



# Managing Potential School Redeployment and Redundancy

## Tachwedd 2024





# MODEL PROCEDURES FOR MANAGING POTENTIAL SCHOOL REDEPLOYMENT AND REDUNDANCY 2025

***NB: Guidance notes, model letters and forms referred to throughout the procedure are available from the school's Human Resources Officer***

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## Introduction

As a good employer, the County Borough Council recognises its responsibility, through careful forward planning, for ensuring as far as possible, security of employment for all its employees. It is the aim of the Council to sustain current and future employment by maintaining and enhancing its efficiency and effectiveness.

From time to time, there will be changes in financial conditions and/or service requirements that may affect the ability of schools to maintain existing staffing levels. If this happens, the Council, in consultation with the relevant Trade Unions, Teaching Unions and Associations, (hereafter referred to as the Unions), will aim to minimise the effect on employees by seeking alternatives to effecting redundancies and seeking alternative jobs for those so affected. If compulsory redundancy cannot be avoided, the Council will handle the matter in the most fair, consistent and sympathetic manner possible.

The purpose of this document is to set out clear procedures for achieving this and for managing the teacher redundancy process, where it proves necessary to implement this due to budget constraints. The procedure will also be used to manage redundancies with other categories of staff. The timescales outlined in **Appendix B** are provided as an example and may alter depending on when a meaningful consultation process can start, when a change is required to take place and/or due to different notice requirements of the employees involved. Where there is risk of potential redundancies within a school as a result of the Governing Body needing to review staffing structures to ensure resources are deployed to meet curriculum and operational needs, a selection process is only necessary when a pool for redundancy is identified, as opposed to a single identified role.

## 1. Scope

These procedures apply to **all staff based at schools** who come under the control of the relevant governing body. The corporate procedure will apply to those teachers and support staff employed centrally i.e. where there is no Governing Body.

## 2. Definitions

In the context of Local Government, where the business will not cease, dismissing a schools based employee for redundancy will mean: -

- the Council's requirements for employees to carry out work of a particular kind, or to carry out work of a particular kind at the school where the employee was employed, have ceased or diminished, or are expected to cease or diminish (cease means either permanently or temporarily).

## 3. Principles

The Governing Body of the school concerned will, as far as practicable:

give as much warning as possible of impending redundancies, so as to enable affected employees and their representatives to take steps to: a) inform themselves



- of the relevant facts; b) consider possible alternative solutions and c) if necessary, consider alternative employment within a School, Council or elsewhere;
- ii. consult the Unions at the earliest opportunity as to the best means by which the Council's desired result can be achieved fairly and with as little hardship to the employees as possible;
  - iii. seek to agree with the Unions the criteria for redundancy selection which can be demonstrated to be objective and applied consistently and fairly. A model criteria for teachers has been agreed. Schools can tailor this to suit their individual school's needs and circumstances. The Authority has agreed a separate model criteria for other employees which can be used by schools for support staff.
  - iv. ensure that the selection is made fairly in accordance with these criteria and consider any representations the individual employees and/or Unions may make;
  - v. seek to establish, in consultation with the Council, and with the cooperation of all Governing Bodies, whether instead of dismissing an employee, alternative employment can be offered, either at another of the County Borough's schools, or elsewhere within the Authority.
  - vi. ensure that, before the issue of a redundancy notice by the Council, the Governors and/or LA Officers will consult groups and/or individual employees liable to be dismissed for redundancy and consider any suggestions they may put forward as alternatives.
  - vii. provide a provisional timetable for the procedure to staff and Unions, to enable forward planning regarding attendance at the required meetings and hearings (every effort will be made by both parties to adhere to, and work within, the timescales set out).

NB: whenever possible the process will be completed before the school closure for the Summer Term half term, if applicable.

## 4. Considering the overall necessity for redundancies

Wrexham County Borough Council will, by the end of January each year, provide Governing Bodies with appropriate financial information through provisional/indicative Budgets. However, preparation and planning should take place during the Autumn term using indicative budget information.

It is the Governing Body's responsibility to identify its requirements for teachers and support staff to carry out the work.

As part of the cycle of forward planning, annual review processes, and proper financial management, the Governors following consultation with the Headteacher, will:

- 4.1 consider the school development plan and school improvement plan;
  - 4.2 consider the budget and staff situation;
- make sure the staff are aware and consider the complete range of skills, qualifications and experience of staff as an on-going process;



- 4.4 consider whether any changing staff requirements can be achieved through normal staff turnover (promotion, retirement, leavers, voluntary redundancy, etc.), this may include informal discussions with staff about their plans for the future which may help inform forward planning for future staff requirements;
- 4.5 keep the Trade Unions and staff fully informed of the progress of such review at the earliest possible opportunity.
- 4.6 contact their HR Officer at the earliest opportunity for procedural advice and to assist with advice on consultation (a **Guide to Consultation** is available from the School's HR Officer).

Where the review reveals the Governing Body has no alternative but to consider reducing employee levels, then the Governing Body will:-

- 4.7 at the earliest opportunity, to ensure our legal duty to formally consult is met, inform the Chief Officer – Education & Early Intervention, the Secretary of the Wrexham Teachers JNC, the Secretaries of the recognised Unions, and Union representatives within that school; (**Appendix G** should be used for this purpose - please consult your HR Officer when completing this form);
- 4.8 inform all staff at a meeting convened for the purpose, providing adequate notice, ensuring that school representatives have been invited to attend;
- 4.9 explore, with feedback from the recognised trade unions of affected staff groups, all the alternatives to redundancy available within the school (see sections 6 & 7 below);
- 4.10 seek the co-operation of the Council (and via the Council, other Governing Bodies) in exploring all alternatives to redundancy which are outside the school (i.e. outside the Governors' control) e.g. redeployment to another teaching post outside that school; voluntary redundancy. Voluntary redundancy is not an entitlement, but subject to a business case. Each case will be dealt with on an individual basis.

## 5. Undertaking consultation

**The Governing Body will alert the Unions to the possibility of redundancies at the earliest opportunity, when there is sufficient information to ensure it is a meaningful consultation process.** This will be in a letter (see draft letter in **Appendix G**) that will be accompanied with information about:

- 5.1 the detailed reasons leading the Governing Body to their proposals e.g. budget information
- 5.2 the number of teachers and other employees who will need to be made redundant; and the total number of such teachers and other staff at the school;
- 5.3 when it is anticipated the redundancies will take effect (timescale);
- 5.4 how any dismissals are to be carried out;
- 5.5 the processes and criteria to be used to select the staff to be made redundant - see section 9.

The Local Authority's Human Resources & Organisational Development (HR & OD) Service will provide advice/information on the following issues (any subsequent policy decisions taken by the Wrexham County Borough Council, following usual consultation procedures, will be deemed to form part of this document):

how any severance payment will be calculated;





- 5.7 the effect on earnings where redeployment to an alternative job is accepted in preference to redundancy;
- 5.8 arrangements for travel and related expenses where the alternative work accepted is in a different location;
- 5.9 whether a redundant employee may leave during the notice period without losing his / her entitlement to a redundancy payment;
- 5.10 the arrangements for trial periods in a new job and whether these are greater than the statutory minimum.

The Governors will adhere to prescribed legal timescales (see **Appendix F**).

Meaningful consultation will be undertaken by the School with a view to reaching agreement with the Unions and will include consideration of how to:

- 5.11 avoid the dismissals;
- 5.12 reduce the number of employees to be dismissed;
- 5.13 mitigate the consequences of any dismissals e.g. through redeployment/voluntary redundancies, offers of alternative jobs, etc.

Following receipt of consultation feedback from the Unions and employees, the school should review the feedback received to inform the final proposals for change and / or approach to managing change. This may result in a revised business case, selection criteria or further discussions with the Governing Body if applicable.

## 6. Measures to avoid dismissals or reduce the number of teachers / support staff affected

In these consultations, the Governing Body will consider the use of any of the following - or any alternatives proposed by the Unions - with a view to avoiding redundancies altogether or reducing the number of employees affected:

- 6.1 natural wastage (not filling vacant jobs);
- 6.2 restricting recruitment - filling vacancies from among existing employees;
- 6.3 reducing the use of temporary staff / terminating temporary contracts (persons with temporary contracts and under two years' employment i.e. where employment protection thresholds have not been attained);

**NOTE: TEMPORARY CONTRACTS** Any reference to employees with temporary contracts in this agreement shall refer to employees whose temporary contracts or series of temporary contracts in LA schools covers a period **of less than two years**. The Employment Rights Act 1996 ruled that employees holding a temporary contract or series of temporary contracts for two years or more, regardless of the number of working hours, have the same employment protection rights against unfair dismissal as employees with permanent contracts. Such employees should, therefore, be treated as if they have permanent contracts unless there is specific provision within their contract to terminate their employment.

- 6.4 inviting volunteers for reducing hours of work / for part-time work such as job sharing, where school/business/curriculum needs permit this;
- Note: Individual contracts cannot be changed without agreement between all parties, and any individuals volunteering for such changes should be informed that reduction





in hours could lead to consequences in future, e.g. regarding pension / redundancy payments.

The LA will offer advice/guidance and where appropriate consider the allocation of resources where the following issues arise during the consultation:

- 6.5 re-training / redeployment / voluntary transfer to an alternative job (see below) to either at the same or a different school or elsewhere in the Wrexham County Borough Council;

## 7. Mitigating the consequences of redundancy

If the measures outlined in (6) above or other alternatives considered have been exhausted, but redundancies are still judged necessary, then in order to minimise the impact of any redundancies, the Governing Body will, as necessary, ask the Council to:

- 7.1 seek applications for voluntary redundancy, (see section 8 below) in accordance with the Council's procedure (see **Appendix C**).
- 7.2 seek to redeploy employees selected for redundancy into positions which are not under threat e.g. positions vacated by persons seeking voluntary redundancy / early retirement (also known as a bumped redundancy);
- 7.3 re-train employees for the alternative work to which they are being redeployed.

For those to be selected for redundancy or choosing severance the Council will, if the budgetary situation permits, consider offering one or more of the following:

- 7.4. outplacement / job search assistance as appropriate;
- 7.5. sponsoring employees onto full-time further education / courses / re-training programmes;
- 7.6. in consultation with the Governing Body, offer a period of unpaid leave of absence, followed by a return to the original employment status at the end of the agreed period (this arrangement would not protect the teacher from inclusion in any future selection process related to a school's staffing levels, and any pay / pension implications would need to be considered);
- 7.7 exploring whether another Local Authority can offer suitable alternative employment.

Should a volunteer for redundancy come forward at a later stage of the consultation / selection process, the School will consider whether it can be accepted (see section 8 below) which may result in the redundancy process being halted for the wider workforce.

## 8. Considering applications for voluntary redundancy

The procedure for selecting from among those volunteering for redundancy (see **Appendix C**) will be -

- 8.1 asking for those prepared to volunteer to submit their personal details (see form **VR-Schools-1**), while making it clear that the Governing Body retains the sole right to decide whether any particular volunteer will be released.



- 8.2 providing an estimate of the redundancy package to employees, asking for confirmation of their intent to proceed with the application, and informing employees that, after their initial indication of willingness to volunteer, they will be informed whether or not their formal application is acceptable (see letter **VR-Schools-2**);
- 8.3 considering the perceived current and future needs for the post, including whether allowing the post-holder to leave meets the legal definition of redundancy (a reduction or cessation of work, the post will not be replaced);
- 8.4 the Headteacher/Governing Body will consult with the Local Authority's Finance and HR Officers (see form **VR-Schools-3**). Such applications should not be offered until consultation has taken place with the LA;
- 8.5 notifying the results to those whose formal application has been accepted (see letter **VR-Schools-4**);
- 8.6 dismissing by notice those whose formal applications have been accepted (see letter **Red7.2**).

## 9. Effecting compulsory redundancies: Selection Criteria

If insufficient volunteers are forthcoming then, where there is more than one employee at risk of redundancy, employees will be selected for redundancy on the basis of some or all of the following criteria according to the circumstances of the school. It will be the **full Governing Body's job to approve the criteria which apply and to consult and agree these (if possible) with the Trade Unions in the school** (\* school representatives being advised to consult with their Local Secretaries).

Note: Criteria for selection **MUST** be school specific and constructed accordingly. In Welsh medium schools documentation (selection criteria, skills audit, etc) should be professionally translated to ensure that English-speaking Governors are not at a disadvantage.

Criteria for consideration should include the requirements of the curriculum and the school development policy, and may also include:

- 9.1 the organisation, management, pastoral and other requirements / needs of the school;
- 9.2 the skills, competencies and qualifications needed to meet the future needs of the school concerned / deliver that curriculum;
- 9.3 any other specific factors / criteria relevant to the situation, distinguishable from the above and not in conflict with employment/equal opportunities legislation;
- 9.4. and **as a last resort**, in the event that the above criteria cannot adequately distinguish between two or more employees, last in first out, based on aggregated service with the County Borough Council and its predecessors.

A model criteria has been agreed for Primary and Secondary schools and support staff. This can be tailored to reflect the particular needs and circumstances of a school. The proposed selection criteria should be shared with the Unions (as per Section 5 above) and employees for consultation on the criteria prior to it being finalised for application to a selection pool. (See forms **Red4.3**, **Red4.4** and **Red4.5**)

### Governing Body Committees

The Governing Body will need to establish:



- a Staffing Committee;
- an Appeals Committee.

In doing so, the Governing Body should bear in mind that the Committees **MUST** have separate membership. Each of these Committees must have a minimum of **three** members **in attendance**;

- (ii) When redundancy selection criteria have been established for a given school, these may not subsequently be changed later in the process, unless the need for change has arisen through consultation with staff and unions. Records of the redundancy selection process applied in individual cases, and against the given criteria will be kept by the Staffing Committee concerned, as these will be required in any subsequent individual hearings or appeals. **Any matrix used should be recorded and be available for scrutiny**; with the method used capable of validation i.e. with a scoring weighting mechanism outlined. Any selection matrix will be anonymous, therefore not identifying individuals.

## 10. Selection for redundancy via selection criteria scoring

Where there is only one employee in the redundancy pool, it will be the Staffing Committee's role to determine that the post is to be deleted and to confirm the selection for redundancy.

Where there is more than one employee at risk of redundancy, it will be the Staffing Committee's role to apply the agreed selection criteria to all employees in the selection pool, and subsequently nominate individual employees for redundancy.

The Headteacher and Chief Officer – Education & Early Intervention or his/her representative(s) must be invited to attend the Staffing Committee meetings and offer objective advice on the application of the selection criteria, which will be considered by the Staffing Committee before they select any employee for redundancy. The LA would welcome advance notice of such meeting, and any details of particular issues, to ensure the appropriate officer/s are available - **please contact your HR Officer**.

When the selection is made, the Chair of the Staffing Committee will inform, in writing (see letter **Red5.2** - selection scores must be included), normally within **three** days of that selection:

- 10.1 each employee selected (also confirming the employee's right to a representation hearing against their selection scores before the Staffing Committee);
- 10.2 the appropriate Union representative/s at that school; the Secretaries of the Wrexham Teachers JNC and Secretaries of other recognised Unions;
- 10.3 the Chief Officer – Education & Early Intervention
- 10.4 the Headteacher will arrange a formal meeting with the individual, in writing, to explain the proposal to dismiss, the reasons on the grounds of redundancy, the right of representation to the Governors, and the appeal process.

No general staff announcement will be made until all employees selected as a result of their selection scores have been informed. The minutes of the Staffing Committee meeting will be kept and copies made available as requested to the Staffing Committee members, Appeals Committee (if an appeal is lodged) and Chief Officer – Education & Early



Intervention, together with copies of any working papers produced at the Staffing Committee.

Employees selected will be notified by the LA of the processes that will apply in so far as redeployment is concerned. A meeting with the school's HR Officer will be offered.

The resolutions of the Staffing Committee must be submitted to the next meeting of the full Governing Body, after all individual representations and appeals have been dealt with.

With regards to employees who are pregnant, on maternity, adoption or shared parental leave, or returning from maternity, adoption or shared parental leave, there is no reason why the post that they hold may not be considered for selection for redundancy. However, the selection of this must be fair and justifiable and these employees must be kept fully involved in the process. A failure to consult an employee on who is on maternity, adoption or shared parental leave may be unlawful and can make their selection unfair.

## 11. Representations from employees who have been selected for redundancy as a result of selection criteria scores

The Staffing Committee will consider any representations individual employees may wish to make that they have been unfairly provisionally selected for redundancy as a result of their selection criteria scores, and from any employees who are still potentially at risk of redundancy due to scores at the lower end of the ranking being close. Employees will be entitled to an individual representation hearing before the Governing Body (Staffing Committee - minimum **three** members present), provided they request such a hearing, in writing, within **three** working days of being notified (in writing) of their selection. Dates will be pre-scheduled for all parties - the detailed procedure and arrangements for such a hearing are as set out in **Appendix D**.

Employees who have sought representation against their selection scores will be notified of the Staffing Committee's decision immediately after the representation hearing, and the decision will be confirmed in writing (see letter **Red5.3**). If the Staffing Committee's decision is to confirm the employee's selection for redundancy, then the employee will also be notified of his/her right of appeal.

## 12. Appeals from employees whose selection for redundancy has been confirmed

An employee can choose not to take up their right of appeal against the selection for redundancy and therefore would move to stage of redeployment support (see below).

Appeals against selection for redundancy will be considered by the relevant Appeals Committee (comprised of Governors who are not members of the Staffing Committee, minimum three members present) provided the grounds for the appeal are received **in writing** within **three** working days of being notified (in writing) of the Staffing Committee's decision. Appeals should normally be received by the Headteacher for onward transmission



to the Appeals Committee. Dates will be pre-scheduled for all parties - the detailed procedure and arrangements for such appeals are set out in writing in **Appendix E**.

### **13. After selection – right to time off to search for alternative work**

If selection for redundancy is confirmed then, in accordance with the agreed timetable, the employee will be given statutory notice (although this will be withdrawn if suitable alternative work is found for the employee during the period of notice).

Employees under notice have a statutory entitlement to a reasonable amount of paid time off during the notice period to look for another job or to arrange training. This assistance will be afforded to all employees affected by redundancy.

### **14. Alternative work within the Council (i.e. where no suitable teaching post is available)**

In a further attempt to minimise the potential redundancies, the Council will place each employee whose post is identified as redundant on the Council's redeployment register. Employees who have been initially advised that they have been selected for redundancy, prior to the representation hearing, can request to be placed on the Council's redeployment register. If not requested at this initial stage the selected employee will automatically be placed on the Council's redeployment register following the conclusion of the selection for redundancy process. The Council/School has a duty to make reasonable efforts to find suitable alternative employment for redeployees. The employee will review vacancy lists and indicate when a post is of interest. Headteachers, managers and HR/OD will liaise with employees to discuss/search for possible suitable alternative roles up until the point when the dismissal takes effect. Additionally, redeployees are required to actively co-operate and participate in their redeployment. This includes completing and updating forms, attending meetings and interviews, accepting reasonable offers of suitable alternative work and personally identifying suitable alternatives when posts are advertised.

In order to achieve this, the following steps will be taken:

- 14.1. the skills, abilities and interests of the employee/s affected will be assessed and they will be considered against the person specification for any vacancies arising in which they register their interest;
- 14.2. those matching the specification will be interviewed;  
(this interview will take place before the vacancy is advertised generally)
- 14.3. if possible, individuals will be offered alternative work within the geographical area they presently work;
- 14.4. the above procedure will be completed if practicable within a period of 30 days, although efforts to redeploy will continue up to the date of redundancy;
- 14.5. the employee will be offered the position on the basis of the terms and conditions/National Agreement on which it would have been advertised and accepts it on that basis *(any scheme/provisions agreed for salary safeguarding within the Wrexham County Borough Council will be applied to employees who secure alternative work within the Council.)*





## Statutory Protection from Redundancy – Suitable Alternative Vacancies

Under the Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024, if an employee is pregnant, or on maternity, adoption or shared parental leave and their post is selected as redundant, their entitlement to be offered suitable alternative employment where available is absolute. The employer's obligation in this area is that it is a mandatory duty to offer a suitable alternative vacancy, where one is available, to an employee whose job has been selected to be made redundant when they are pregnant, or on maternity, adoption or shared parental leave.

This length of the protection period extends beyond the date of the employee's return to work, as follows:

	Length of protection
<b>Pregnant employee who takes maternity leave</b> <i>Applies to maternity leave ending on or after 6 April 2024</i>	<b>Start:</b> When the employer has been notified of the pregnancy <b>End:</b> 18 months from the child's date of birth if notified to employer before the end of maternity leave (or 18 months from the Expected Week of Childbirth if not notified) Includes any time spent in this period on maternity leave or other statutory leave
<b>Employee who has suffered a miscarriage</b> <i>Applies to pregnancies from 6 April 2024</i>	<b>Start:</b> When the employer has been notified of pregnancy <b>End:</b> Two weeks after the end of the pregnancy, for pregnancies ending before 24 weeks <b>Note:</b> Pregnancies ending after 24 weeks are classed as stillbirths and the employee would be entitled to statutory maternity leave (see above)
<b>Employees taking adoption leave</b> <i>Applies to adoption leave ending on or after 6 April 2024</i>	<b>Start:</b> Beginning of adoption leave <b>End:</b> 18 months from date of placement or date of entry into Great Britain (if overseas adoption). Includes any time spent in this period on adoption leave or other statutory leave
<b>Employee taking shared parental leave (SPL)</b> <i>Applies to SPL beginning on or after 6 April 2024</i>	<b>Note:</b> If the employee has also taken maternity or adoption leave, the above periods apply instead. <b>Start:</b> Beginning of SPL <b>End:</b> If less than six weeks of SPL is taken, at the end of the SPL. If more than six continuous weeks of SPL is taken, 18 months from child's date of birth (inclusive of any time spent on statutory leave).

This means that the School and the Local Authority must offer the employee any suitable alternative vacancy when it arises in preference to another employee whose job is also redundant but who is not pregnant or absent on maternity, adoption or shared parental leave.

### 15. Alternative work - another Local Authority

If an employee to be made redundant accepts alternative employment with another Local Authority, then there is no entitlement to a redundancy payment from the School and/or Wrexham County Borough Council if that offer of alternative employment is:



- made and commences before or immediately after the redundant teacher's contract ends;
- that the new employment starts within **four** weeks of the ending of the existing contract

With that new employer, the employee is entitled to a trial period of at least four weeks (longer will normally be allowed for retraining purposes) in order to determine whether the new employment is suitable.

(The employee accepts the offer, on whatever terms and conditions are offered by that new employer, and it is for the employee to consult with his/her professional association and determine whether or not that alternative job is suitable.)

If the employee, on reasonable grounds, terminates the contract with that new employer during or at the end of the trial period, he/she will be deemed to have been dismissed as redundant by the School on the date when the previous contract ended. At that point, unless a further offer of alternative employment is made by the School or the Council and accepted (by the employee), then the School is liable to make a redundancy payment to the employee.

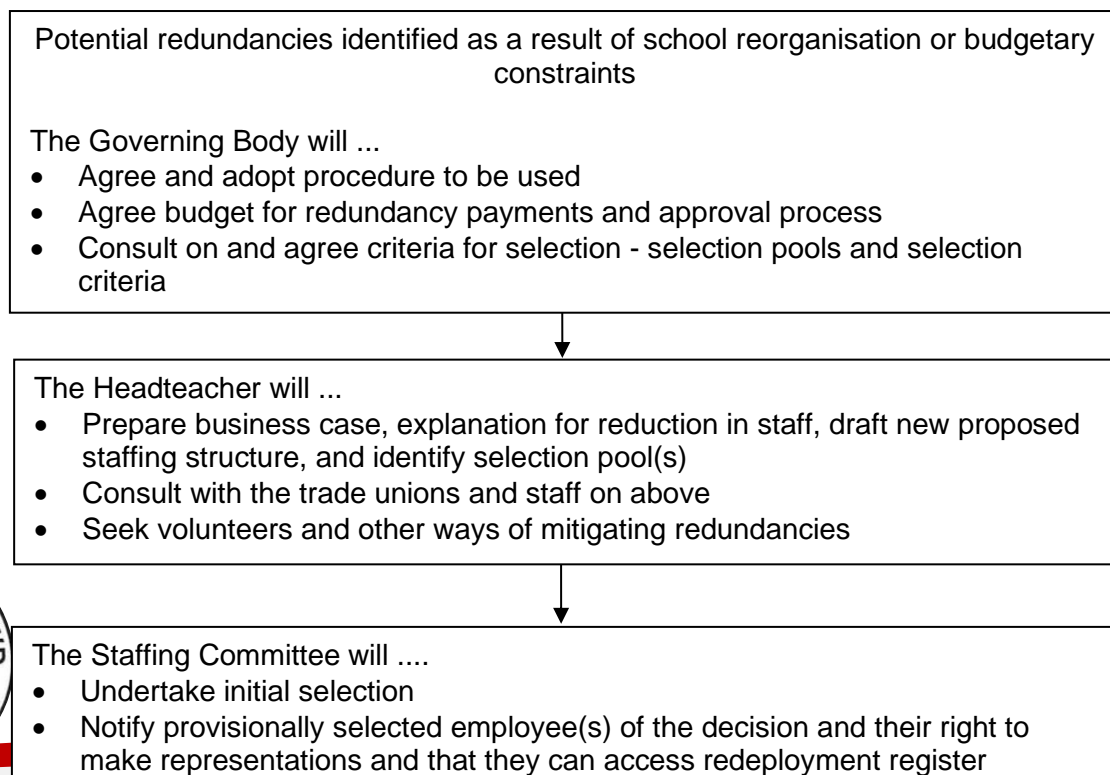
## 16. Costs arising from successful employment tribunal claims of unfair dismissal on grounds of redundancy

Any costs arising from successful tribunal claims will normally be borne by Wrexham County Borough Council.

Costs will be borne by the individual school where that school has chosen not to follow the advice of the Local Authority on the handling of these redundancies (and where the Tribunal's ruling reflects this).

## Appendix A

### Redundancy Process Flowchart





**Appendix B****MODEL TIMETABLE FOR DEALING WITH POTENTIAL REDUNDANCIES  
Detailed Countdown - School Year 2024-25**

Schools should draw up a timetable individual to their own circumstances, ensuring sufficient time is given to each stage of the process, and taking into account school holiday periods which may be non-working time for the affected employees. The following table indicates the dates by which the procedure should be started in order to meet the notice periods set out in the Burgundy Book.

	<b>Latest date by which the procedure should start</b>	<b>Date by which redundancy notice needs to be served</b>	<b>Effective Date of Redundancy</b>
Summer Term 2025	31 January 2025	31 May 2025	31 August 2025
Autumn Term 2025	4 June 2025	31 October 2025	31 December 2025
Spring Term 2026	2 October 2025	28 February 2026	30 April 2026

The procedure takes approximately 30 weeks to complete. Actual target dates should be plotted into the following timetable. Schools should schedule school holidays into the following timetable and adjust the weeks accordingly. W/C dates should also be inputted. The timetable should be agreed in consultation with the trade unions at the beginning of the consultation period, and whenever a change to the timetable becomes necessary.

<b>Timetable</b>	<b>Action Item</b>	<b>Responsibility</b>
Preparation	<ul style="list-style-type: none"> <li>Review school improvement and development plans</li> <li>Ongoing review of budgets and staffing structures</li> <li>Take preventative action wherever possible - consider natural wastage as it occurs, think through succession planning due to any pending retirements or dismissals, hold back any vacancies or recruit to fixed-term contracts</li> <li>Plan provisional timetable into diaries to ensure that the Governing Body and its relevant Committees are able to meet within the required timescales</li> </ul>	Local Authority, Governing Body and Headteacher
<b>Week -30</b> w/c -DATE	<ul style="list-style-type: none"> <li>Identify and agree the potential need to reduce staff numbers - <b>Schools MUST NOT wait to receive final budgets</b> (it is better to be able to stop the procedure at a later date if budgets become more favourable, than to postpone starting the procedure and reduce the amount of time for consultation)</li> <li>Headteacher starts to draft the business case, selection pools and selection criteria (use template <b>Red1.3</b>)</li> <li>Headteacher carries out Equality Impact Assessment (use template <b>Red1.3a</b>)</li> <li>Headteacher drafts new job descriptions, if required</li> <li>Headteacher inform Unions (School Based Representatives and County Borough Secretaries) of proposed activity in general terms and issue proposed timetable</li> </ul>	Headteacher
<b>Week -29</b> w/c -DATE	<ul style="list-style-type: none"> <li>Indicative budgets allocated to schools, if applicable</li> <li>Budgets and business case considered by Governors</li> <li>Adopt model procedure and agree timetable</li> <li>Establish committees (staffing committee and staffing appeals committee) and schedule necessary meetings</li> </ul>	Local Authority Governing Body Headteacher



Timetable	Action Item	Responsibility
	<ul style="list-style-type: none"> <li>Refer to guidance notes on Consultation and Selection               <ul style="list-style-type: none"> <li>- <b>Red1.4</b> Guidance on Consultation Process</li> <li>- <b>Red1.5</b> Guidance on the Selection Process</li> </ul> </li> <li>Agree selection pool(s) and selection criteria               <ul style="list-style-type: none"> <li>- templates <b>Red4.3</b> (secondary teachers) or <b>Red4.4</b> (primary teachers)</li> <li>- <b>Red4.5</b> (non-teaching staff)</li> </ul> </li> <li>Finalise business case, draft new proposed staffing structure, and identify selection pool(s)</li> </ul>	
<b>Week -28</b> w/c -DATE	<ul style="list-style-type: none"> <li>Prepare documents for TU consultation and staff consultation (use letters <b>Red2.1</b> and <b>Red2.2</b>)</li> <li>Issue formal notification to Trades Unions (School Based Reps, County Borough Secretaries and Wrexham J.N.C. Secretary) (see <b>Appendix G</b> and use letter <b>Red2.1</b> - enclose budgets, timetable, business case, selection criteria and job descriptions)</li> </ul>	Headteacher
<b>Week -27</b> w/c -DATE  <i>Start of formal consultation period</i>	<ul style="list-style-type: none"> <li>Hold meeting with all staff to announce proposals and ask for feedback (circulate timetable, business case, selection criteria and job descriptions)</li> <li>Ask for volunteers for redundancy (applications to be submitted within 5 working days using form '<b>VR-Schools-1</b>'). Also refer staff to <b>Appendix I</b> - Statutory Redundancy Calculator)</li> <li>Issue 'at risk' letters to staff in the selection pool, and 'not at risk' letters to unaffected staff, inviting those at risk to an individual consultation meeting (use letters <b>Red4.1</b> and <b>Red4.2</b>)</li> <li>Hold formal consultation meeting with TUs, if requested, and consult and agree selection criteria where possible</li> <li>Prepare estimates for any staff interested in Voluntary Redundancy or Retirement (use letter '<b>VR-Schools-2</b>')</li> </ul>	Headteacher
<b>Week -26</b> w/c -DATE	<ul style="list-style-type: none"> <li>Hold meetings with individuals who are eligible to proceed with Voluntary Redundancy to distribute estimates (issue letter <b>VR-Schools-2</b> - staff to respond within 5 working days)</li> <li>Prepare draft redundancy payment schedule for approval by Governing Body, using data from estimates given to potential volunteers, and ensure affordability (consult with LA Finance and HR teams - see template <b>Red1.2</b>)</li> <li>Hold further meetings with TUs as necessary</li> </ul>	Headteacher
<b>Week -25</b> w/c -DATE	<ul style="list-style-type: none"> <li>Hold 1st individual consultation meetings with 'at risk' staff, explain and discuss proposals, ask for feedback (use form <b>Red3.1</b>)</li> <li>Issue selection criteria (to be completed within 10 working days)</li> <li>Final meetings with TUs to discuss any outstanding issues</li> </ul>	Headteacher
<b>Week -24</b> w/c -DATE	<ul style="list-style-type: none"> <li>Staff at risk complete selection criteria</li> </ul>	Staff at risk



Timetable	Action Item	Responsibility
<b>Week -23</b> w/c -DATE	<ul style="list-style-type: none"> <li>Staff at risk complete selection criteria</li> </ul>	Staff at risk
<b>Week -22</b> w/c -DATE	<ul style="list-style-type: none"> <li>Staffing Committee meet to apply selection criteria and identify provisional selection for redundancy</li> <li>Update redundancy payment schedule using actual data from provisional selections and ensure affordability (consult with LA Finance and HR teams - see template <b>Red1.2</b>)</li> <li>Headteacher holds 2nd individual consultation meetings with staff nominated for redundancy, and any staff who are potentially still at risk of redundancy, to inform them of their provisional selection and their right to make representations, give out selection scores and inform them of the date for the representation meeting (use form <b>Red3.2</b> and issue letter <b>Red5.2</b>)</li> </ul>	Governing Body Headteacher
<b>Week -21</b> w/c -DATE	<ul style="list-style-type: none"> <li>Staffing Committee holds representation meetings</li> <li>Headteacher holds 3rd individual consultation meetings with staff selected for redundancy to inform them of their confirmed selection and their right to appeal, give out final selection scores and inform them of the date for the appeal meeting (use form <b>Red3.3</b> and issue letter <b>Red5.3</b>)</li> </ul>	Governing Body Headteacher
<b>Week -20</b> w/c -DATE	<ul style="list-style-type: none"> <li>If representation(s) successful, repeat process</li> </ul>	Governing Body / Headteacher
<b>Week 19</b> w/c -DATE	<ul style="list-style-type: none"> <li>Staffing Appeals Committee holds appeal hearings and notifies staff verbally of the outcome</li> <li>Headteacher holds 4th individual consultation meetings with staff selected for redundancy to inform them of their selection and explain redeployment process (use form <b>Red3.4</b> and issue letter <b>Red6.1</b>)</li> </ul>	Governing Body Headteacher
<b>Week -18</b> w/c -DATE	<ul style="list-style-type: none"> <li>If appeal(s) successful, repeat process</li> <li>If no successful appeals, issue letter <b>Red6.2</b></li> </ul>	Governing Body / Headteacher
<b>Week -17</b> w/c -DATE  <i>End of formal consultation period</i>	<ul style="list-style-type: none"> <li>Finalise and gain approval for redundancy payment schedule (consult with LA Finance and HR teams - see template <b>Red1.2</b>)</li> <li>Notify the LA in writing of the redundancy dismissals (use letter <b>Red7.1</b>)</li> <li>Issue notice letters (use letter <b>Red7.2</b> - to be received by staff <b>no later than 24 May 2025</b>)</li> </ul>	Governing Body / Headteacher  HR Officer
<b>Weeks -16 to 1</b> w/c -DATE	<ul style="list-style-type: none"> <li>Advertise any still vacant posts</li> <li>Continue efforts to redeploy staff who are on notice</li> </ul>	Governing Body / Headteacher / HR Officer
<b>Week 0</b> w/c -DATE	<ul style="list-style-type: none"> <li>Effective date of termination - 31 August 2025</li> </ul>	



## Appendix C

### Procedure for Voluntary Redundancies

#### 1.0 Eligibility and Consideration of Expressions of Interest

i) To be eligible to express an interest in voluntary redundancy it must be possible to identify a redundancy situation. This means that (a) the release of the post holder will result in the vacant post not being filled or (b) it will be filled by transferring a person from another post to mitigate a redundancy or (c) by appointment of a member of staff nominated for redundancy from another school in the Authority.

ii) When considering any application for voluntary redundancy strict regard must be paid to the following criteria.

- In the interests of retaining employees with particular skills and competencies, and with provision of education as the paramount consideration, it is emphasised that not all volunteers will be allowed to leave the school's employment.
- All applications will be considered at the school's sole discretion, based on a strong business case. The school's grievance procedure will not apply in the case of this procedure and no complaints will be considered from employees who wish to leave, but whose application is refused.
- The business case will need to include, but will not be limited to:
  - a maximum payback of normally no more than two years
  - support from the Governing Body and the school's Finance and HR Officers
  - a clear and demonstrable business and financial analysis of the effect on the provision of education

iii) When determining any application for voluntary redundancy strict regard must be paid to the following criteria.

- Consideration by the Governing Body with regard to the cost of the application taking into account the overall budget pressures
- The school must retain the skills required to continue to deliver the curriculum and continue to improve the provision of education
- Current financial targets
- Consideration of legal challenge
- School and Estyn priorities

iv) Although staff may apply for voluntary redundancy, statutory redundancy procedures still require the employer to seek, as an alternative to a redundancy payment, suitable alternative employment. If an offer of suitable alternative employment is made, and is declined, this may negate the entitlement to a redundancy payment.

v) Under the Redundancy Payments Modification Order, employment with another local authority or associated employer may not be taken up in any capacity within four weeks of



the termination of employment with the Wrexham Borough County Council. The list of Bodies covered by the redundancy payments (Modification) Order 1999 can be found at Annex C of the Conditions of Service for School Teachers in England and Wales - the 'Burgundy Book'.

vi) Exit payment legislation, if applicable as a legal requirement, would need to be applied as appropriate to each case of voluntary redundancy.

## 2.0 Procedure

i) The Headteacher will request volunteers at the initial 'all staff' meeting. Any staff wishing to consider voluntary redundancy should submit form '**VR-Schools-1**' to the Headteacher within five working days of the meeting. Late applications to volunteer will be considered (following normal consideration process) but emphasis must be for individuals to come forward as early as possible to enable an early resolution to halt the process early, if at all possible.

ii) The Headteacher, in consultation with their HR Officer, will provide estimates to staff who are considering voluntary redundancy and who meet the criteria (using letter **VR-Schools-2**). Staff should respond within five working days of receipt of their '**VR-Schools-2**' letter, indicating whether they wish to proceed with their application or withdraw.

iii) The Headteacher, in consultation with their HR Officer, will prepare a draft redundancy payment schedule, using data from the estimates provided, for approval by the Governing Body - see form **VR-Schools-3**. The redundancy payment schedule should be included as part of the business case for making redundancies. The Governing Body will consider the perceived current and future needs for the post, including whether allowing the post-holder to leave meets the legal definition of redundancy (a reduction or cessation of work). Applications should not be agreed unless consultation has taken place with the LA.

iv) If the Governing Body approve the redundancy applications, and the school's HR and Finance Officers agree in terms of affordability and adherence to appropriate procedure, the Headteacher will inform the member of staff of the outcome. The letter **VR-Schools-4** will be used to confirm the outcome in writing, and will be copied to the Schools HR Officer to notify the LA of the school's decision to dismiss.

v) If the Governing Body, and the school's HR and Finance Officers, do not approve the applications, the Headteacher will inform the member of staff of the outcome. The letter **VR-Schools-5** will be used to confirm the outcome in writing.

**NB: If the school's HR and Finance Officers are not in support of the applications due to process and/or budget issues, and the school proceeds, the LA will not fund or support any legal challenge that may arise.**

vi) Following receipt of the VR-Schools-4 letter(s), the School's HR Officer will issue formal notice letters to staff in line with the timescales required by the 'Burgundy Book' for teachers, and in accordance with NJC terms and conditions for non-teaching staff.





## Appendix D

### **Procedure for Considering Representations from Employees that they have been Unfairly Selected for Redundancy as a result of their Selection Criteria Scores**

1. Employees who have been provisionally selected for redundancy as a result of their selection scores may make representations to the School's Staffing Committee in person (this would take place after the Governors have written to the nominated person and the Headteacher has met formally with the individual).
2. A minimum of **three** working days' notice (unless otherwise agreed by both parties) will be given of the time and place of this hearing to all parties involved (notice will be given at the time that selection is notified to the employee - see **letter 5.2**). An employee exercising these rights will be entitled to be represented by his/her Trade Union / Association official or a colleague.
3. **“The Representation Hearing / Procedure”**
  - 3.1 The Chief Officer – Education & Early Intervention, or his/her representative will be invited to attend and provide advice. Any documentary evidence which either party intends to produce or refer to must be copied to all parties including the Chair of the Staffing Committee, at least 24 hours before the hearing (or as otherwise agreed by the parties).
  - 3.2 The Headteacher may be present during the representation made by or on behalf of the employee and, in any event, will subsequently be available to be called upon to give information relating to the school, its development plan, staffing structures etc.
  - 3.3 The purpose of the hearing and an explanation of the procedure to be followed will be explained at the outset by the Chair together with the roles of each person present. A formal record of the hearing will be kept.
  - 3.4 The employee, or his/her representative, will be invited to present his/her case, and refer to any documentary evidence. They may be questioned on their evidence.
  - 3.5 The Chair and members of the Staffing Committee may ask questions and seek further clarification of the employee and seek advice from the Chief Officer – Education & Early Intervention or his/her representative.
  - 3.6 The employee and his/her representative and Headteacher, if still present, will then withdraw so that the Staffing Committee may deliberate on the representations made. The Chief Officer – Education & Early Intervention or his/her representative will remain in the meeting in order to advise on procedure. The Headteacher will remain available should there need to be any further clarification in relation to school requirements that may arise during the Committee's deliberations.
  - 3.7 The decision of the Staffing Committee will be conveyed verbally by the Chair or Headteacher to the employee, and confirmed by the Chair or Headteacher, in writing, as soon as possible thereafter (see letter **Red5.3**). No general staff announcements will be made until all employees making such representations have been informed.



- 3.8 Where selection for redundancy is confirmed, the employee will be advised of the right of appeal against the decision.





## Appendix E

### Appeals Against Selection for Redundancy

1. Any employee who has been selected for redundancy shall have the right to an appeal. The notice of an intention to appeal must be made in writing to the Chair of the Appeals Committee within **three** days of notification of the Staffing Committee's decision.
2. The employee may be accompanied by a Union representative or colleague.
3. The Appeals Committee shall consist of at least **three** members present of the Governing Body who are not members of the Staffing Committee.
4. At least **three** working days' notice (unless otherwise agreed by both parties) will be given of the time and place of the Appeal hearing (notice will be given when selection for redundancy is confirmed - see letter **Red5.3**). Notes of the representation hearing and other papers / matrix / application of criteria matrix to the selected employee will be made available to the Appeals Committee and to the Chief Officer – Education & Early Intervention on request. Papers to be produced in evidence by either party will be copied to the Chair of the Appeals Committee and all parties at least 24 hours in advance of the hearing (or as otherwise agreed by the parties). An anonymised matrix of the final selection score will be provided to employees who are making appeals, if they request it. The Appeals Committee will consider all information relevant to the situation presented by both sides.
5. The Appeals Committee will consider whether the Staffing Committee have applied the procedures correctly and selected an employee for redundancy fairly and equitably. (It will not be within their terms of reference to adapt, extend or re-write established criteria in any way).
6. "The Appeal Hearing"
  - 6.1 The Chief Officer – Education & Early Intervention or his/her representative, will be invited to attend the Appeal Hearing to provide advice on procedural matters.
  - 6.2 An explanation of the procedure to be followed, the roles of each person present and any limitations which will apply will be provided at the outset by the Chair of the Appeals Committee.
  - 6.3 The Headteacher may be present during the appeal and, in any event, will subsequently be available to be called upon to give information relating to the school, its development plan, staffing structures etc.
  - 6.4 The Chair of the Staffing Committee will attend to explain the decision of the Staffing Committee. Minutes of the meeting of the Staffing Committee will be available for reference. (In the event of the Chair of Staffing being unavailable another member of the Staffing Committee should attend).
  - 6.5 The employee, or his/her representative will present his/her case and refer to any documentary evidence. They may then be questioned on their evidence.



- 6.6 The Chair and the Committee members may ask questions and seek clarification of the teacher, the Chief Officer – Education & Early Intervention or his/her representative.
- 6.7 The employee and his/her representative, Headteacher and Chair of the Staffing Committee, if present, will then withdraw so that the Appeals Committee may deliberate on the case. The Chief Officer – Education & Early Intervention, or his/her representative, will remain in the meeting.
- 6.8 The decision of the Appeals Committee will be conveyed verbally by the Chair to the employee and confirmed in writing by the Chair of the Committee or the Headteacher, as soon as possible thereafter (see letter **Red6.1**). No general staff announcements will be made until all such appeals by employees have been completed, and the employees concerned have been informed.
- 6.9 Where the Appeals Committee upholds the decision of the Staffing Committee, then the Chief Officer – Education & Early Intervention must be informed, in writing, so that the consequent redundancy or redeployment can be effected (see letter **Red7.1**).
- 6.10 Where the Appeals Committee fails to uphold the decision of the Staffing Committee, then the selection procedure is referred back to the Selection Committee to reconsider their original selection decision.
- 6.11 The decision of the Appeals Committee should be presented to the next normal meeting of the Governing Body for information.



## Appendix F

### Legal Timescales

The Governing Body will ensure that enough time is allowed for meaningful consultations with recognised trade unions and staff before any dismissal notices are issued by the County Borough Council. The length of the period of consultation will depend on the circumstances, but will not be less than the periods set out in the relevant legislation i.e.

- 45 days before where the Council is proposing to dismiss 100 or more at one school within a period of 90 days or less (legal change from 6 April 2013 – 90 days reduced to 45 days);
- 30 days or more where the Council is proposing to dismiss between 20 and 99 at one school within a period of 90 days or less

and where the Council is proposing to dismiss fewer than 10 persons at one school the maximum period practicable in the circumstances.



**Appendix G****DRAFT LETTER to Trade Unions (School Representatives, County Borough Secretaries and Wrexham J.N.C. Secretary) - Section 188 letter**

**Dear Trade Union Official - see attached distribution list**

As a result of a review of the budgetary situation, a reduction in staffing levels will be required at <<insert school name>>. This letter provides the information required as part of the formal consultation in accordance with the Collective Redundancies and Transfer of Undertakings (Protection of Employment - Amendment Regulations 1995). The intention is to identify posts that, due to the reasons below, will be potentially redundant. The reasons for this intention are as follows:

<b>Reason/s</b>	<b>Details</b>
Budget allocation	<i>Example - Budget deficit of approximately £XX - see attached indicative budget.</i>
Falling roll (reduction in pupil numbers)	<i>Example - The numbers of pupils entering the school in Nursery have been reducing for the last XX years. The current expected intake is XX, compared to a maximum potential class size of XX.</i>
Other reasons	<<insert reasons>>
Alternatives considered	<i>Example - We will welcome and consider alternative arrangements should staff volunteer. We will consider any opportunities for voluntary redundancy and reductions in working hours, and any other ways of avoiding the redundancies.</i>

It is proposed that the following numbers of employees will be surplus to the requirements of the school and therefore potentially redundant from **31 August 2025**.

<b>Details</b>	<b>Number in category of potential redundancies</b>	<b>Total number in category employed at school</b>
Leadership staff (not including MPS, UPS and TLR holders)	<b>Equivalent of up to XX working hours / FTE</b>	<b>XX teachers (total working hours – XX and/or FTE)</b>
Teaching staff (excluding Leadership numbers e.g. HT/DHT/AHT)	<b>Equivalent of up to XX working hours / FTE</b>	<b>XX teachers (total working hours – XX and/or FTE)</b>
Support staff (number, job titles and FTE)	<b>Equivalent of up to XX working hours</b>	<b>XX Teaching Assistants (total working hours - XX)</b>



It is our intention to select the employees who may be dismissed by following the Wrexham County Borough Council procedures for managing potential employee redeployment and redundancy.

In the event that the reduction cannot be achieved by natural turnover of staff or voluntary means, it will be necessary to select for redundancy. It is therefore proposed that, if this is the case, selection criteria will be applied and that the selection of staff should be based on the following criteria which has been devised using the Local Authority's model selection criteria as a basis.

### Teaching staff:

- Curriculum skills
- Teaching/learning skills
- Leadership/management
- School improvement plan
- Additional skills
- Pastoral skills

### Support staff:

Essential criteria from the person specification

<<Insert six most important criteria from person specification>>

The six most important principle accountabilities

<<Insert six most important criteria from principle accountabilities>>

In the event of a tie-break in scores length of continuous service may be considered.

As part of the consultation process I have attached the business case which contains the rationale, and the proposed staffing structure and selection pools, the proposed selection criteria forms to be used, and also the school's Indicative Staffing Budget. A proposed timetable for the procedure is also attached. If you require any further documentation please contact me.

As you will appreciate, the school is attempting to adhere as far as possible to the timescales required under the Redeployment and Redundancy Procedure 2025. Therefore I would welcome any comments you may have on the proposals and/or the selection criteria, in writing, by <<insert date>> in order that any feedback can be considered. If you would prefer to discuss in person the proposals and put forward any ideas for further mitigating the potential redundancies, please contact me as a matter of urgency so that a meeting can be arranged.

In any case I should be grateful if you would acknowledge receipt of this letter and also confirm whether you will be providing written feedback only, or whether you wish to meet with myself and the Chair of Governors, or whether you wish to discuss the proposals by telephone.

Yours sincerely





**Trade Union Officials:**

<b>Union</b>	<b>Name</b>	<b>School</b>	<b>Address and Email</b>
Secretary <b>NEU</b>	Daniel Jones	Darland High School	C/O Darland High School, Chester Road, Rossett, Wrexham LL12 0DL <a href="mailto:Daniel.Jones@neu.org.uk">Daniel.Jones@neu.org.uk</a>
Secretary <b>NAHT</b>	Tim Newbold	Ysgol Penycae	C/O Ysgol Penycae Copperas Hill, Penycae, Wrexham LL14 2SD <a href="mailto:Tim.Newbould@nahtofficials.org.uk">Tim.Newbould@nahtofficials.org.uk</a>
Secretary <b>UCAC</b>	Geraint Phillips	Ysgol Morgan Llwyd	C/O Ysgol Morgan Llwyd, Cefn Road, Wrexham LL13 9NG <a href="mailto:phillipsq91@hwbcymru.net">phillipsq91@hwbcymru.net</a>
Secretary <b>ASCL</b>	Simon Ellis	Ysgol Clywedog	C/O Ysgol Clywedog, 17 Ruthin Road, Wrexham LL13 7UB <a href="mailto:simon.ellis@clywedog.org">simon.ellis@clywedog.org</a>
Secretary <b>NAS/UWT</b>  Secretary – Wrexham Joint Teachers' Negotiating Committee	Stephen Witherden		Hill View, Llangollen Road, Acrefair, Wrexham LL14 3RU <a href="mailto:Secretary.WREXHAM@nasuwt.org.uk">Secretary.WREXHAM@nasuwt.org.uk</a>
<b>UNISON</b>	Tracey Sutton	Unison Office	Wrexham County Borough Council Crown Buildings Wrexham LL13 8BG <a href="mailto:tracey.sutton@wrexham.gov.uk">tracey.sutton@wrexham.gov.uk</a>
<b>UNITE</b>	Jack Tucker	Unite Office	Wrexham County Borough Council Crown Buildings Wrexham LL13 8BG <a href="mailto:jack.tucker@wrexham.gov.uk">jack.tucker@wrexham.gov.uk</a>
<b>GMB</b>	Maxine Butler	GMB Office	Wrexham County Borough Council Crown Buildings Wrexham LL13 8BG <a href="mailto:maxine.butler@wrexham.gov.uk">maxine.butler@wrexham.gov.uk</a>





## Appendix H

### REDEPLOYMENT - COUNCIL POLICIES

#### - **Redeployment - Salary Protection**

Teachers - the arrangements as set out in the School Teachers Pay and Conditions Document

NJC employees – the WCBC Pay Protection Policy will apply as at 1 October 2012. This provides for a maximum of 2 years' protection, in line with the policy.

#### - **Redeployment - Additional Travelling Costs**

The WCBC Disturbance Policy will apply as at 1 October 2012. This provides for all **extra** travel to and from work to be reimbursed at the rate of 45 pence per mile payable for a period of up to one year whilst they remain in the same job and location, in line with the policy.



## Appendix I

### Statutory Redundancy Payments Calculator - Number of Weeks' Pay

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

