	17½
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½	18
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18	18½
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½	19

40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30