St John Henry Newman

Catholic Primary School

Redundancy Policy

Approved: October 2026

Next Review Date: October 2027

1. Introduction

St John Henry Newman Catholic Primary School is committed to protecting employment wherever reasonably possible and to managing any necessary staffing reorganisation fairly, transparently, sensitively and lawfully.

The school recognises that redundancy can have a significant financial, professional and personal impact on employees and their families.

The school will therefore seek, wherever reasonably practicable, to:

- avoid compulsory redundancies;
- minimise the number of redundancies where they cannot be avoided;
- explore alternatives before redundancy;
- consult openly and meaningfully with recognised trade unions and affected employees;
- use fair, transparent and objective selection arrangements;
- give employees appropriate opportunities to challenge proposals and decisions;
- identify suitable alternative employment;
- support employees in seeking work or training; and
- provide appropriate financial and practical support in accordance with statutory and school arrangements.

This policy applies to all employees of St John Henry Newman Catholic Primary School.

StJHN is a **voluntary-aided maintained Catholic school**. The **Governing Body is the employer** and retains overall responsibility for staffing decisions, subject to the law and the Governing Body's delegated arrangements.

The school is not part of an academy trust.

2. Purpose of the policy

This policy provides a framework for dealing with:

- staffing reductions;
- changes to the curriculum or organisation of the school;
- reductions in hours;
- restructuring of posts;
- closure or substantial reduction of a service;
- financial pressures requiring a reduction in staffing expenditure;
- falling pupil numbers;
- changes in pupil needs;

- changes in the way services are delivered; and
- other circumstances which may lead to redundancy.

The policy is intended to ensure that redundancy is used only where there is a genuine organisational need and after reasonable alternatives have been considered.

3. Legal and professional framework

This policy has regard to:

- Employment Rights Act 1996;
- Trade Union and Labour Relations (Consolidation) Act 1992;
- Equality Act 2010;
- Employment Relations Act 1999;
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000;
- Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002;
- Maternity and Parental Leave etc. Regulations 1999;
- Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024;
- National Minimum Wage legislation;
- School Staffing (England) Regulations 2009;
- Education Act 2002;
- School Teachers' Pay and Conditions Document, where applicable;
- ACAS guidance;
- Department for Education guidance;
- recognised trade union guidance; and
- individual contractual terms and conditions.

The Governing Body is responsible for staffing functions in a maintained school, including the employment, conduct, suspension and dismissal of staff, subject to any lawful delegation.

The school will comply with any statutory requirements that apply at the time a redundancy process begins. Where legislation changes, the statutory requirement will take precedence over this policy.

4. Meaning of redundancy

A redundancy situation may arise where:

- the school closes or intends to close;
- the need for employees to carry out work of a particular kind has ceased or diminished, or is expected to do so;
- the need for employees to carry out work of a particular kind at the place where they are employed has ceased or diminished, or is expected to do so;
- a particular service or curriculum area is reduced or discontinued;
- the school needs fewer employees to undertake existing work;
- a full-time post is reduced to part-time and the employee does not agree to the reduction;
- the school restructures its staffing arrangements; or
- financial circumstances require a reduction in staffing.

A genuine redundancy concerns the work required by the school, rather than the capability, conduct or personal circumstances of an individual employee.

The NEU identifies reductions in work of a particular kind, falling rolls, financial pressures, curriculum changes and reductions in hours among the common circumstances that may lead to redundancy.

5. Reorganisation

A reorganisation may involve:

- deleting posts;
- creating new posts;
- merging posts;
- changing responsibilities;
- changing reporting arrangements;
- changing hours;
- changing the structure of a team;
- introducing new ways of working;
- changing curriculum provision; or
- introducing a different staffing model.

A reorganisation does not automatically mean that redundancies will be necessary.

The school will consult on proposed organisational changes and seek to avoid compulsory redundancies wherever reasonably possible.

Where a proposed change amounts to a contractual variation rather than redundancy, the school will follow an appropriate consultation and contractual-change process.

6. Relationship with other policies

This policy should be distinguished from:

- Staff Discipline and Grievance Policy;
- Appraisal and Capability Policy;
- Staff Attendance / Sickness Absence arrangements;
- Flexible Working arrangements;
- Pay Policy;
- Whistleblowing Policy; and
- safeguarding procedures.

Redundancy must not be used as an alternative to a disciplinary or capability process.

Where the underlying issue concerns an individual's conduct or performance rather than a genuine reduction in the school's requirement for work, the appropriate conduct or capability process will be used.

7. Core principles

StJHN will apply the following principles:

7.1 Avoidance

Compulsory redundancy will be a last resort.

7.2 Early warning

Staff and recognised trade unions will be informed as early as reasonably practicable when significant staffing reductions are being considered.

7.3 Meaningful consultation

Consultation will take place while proposals are still capable of being changed.

7.4 Transparency

Relevant financial, staffing, curriculum and organisational information will be provided to enable meaningful consultation, subject to confidentiality and data protection.

7.5 Objective selection

Where selection is necessary, criteria will be fair, measurable, relevant, transparent and non-discriminatory.

7.6 Equality

The school will consider the Equality Act 2010 and the impact of proposed criteria and decisions on individuals with protected characteristics.

7.7 Alternative employment

The school will make reasonable efforts to identify suitable alternative employment within StJHN.

7.8 Representation

Employees may be accompanied and represented by a recognised trade union representative or workplace colleague.

7.9 Appeal

Employees will have an opportunity to appeal against selection for redundancy and any subsequent dismissal.

7.10 Respect and dignity

The process will recognise the personal impact of redundancy and will be conducted respectfully and sensitively.

These principles reflect the NEU's current redundancy policy position.

8. Commitment to avoiding compulsory redundancy

Before proposing compulsory redundancies, the school will consider, where relevant:

- natural turnover;
- recruitment freezes;
- not filling vacant posts;
- reducing agency or temporary staffing;
- reducing overtime;
- reducing external consultancy expenditure;
- voluntary redundancy;
- early retirement where genuinely voluntary and lawful;
- redeployment;
- retraining;
- changes to working arrangements by agreement;
- temporary arrangements;
- job sharing;
- reduction in contracted hours by agreement;
- changes to the use of existing vacancies;

- restructuring responsibilities;
- curriculum or organisational changes;
- budgetary savings elsewhere; and
- other reasonable alternatives.

The school will not require employees to accept a contractual reduction in salary, hours or status simply to avoid redundancy.

Any permanent contractual change will be subject to appropriate consultation and agreement or another lawful process.

9. Staffing and financial information

Where a redundancy proposal arises from financial circumstances, the school will provide recognised trade unions and affected staff with sufficient information to understand the rationale for the proposals.

Subject to confidentiality, this may include:

- current budget information;
- relevant historical financial information;
- projected financial information;
- staffing costs;
- pupil numbers;
- funding changes;
- curriculum requirements;
- staffing projections;
- proposed savings;
- alternative savings considered; and
- the financial effect of proposed staffing changes.

Information will be provided in a form that enables meaningful consideration rather than simply presenting conclusions.

The NEU's current guidance specifically identifies financial and staffing information as important to meaningful consultation.

10. Consultation with recognised trade unions

The school recognises the important role of recognised trade unions in redundancy consultation.

Where a recognised union has members affected by the proposal, the school will consult the union through its recognised representatives.

Consultation will take place:

- as early as reasonably practicable;
- before final decisions are made;
- with sufficient information to permit meaningful discussion; and
- with a genuine willingness to consider alternatives.

Consultation will include consideration of:

- the reasons for the proposed changes;
- the number and categories of employees potentially affected;
- the proposed selection pool;
- proposed selection criteria;
- ways to avoid or reduce redundancies;
- voluntary redundancy;
- redeployment;
- training;
- changes to the staffing structure;
- implementation arrangements;
- redundancy payments;
- notice;
- support for affected employees; and
- equality implications.

11. Enhanced StJHN consultation commitment

StJHN adopts an enhanced consultation standard beyond the statutory minimum.

Unless circumstances make this genuinely impracticable, the school will normally provide:

- **at least 45 calendar days' consultation before the first proposed dismissal where fewer than 20 employees are affected**; and
- **at least 90 calendar days' consultation where more than 20 employees are affected**.

These are internal StJHN policy commitments and do not replace statutory collective consultation requirements.

Where the law requires a longer period, the legal requirement will apply.

The NEU's 2026 redundancy checklist recommends 45 days for smaller proposals and 90 days where more than 20 people are affected.

12. Statutory collective consultation

Where the school proposes to dismiss **20 or more employees as redundant at one establishment within a 90-day period**, the collective redundancy provisions will apply.

The current statutory minimum periods before the first dismissals take effect are:

- **30 days** where 20 to 99 redundancies are proposed; and
- **45 days** where 100 or more redundancies are proposed.

The school will comply with the statutory requirements and will normally provide the enhanced StJHN consultation period where the circumstances permit.

Collective consultation must cover:

- ways of avoiding dismissals;
- reducing the number of dismissals;
- mitigating the consequences; and
- the basis for the proposed selection arrangements.

Current government guidance confirms these statutory thresholds and minimum periods.

13. HR1 notification

Where the statutory collective consultation provisions apply, the school will comply with the requirement to notify the Redundancy Payments Service using the appropriate **HR1** notification.

The current statutory deadlines are:

- at least 30 days before the first dismissal where 20–99 redundancies are proposed; and
- at least 45 days before the first dismissal where 100 or more are proposed.

The school will seek appropriate HR/legal advice to ensure the notification is completed correctly and on time.

14. Employees on leave

Employees absent because of:

- maternity leave;
- adoption leave;
- shared parental leave;
- neonatal care leave;
- sick leave;
- parental leave;
- disability-related absence;
- other authorised leave; or
- another reason

must not be disadvantaged in the consultation process.

The school will ensure that staff on long-term leave are notified and kept appropriately informed.

The NEU redundancy checklist specifically requires employees on long-term leave to remain informed throughout the process.

Where an employee cannot reasonably attend a meeting, the school will make appropriate arrangements for consultation.

15. Enhanced redundancy protection for pregnancy and family leave

The school will comply with the enhanced statutory redundancy protections applying to eligible employees who are:

- pregnant;
- on maternity leave;
- taking adoption leave;
- taking qualifying shared parental leave;
- taking qualifying neonatal care leave; or
- taking bereaved partner's paternity leave.

Where applicable, the employee must be offered a suitable alternative vacancy in priority to other employees.

Since April 2024, redundancy protection has been extended for eligible employees beyond the period of maternity or adoption leave, with protection generally extending to 18 months from the relevant birth or placement date. Similar protection applies to qualifying periods of shared parental, neonatal care and bereaved partner's paternity leave.

The school will obtain appropriate advice where an employee may have enhanced statutory protection.

16. Individual consultation

Each employee whose position is potentially affected will receive individual consultation.

Individual consultation will normally address:

- the employee's role;
- the effect of the proposed changes;
- information relevant to the employee;
- their views on alternatives;
- possible redeployment;
- selection criteria;
- their provisional selection score where applicable;
- relevant personal circumstances;
- suitable alternative employment;
- notice;
- redundancy pay; and
- any other relevant matter.

Consultation must be genuine and meaningful.

The employee must have a reasonable opportunity to suggest alternatives and challenge information.

The existence of an "at risk" letter does not mean that the final redundancy decision has been made.

The NEU specifically emphasises that individual consultation must take place and that an at-risk notification is not a final redundancy decision.

17. At-risk notification

Where appropriate, employees will receive an **at-risk letter**.

The letter will explain:

- that the employee's post is potentially at risk;
- why the school is considering staffing reductions;
- the proposed timetable;
- the proposed selection pool;

- the proposed selection criteria;
- consultation arrangements;
- representation rights;
- potential alternatives;
- the fact that no final decision has yet been made; and
- the employee's right to participate in consultation.

Being identified as at risk is not the same as being dismissed.

18. Voluntary redundancy

Before compulsory redundancies are considered, the school will normally invite expressions of interest in voluntary redundancy.

Any voluntary redundancy scheme will set out:

- who may apply;
- the period during which applications will be accepted;
- how applications will be considered;
- the proposed financial terms;
- the proposed leaving date;
- any conditions;
- whether applications may be withdrawn;
- how pension considerations will be handled; and
- who will make the final decision.

An employee expressing an interest in voluntary redundancy will not be prejudiced in relation to compulsory selection if their application is not accepted.

The school is not required to accept every application for voluntary redundancy.

The NEU recommends that voluntary redundancy is explored before compulsory redundancy and that employees can request information about voluntary redundancy without prejudice.

19. Enhanced voluntary redundancy

Where financially and operationally appropriate, the Governing Body may approve enhanced voluntary redundancy terms.

Any enhanced arrangement must be:

- approved before the scheme opens;

- clearly communicated;
- affordable;
- objectively applied;
- non-discriminatory; and
- consistent with the school's financial regulations.

The Governing Body may determine different terms in different redundancy exercises where there is a clear and legitimate reason.

20. Redundancy pool

Where some but not all employees undertaking similar work are potentially redundant, the school will identify an appropriate **selection pool**.

The pool will normally include employees undertaking:

- the same work;
- substantially similar work; or
- interchangeable work.

The school will consider whether a wider pool is appropriate where employees have transferable skills or overlapping duties.

The pool will not be created artificially to target a particular employee.

The NEU and ACAS both emphasise the importance of considering similar and interchangeable roles when establishing selection pools.

21. Selection criteria

Where selection is required, criteria will be:

- objective;
- measurable;
- clearly defined;
- relevant to the future needs of the school;
- consistently applied;
- capable of independent verification;
- proportionate; and
- non-discriminatory.

Selection criteria will be agreed or consulted upon with recognised trade unions wherever reasonably practicable before they are applied.

The NEU specifically recommends criteria that are objective, fair, precisely defined, measurable and non-discriminatory.

22. Possible selection criteria

Depending on the nature of the redundancy proposal, criteria may include:

- qualifications;
- relevant skills;
- specialist expertise;
- breadth of skills;
- experience relevant to the future staffing structure;
- curriculum or operational requirements;
- ability to undertake the duties of the future role;
- qualifications required by law or regulation;
- flexibility where objectively defined and genuinely relevant; and
- other factors directly connected to the future requirements of the school.

The school will use only criteria which are relevant to the proposed future staffing structure.

23. Criteria that will not normally be used

The school will not normally use the following as selection criteria:

- trade union membership;
- trade union activity;
- pregnancy or maternity;
- protected family leave;
- whistleblowing;
- raising a legitimate grievance;
- exercising statutory employment rights;
- part-time status;
- fixed-term status;
- disability;

- absence connected with disability, pregnancy or maternity;
- conduct concerns better dealt with through disciplinary procedures; or
- performance concerns better dealt with under capability procedures.

The school will not use attendance as a selection criterion without taking legal advice and making appropriate adjustments for protected or disability-related absence.

The NEU specifically opposes the use of attendance records as a redundancy-selection criterion, while current Acas guidance also stresses that disability, pregnancy and maternity-related absences must be handled carefully.

24. Last-in-first-out

The school will not automatically use **last-in-first-out (LIFO)** as a redundancy selection criterion.

Where length of service is proposed as a factor, the school will consider equality and age-discrimination implications and obtain appropriate advice.

Any use of length of service must be objectively justified and lawful.

25. Skills audit

Where selection is based on skills or qualifications, the school may carry out a skills audit.

The purpose will be to establish an accurate picture of:

- qualifications;
- relevant experience;
- training;
- specialist expertise;
- curriculum experience;
- operational skills;
- leadership experience; and
- other objective factors relevant to the future structure.

The information collected will be limited to what is necessary.

The NEU recommends a skills audit to support objective and evidence-based selection.

26. Scoring

Where scoring is used:

- the criteria will be published before scoring;

- the weighting of criteria will be clear;
- evidence supporting scores will be recorded;
- scores will be applied consistently;
- employees will be given the opportunity to understand their provisional scores; and
- employees will be allowed to identify factual errors or relevant evidence which has not been considered.

Selection scores will not be used as disguised capability assessments.

27. Selection panel

Selection will normally be undertaken by a panel of at least **three appropriately authorised individuals**, where practicable.

Panel members should:

- be appropriately trained or briefed;
- have no personal conflict of interest;
- use the agreed criteria consistently;
- base decisions on evidence;
- avoid discriminatory assumptions; and
- maintain confidentiality.

Where governors are involved, the Governing Body's delegated authority and conflict-of-interest requirements will apply.

28. Provisional selection

Where selection scoring is required, employees will normally be informed of their provisional position before a final redundancy decision is made.

The employee will receive:

- their provisional score;
- the relevant criteria;
- sufficient information to understand how the score was reached; and
- an opportunity to comment.

The school will consider representations before confirming a final selection.

29. Appeal against selection

Employees have the right to appeal against their selection for redundancy.

An appeal may be based on:

- factual errors;
- incorrect application of criteria;
- inconsistent scoring;
- failure to consider relevant information;
- discrimination;
- failure to follow the agreed process;
- inappropriate selection pool; or
- other substantive concerns.

The appeal should be submitted in writing within **10 working days** of the selection decision.

30. Redundancy appeal panel

The appeal will normally be heard by a panel of at least **three people** who have not been involved in the previous stages.

Where appropriate, this will be a governor panel.

The employee may be accompanied by:

- a trade union representative; or
- a workplace colleague.

The appeal panel may:

- uphold the selection;
- amend the selection;
- require reconsideration;
- require further evidence to be considered; or
- take another reasonable action within its authority.

The NEU checklist specifically recommends an appeal panel of at least three people who have not previously been involved.

31. Bumping

The school may consider **bumping** as an alternative to compulsory redundancy.

Bumping occurs where:

- an employee whose role is directly affected by redundancy is moved into another post; and
- the employee currently occupying that other post is then considered for redundancy.

Bumping may be considered where it:

- avoids or reduces compulsory redundancy;
- retains required skills;
- supports the future staffing structure; and
- is lawful and reasonable.

Any proposal to use bumping will be discussed during consultation.

The NEU identifies bumping as one potential mechanism for reducing compulsory redundancies.

32. Redeployment

The school will make reasonable efforts to identify suitable alternative employment within StJHN.

This may include:

- vacant posts;
- newly created posts;
- temporary posts;
- roles created by restructuring;
- roles requiring reasonable training; or
- posts made available through other staffing changes.

Where appropriate, external opportunities may be signposted, but the school cannot guarantee employment with another employer.

The NEU recommends that redeployment is considered early and that vacancies are identified during consultation.

33. Suitable alternative employment

When considering whether employment is suitable, the school will consider:

- duties;
- skills;

- qualifications;
- status;
- salary;
- hours;
- location;
- working conditions;
- contractual terms;
- employee circumstances; and
- training requirements.

Where a suitable alternative vacancy exists, the school will consider whether it should be offered directly rather than requiring a competitive recruitment process.

Employees with enhanced statutory redundancy protection will receive the priority required by law.

Government guidance confirms that suitability includes factors such as duties, terms, skills, pay, status, hours and location.

34. Trial period for alternative employment

Where an alternative role is offered and accepted, the employee will normally have a statutory **four-week trial period**.

The trial may be extended where additional training is required, provided the extension is agreed in writing before the trial period begins.

The school will use the trial period to determine whether the role is genuinely suitable for both parties.

If the role is not suitable, the employee's redundancy rights will normally remain protected where the statutory conditions are met.

Government guidance confirms the four-week statutory trial period and the possibility of a written extension for training.

35. Reasonable adjustments

Where an employee has a disability, the school will consider reasonable adjustments throughout the redundancy process.

Adjustments may apply to:

- consultation meetings;
- information format;
- selection evidence;

- assessment arrangements;
- meetings;
- communication;
- redeployment;
- training; and
- the workplace.

The school will not use disability-related circumstances unfairly in selection.

The NEU redundancy checklist specifically requires reasonable adjustments to be considered for redeployed staff and equality impacts to be addressed.

36. Equality impact assessment

Where a significant restructuring is proposed, the school will consider whether an equality impact assessment is appropriate.

The assessment may consider:

- sex;
- race;
- disability;
- age;
- religion or belief;
- pregnancy and maternity;
- sexual orientation;
- gender reassignment;
- marriage and civil partnership; and
- other relevant factors.

The school will consider whether apparently neutral proposals may have a disproportionate impact and whether reasonable alternatives are available.

37. Trade union representatives and accompaniment

Employees have the right to involve a recognised trade union representative.

StJHN will normally allow an employee to be accompanied by:

- a recognised trade union representative;
- a certified trade union official; or

- a workplace colleague.

This right will normally apply at:

- individual consultation meetings;
- provisional selection meetings;
- selection appeal meetings;
- redundancy decision meetings;
- redeployment discussions; and
- other formal meetings connected with the redundancy process.

The NEU checklist advocates accompaniment throughout the process and appropriate additional facility time for representatives.

The school will provide reasonable facility time for recognised representatives where required by law or agreed arrangements.

38. Employees' representatives

Where collective consultation is required, the school will consult:

- recognised trade union representatives where unions are recognised; or
- elected employee representatives where applicable.

The school will provide the information required by law and any additional information necessary for meaningful consultation.

39. Notice of redundancy

Where an employee is ultimately dismissed by reason of redundancy, they will receive contractual or statutory notice, whichever is greater.

The current statutory minimum notice periods are:

- one week where employed between one month and two years;
- one week for each completed year of service between two and twelve years; and
- twelve weeks where employed for twelve years or more.

Contractual notice may provide a greater entitlement.

The school will comply with the employee's contractual entitlement where it exceeds the statutory minimum.

40. Redundancy pay

Employees with at least two years' continuous service will normally qualify for statutory redundancy pay, subject to statutory conditions.

The statutory calculation is based on:

- age;
- completed years of service; and
- a week's pay,

with service capped at 20 years.

For redundancies taking effect on or after **6 April 2026**, the statutory weekly pay cap is **£751**, producing a maximum statutory redundancy payment of **£22,530**.

41. StJHN redundancy payment arrangement

StJHN's minimum redundancy entitlement will be the statutory redundancy payment.

Where the Governing Body approves an enhanced redundancy arrangement, that arrangement will be set out clearly in writing before it is relied upon.

In considering an enhanced scheme, the Governing Body may provide for redundancy pay to be calculated using the employee's actual gross weekly contractual pay rather than the statutory weekly cap.

Any enhanced arrangement will:

- require Governing Body approval;
- be affordable;
- be consulted upon with recognised unions;
- be applied consistently to the defined group of employees;
- be subject to any applicable legal restrictions; and
- be documented clearly.

The NEU's current redundancy checklist identifies actual/gross weekly pay, without the statutory cap, or an agreed enhanced local scheme as its preferred approach.

42. Calculation of enhanced redundancy pay

Where the Governing Body has approved an enhanced scheme, the scheme document will state:

- the weekly pay calculation;
- the qualifying service;
- the age bands;

- the maximum qualifying service;
- any enhancement factor;
- any overall maximum;
- eligibility conditions; and
- the date on which the scheme expires.

Unless the approved enhanced scheme expressly states otherwise, statutory minimum rights will continue to apply.

43. Payment of redundancy entitlement

The school will provide the employee with a written statement showing:

- the redundancy payment;
- how it has been calculated;
- the relevant service period;
- the weekly pay used;
- notice arrangements; and
- any other relevant payment.

Where practicable, redundancy payments will be made when employment ends or as soon as reasonably practicable afterwards.

44. Notice pay and other final payments

Employees leaving through redundancy will receive any payments due under their contract and the law, including where applicable:

- salary to the termination date;
- notice pay;
- redundancy pay;
- accrued but untaken annual leave;
- approved expenses; and
- other contractual payments.

The treatment of pension benefits will depend on the relevant pension scheme rules.

The school will provide appropriate information concerning pension rights where redundancy may affect pension arrangements.

45. Time off to look for work or training

An employee with at least two years' continuous service and under notice of redundancy has a statutory right to reasonable time off during working hours to:

- look for another job; or
- arrange training.

The school will seek to be supportive and flexible in agreeing appropriate arrangements.

Current government guidance confirms this entitlement.

Where the employee has less than two years' service, the school may still agree reasonable paid time off where this supports a fair and humane redundancy process.

46. Support during redundancy

The school will seek to provide appropriate practical support, which may include:

- reasonable time for job searching;
- support identifying vacancies;
- references;
- access to appropriate training;
- skills-development opportunities;
- advice on redeployment;
- information about pensions;
- signposting to financial advice;
- signposting to employment support; and
- wellbeing support.

The school recognises that redundancy may be stressful and will seek to manage the process sensitively.

47. Salary safeguarding

Where a teacher is redeployed and statutory salary safeguarding applies, the school will comply with the relevant STPCD provisions.

The current STPCD rules will determine:

- whether protection applies;
- the protected amount;
- the duration of protection; and

- the circumstances in which protection may cease.

Where support staff are redeployed into a lower-paid role, any pay protection will be determined in accordance with the employee's contractual terms and any approved school arrangements.

48. Part-time employees

Part-time employees will be included fairly in redundancy consultation and selection.

The school will not select an employee for redundancy because they work part-time.

Where a reduction in hours is proposed, the school will consider whether the position constitutes a redundancy situation and will consult properly before any contractual change is made.

The NEU expressly states that part-time employees must not be treated less favourably than comparable full-time employees.

49. Fixed-term employees

Fixed-term employees may be included in redundancy processes where appropriate.

The school will consider:

- the nature of the fixed-term contract;
- the reason it was issued;
- the expected end date;
- whether the work is genuinely coming to an end;
- continuous service;
- applicable consultation requirements; and
- statutory redundancy entitlement.

The school will not use fixed-term status as an automatic reason for avoiding fair consultation where redundancy is genuinely being considered.

50. Agency staff and contractors

Where redundancy can be avoided by reducing external staffing, the school may consider:

- reducing agency staffing;
- reducing consultancy arrangements;
- ending temporary contracts at their contractual conclusion; or
- reorganising externally provided services.

The school will, however, assess contractual obligations before making changes.

Agency workers and contractors are not employees of StJHN simply because they work on the school site.

51. Bumping and vacancies

Before finalising compulsory redundancies, the school will review:

- existing vacancies;
- posts due to become vacant;
- temporary vacancies;
- proposed new posts;
- roles arising from restructuring;
- opportunities created by voluntary redundancy; and
- potential bumping arrangements.

The school will not externally recruit to a post which could reasonably provide suitable alternative employment to an employee at risk, unless there is a legitimate reason to do so.

52. Recruitment freeze during redundancy

While a redundancy process is underway, the school will normally pause recruitment to posts which could reasonably be filled by an employee at risk.

External recruitment may proceed where:

- no employee at risk is suitably qualified;
- the recruitment is essential;
- safeguarding requires the appointment;
- specialist expertise is required; or
- there is another legitimate reason.

The reason should be recorded where an exception is made.

53. Notice of provisional selection

Where an employee is provisionally selected for redundancy, they will receive written confirmation explaining:

- the selection pool;
- the criteria used;
- their provisional score;

- relevant evidence;
- the proposed outcome;
- any alternative employment identified; and
- the right to make representations or appeal.

Provisional selection does not constitute final dismissal.

54. Final redundancy decision

A final redundancy dismissal will only be made after:

- the business/organisational need has been established;
- alternatives have been considered;
- consultation has been completed;
- selection has been undertaken fairly, where necessary;
- individual representations have been considered;
- suitable alternative employment has been explored;
- equality considerations have been addressed; and
- the person/body with appropriate authority has made the decision.

55. Dismissal authority

As a voluntary-aided maintained school, the **Governing Body is the employer**.

Any dismissal decision will be made by the Governing Body or by a person/body with lawful delegated authority under the School Staffing (England) Regulations 2009 and the Governing Body's agreed arrangements.

The Headteacher will not make a decision beyond their delegated authority.

The school will obtain appropriate professional advice where necessary.

The DfE confirms that governing bodies of maintained schools have the principal staffing responsibilities and may delegate functions subject to the statutory framework.

56. Redundancy dismissal meeting

Before a final dismissal decision, the employee will normally be invited to a formal meeting.

The employee will receive:

- reasonable notice;
- the reasons for the proposed dismissal;

- relevant evidence;
- details of the proposed termination date;
- redundancy payment information;
- notice arrangements; and
- information about their right to be accompanied.

The employee will have an opportunity to make final representations before the decision is taken.

57. Dismissal letter

Where dismissal is confirmed, the school will provide a written statement setting out:

- the reason for dismissal;
- confirmation that dismissal is by reason of redundancy;
- the effective termination date;
- notice entitlement;
- redundancy payment;
- other final payments;
- arrangements for returning school property;
- pension information where applicable; and
- the right of appeal.

58. Appeal against dismissal

An employee may appeal against a final redundancy dismissal.

An appeal should normally be submitted in writing within **10 working days** of receiving the dismissal decision.

Grounds may include:

- procedural error;
- unfair selection;
- incorrect application of criteria;
- significant new evidence;
- failure to consider suitable alternative employment;
- discrimination;
- failure to consider reasonable adjustments;

- failure to consult properly; or
- another substantive reason.

59. Redundancy appeal hearing

The appeal will normally be heard by a panel of at least three governors who:

- have not been involved in the previous stages;
- have no conflict of interest; and
- have authority to determine the appeal.

The employee may be accompanied by a trade union representative or workplace colleague.

The panel may:

- uphold the dismissal;
- overturn the dismissal;
- require the matter to be reconsidered;
- require further consultation; or
- take another lawful and appropriate action.

The school will confirm the appeal outcome in writing.

60. Appeal decision

The appeal is the final stage of the school's internal redundancy procedure.

Where an appeal overturns the redundancy decision, the employee's employment will normally continue on the terms determined by the panel and the circumstances.

Where the appeal confirms dismissal, the redundancy termination will stand.

61. Collective grievances and disputes

Where recognised trade unions raise concerns about a redundancy process collectively, the school will engage constructively through the appropriate collective consultation arrangements.

Where a formal grievance is raised by an individual employee, the school will consider whether it should be:

- dealt with alongside the redundancy process;
- considered before the redundancy process proceeds; or
- considered separately.

The school will seek to avoid duplication while ensuring the employee's concerns are properly addressed.

62. Catholic ethos and dignity

As a Catholic school, StJHN recognises the inherent dignity of every employee.

The school will seek to ensure that redundancy processes are conducted with:

- compassion;
- honesty;
- justice;
- respect;
- transparency;
- care; and
- recognition of the impact on individuals and families.

This does not prevent the Governing Body from making difficult staffing decisions where genuinely necessary.

It does mean that the school will approach such decisions responsibly and humanely.

63. Confidentiality

Redundancy discussions and information will be handled confidentially.

Information will only be shared where there is a legitimate reason, including with:

- recognised trade union representatives;
- governors;
- HR advisers;
- legal advisers;
- payroll providers;
- pension administrators;
- professional advisers; and
- statutory bodies.

The school will comply with its Data Protection Policy and Data Retention Policy.

64. Record keeping

The school will maintain appropriate records of:

- consultation;
- proposals;
- information provided;
- alternatives considered;
- selection pools;
- criteria;
- scores;
- employee representations;
- redeployment;
- voluntary redundancy applications;
- decisions;
- appeals; and
- payments.

Records will be accurate, proportionate, secure and retained in accordance with the school's Data Retention Policy.

65. Financial governance

Where redundancy creates a significant financial commitment, the Governing Body will ensure that the cost is properly considered within the school's financial planning.

This includes:

- statutory redundancy payments;
- enhanced redundancy schemes where approved;
- notice costs;
- pension implications;
- recruitment costs;
- redeployment or training costs; and
- any temporary staffing costs.

The Governing Body will ensure that decisions are financially sustainable and properly authorised.

66. External advice

The school may obtain advice from:

- an HR provider;
- employment law advisers;
- payroll specialists;
- pension advisers;
- the Diocese;
- Peterborough City Council where appropriate;
- recognised trade unions; or
- other relevant professional advisers.

External advice does not replace the Governing Body's responsibility as employer.

For a voluntary-aided school, the school will not assume that the local authority is the employer or automatically responsible for staffing decisions.

67. School closure or major reorganisation

Where redundancy arises from a proposed school closure, merger, significant expansion/contraction or other major organisational change, the school will follow any additional statutory processes that apply.

This may require consultation with:

- the local authority;
- the Diocese;
- the Governing Body;
- staff and recognised trade unions;
- parents and the wider community; and
- other relevant stakeholders.

The particular statutory school-organisation process will take precedence where applicable.

68. Monitoring equality and impact

Following a redundancy exercise, the school will review the impact of the process.

This may include consideration of:

- protected characteristics;
- staff groups affected;

- part-time employees;
- fixed-term employees;
- staff on family leave;
- disabled employees;
- redeployment outcomes; and
- the number and nature of voluntary and compulsory redundancies.

The Governing Body may receive anonymised information to evaluate the fairness of the process.

69. Review of the policy

The Governing Body will review this policy annually or sooner where there is a significant change to:

- employment legislation;
- collective redundancy requirements;
- school staffing regulations;
- DfE guidance;
- statutory redundancy payments;
- family-leave redundancy protections;
- recognised trade union arrangements; or
- the school's staffing structure.

The school will consult recognised trade unions on significant changes.

Appendix 1 – Redundancy Process at a Glance

Stage 1

Need identified

A genuine organisational, financial, curriculum or staffing need is identified.

Stage 2

Alternatives explored

The school considers:

- natural turnover;
- vacancy controls;
- staffing changes;
- voluntary redundancy;
- redeployment;
- retraining;
- restructuring;
- other savings.

Stage 3

Early consultation

The school provides relevant information and consults recognised trade unions and affected employees.

Stage 4

At-risk notification

Employees whose posts may be affected are informed that they are at risk.

Stage 5

Selection pool and criteria

Where necessary:

- pool established;
- criteria consulted upon;
- skills information checked;
- criteria applied.

Stage 6

Provisional selection

Scores/results shared with affected employees.

Stage 7

Representations and appeal

Employees can challenge factual or procedural concerns.

Stage 8

Redeployment

Suitable alternative employment considered.

Stage 9

Final decision

Where redundancy remains necessary, the authorised decision-maker considers dismissal.

Stage 10

Notice and redundancy payment

Written notice and financial information provided.

Stage 11

Appeal

Employee may appeal against dismissal.

Appendix 2 – Principles for Selection Criteria

Selection criteria should be:

Objective
Based on evidence rather than opinion.

Relevant
Connected to the future needs of StJHN.

Measurable
Capable of being consistently assessed.

Transparent
Explained before they are applied.

Proportionate
No more complex than necessary.

Non-discriminatory
Compliant with equality law.

Future-focused
Designed to identify the skills required by the future staffing structure.

The school will not use selection criteria to punish, discipline or capability-manage individual employees.

Appendix 3 – Examples of Alternative Measures

Before compulsory redundancy, the school may consider:

Alternative	Possible application
Natural turnover	Not replacing a leaver
Recruitment freeze	Holding external recruitment
Voluntary redundancy	Reducing compulsory dismissals
Redeployment	Moving staff to suitable vacancies
Retraining	Preparing staff for alternative duties
Restructuring	Redesigning roles
Job sharing	Retaining posts while changing hours
Vacancy management	Using existing vacancies to absorb staff
Bumping	Redeployment into another occupied role
Temporary savings	Short-term measures while alternatives are explored
Reduction of agency work	Reducing external staffing costs
Curriculum change	Aligning staffing with provision
Other non-staff savings	Reducing non-essential expenditure

No alternative will be imposed unlawfully or without appropriate consultation.

Appendix 4 – Redundancy Consultation Checklist

The school should be able to demonstrate that it has considered:

Business case

- Is there a genuine redundancy situation?
- What evidence supports the proposal?
- What alternatives were considered?

Consultation

- Were recognised unions informed?
- Were employees informed early enough?
- Was sufficient information provided?
- Were alternatives genuinely considered?

Selection

- Is the selection pool appropriate?
- Are the criteria objective?
- Are criteria measurable?
- Are they non-discriminatory?
- Has a skills audit been considered?

Equality

- Have protected characteristics been considered?
- Are reasonable adjustments required?
- Are any employees subject to enhanced family-leave redundancy protection?

Alternatives

- Has voluntary redundancy been considered?
- Have vacancies been identified?
- Has redeployment been considered?
- Has bumping been considered?
- Has retraining been considered?

Decision

- Has consultation been completed?
- Have representations been considered?
- Is the decision properly authorised?

- Have redundancy and notice payments been calculated correctly?
- Has the employee been informed of appeal rights?

Appendix 5 – Employee Rights During Redundancy

Employees should expect:

- early information about proposals;
- meaningful consultation;
- access to relevant information;
- a right to be accompanied;
- fair selection;
- appropriate consideration of alternative employment;
- reasonable adjustments where required;
- statutory or enhanced redundancy pay as applicable;
- appropriate notice;
- reasonable time off for job searching or training where the statutory entitlement applies;
- a right of appeal; and
- confidentiality.

Employees are encouraged to seek advice from their recognised trade union representative where applicable.

Appendix 6 – Key Legal Redundancy Figures

These figures should always be checked against the law applying at the time of the redundancy process.

Statutory redundancy pay

For dismissals on or after **6 April 2026**:

- weekly pay cap: **£751**;
- maximum statutory redundancy payment: **£22,530**;
- maximum service counted: **20 years**.

Statutory notice

- 1 week per completed year between 2 and 12 years' service;
- maximum 12 weeks' statutory notice;
- contractual notice may be greater.

Collective consultation

For 20 or more proposed redundancies at one establishment within a 90-day period:

- 20–99: minimum 30 days before first dismissal;
- 100+: minimum 45 days before first dismissal.

StJHN's policy commitments are more generous than these statutory minimums where practicable.

Appendix 7 – Related Policies

This policy should be read alongside:

- Staff Discipline and Grievance Policy;
- Appraisal and Capability Policy;
- Pay Policy;
- ECT Policy;
- Flexible Working arrangements;
- Staff Attendance / Sickness Absence arrangements;
- Equality Policy;
- Data Protection Policy;
- Data Retention Policy;
- Whistleblowing Policy and;
- relevant contracts and terms and conditions.