

Title	Redundancy
Associated Policies	<ul style="list-style-type: none"> • Pay Policy (TPO/STA/08) • Pensions (TPO/STA/09)

REVIEWED: NOVEMBER 2023

NEXT REVIEW: NOVEMBER 2024

1. Policy Statement

- 1.1 The Trust values all its employees and the contribution they make to our schools.
- 1.2 The Trust as the employer has a responsibility to ensure that its employees are treated in a fair and consistent manner.
- 1.3 This policy does not form part of an employee’s contract of employment, and it can be amended at any time following consultation and negotiation with relevant staff and trade unions. Where an individual’s contractual terms are protected under TUPE and they are more advantageous than those detailed in this policy, the more beneficial terms will continue to apply.
- 1.4 The policy will be applied in accordance with the Trust’s Single Equality Policy and will be subject to an Equality Impact Assessment which will be included in appendix 3 at the end of this policy. This will be shared with all recognised Trade Unions and will be subject to monitoring and review in line with the policy review cycle.

2. Who does this policy apply to?

- 2.1 This policy applies to all Trust staff.

3. Who is responsible for carrying out this policy?

- 3.1 The Principal is responsible for the management of the Academy and therefore has a key role to play throughout the redundancy process.
- 3.2 The Principal will normally delegate this responsibility to a Senior Nominated Person.
- 3.3 The Senior Nominated Person will be appropriately trained in how to manage a redundancy situation, and will get support from the Trust HR Providers or the Trust HR Manager
- 3.4 The Senior Nominated Person will assist:
 - With the provision of all information to the unions and professional associations
 - With consultation with staff and union representatives
 - In making recommendations relating to selection criteria to be used in the event of compulsory redundancy. Any selection criteria should be subject to agreement by affected staff. Where agreement cannot be reached then the Principal will have the final decision
 - By presenting the management’s case to a hearing before the Principal
 - By accompanying the Principal to any appeal hearing
- 3.5 The Principal has the delegated responsibility to dismiss.
- 3.6 There will be the opportunity to appeal to the Executive Principal.
- 3.7 The implementation of this policy will be monitored by the Principals and Executive Leadership Team and will remain under review by Brooke Weston Trust. This information will also be shared and consulted on with the recognised trade unions.

4. The legal background of this policy

- 4.1 An employee may be dismissed due to their post being made redundant where

the requirements for the employee to perform work of a specific type, or to conduct it at the location in which they are employed, has ceased or diminished.

4.2 The Trust will endeavour to mitigate the need to make compulsory redundancies and will consider all reasonable alternatives, prior to that being necessary.

4.3 There are three areas of the law to consider:

- The need to treat each individual employee fairly - this means making sure all redundancies are bona fide and handled sensitively. This will ensure compliance with the right not to be unfairly dismissed.
- The need to consult the Academy's recognised trade unions/ professional associations about the proposals in line with the Burgundy Book (for teachers) - this is aimed at trying to avoid redundancies in the first place.
- The powers that public bodies have to pay redundancy compensation - this ensures that they only pay out money when legally correct to do so. It is aimed at public probity, but reinforces good employment practice by encouraging public bodies to minimise redundancy or to redeploy staff wherever possible.

5. Definition of redundancy

5.1 A redundancy may arise when:

- The employer has ceased, or intends to cease, to carry on the business for which the employee was employed, or to carry on that business in the place where the employee was employed; or
- The requirements for employees to carry out work of a particular kind, or to carry it out in the place where they are employed, have ceased or diminished or are expected to cease or diminish.

6. Redundancy situations

6.1 Situations which may result in the need for redundancies may include:

- Academy Closure or amalgamation
- Falling rolls
- Amalgamation or closure of facilities or departments
- Budgetary problems
- A change in the demand from certain subject areas or job requirements
- Reorganisation of management or departmental structures

7. Redundancy procedure

7.1 The Trust will investigate all possible methods of avoiding compulsory redundancy. These will include:

- Not filling vacancies (natural wastage) or imposing restrictions on recruitment across the Trust
- Job sharing
- Reductions in hours
- Retraining and redeployment where appropriate
- Reduction in overtime
- Seeking volunteers for redundancy as part of the consultation. (Any employee who seeks information on volunteering to be selected for redundancy will be entitled to do so without prejudice to their position).

If there are concerns about the staffing costs, then the Principal, Finance Director and Executive Principal will consider whether to begin consultation on the possibility of making redundancies.

8. Consultation

- 8.1** The Academy will consult with the recognised trade unions and any employees potentially affected. Employees potentially affected will include those whose jobs are directly affected by the proposed changes, not just those at risk of redundancy. The Academy will consider and respond to any representations made. If there is a rejection of any representations, the reasons will be given in writing. The aim of consultation is to avoid, reduce or mitigate the impact of redundancy, and consultation will always be meaningful
- 8.2** Where the Trust is proposing to make more than 19 redundancies it will also notify the Department of Business Innovation and Skills using the HR1 form and the relevant statutory consultation periods will be adhered to and any EIA would need to be updated to reflect this.
- 8.3** The consultation document will contain all relevant information, including:
- The reasons for the proposals
 - The timeline for the process, including key decisions
 - The numbers and descriptions of employees identified as at risk of redundancy
 - The total number of employees of that description employed at the Academy
 - The proposed method of selecting the employees who may be made redundant
 - The proposed method of carrying out the proposed redundancies, including the period over which the proposed redundancies are to take effect
 - The proposed method of calculating the amount of any redundancy payments to be made
 - The number of agency workers currently undertaking work in that area and they type of work they are carrying out
 - Current and proposed staffing structures.
 - How the Academy will provide suitable support for staff during the process and provided with key guidance relating to redundancy. This could include, but is not limited to, a comprehensive list of relevant frequently asked questions which may help address some employee concerns, include details of the people they may contact who have the necessary knowledge to be able to respond effectively to their queries and suggestions

The Academy will provide further information as reasonably requested by the trade union.

- 8.4** Consultation should take place between the Senior Nominated Person, the Principal and the recognised trade unions and professional associations. Representatives from the Union or professional association are entitled to be provided with facilities as are appropriate to ensure proper consultation can take place, such as a private room to enable discussions with their members. Any person acting as an employee representative is protected from detrimental treatment of dismissal because they have acted as such.
- 8.5** The consultation period should commence from the date of the formal notification to the affected staff and their trade unions and should normally provide a minimum of 30 working days for consultation (or adhere to the burgundy book for Teaching colleagues), where practicable. This period may be extended by mutual agreement.
- 8.6** Consultation should consider all relevant avenues to avoid or mitigate against potential redundancies including:

- Avoiding dismissals, including the consideration of any alternative suggested as a result of the consultation
- Reducing the number of employees to be dismissed
- Mitigating the consequences of any dismissals including consideration of applications for voluntary redundancy
- Reasonable alternative work
- Consideration for early retirement

8.7 It is important that the consultation process is carried out thoroughly and that all the following action is taken. The above information is required to be given in writing to all representatives of the relevant union in the Academy.

8.8 All appropriate staff should be invited to attend a meeting to hear the proposals, this may include a one to one meeting where required, and consider the following:

- The reasons for having to consider redundancies
- An invitation for voluntary redundancy, making it clear that there is no automatic right to voluntary redundancy, but proposals for voluntary redundancy will be looked upon favourably (see below, 'volunteers for redundancy')
- The date by which applications should be received
- The procedures to be followed, including the right to make representation at any dismissal hearing and right to appeal

8.9 During the process of seeking applications for voluntary redundancy, the Academy should ensure that:

- Staff are made aware that there is no automatic entitlement to redundancy. Whilst every effort would be made to accept volunteers to avoid compulsory redundancy, the needs of the Academy to meet the objectives of the Academy Development Plan should be given priority
- The unions are given the opportunity to comment on the process of seeking volunteers
- The timescale for receiving applications takes into account time required for potential volunteers to seek advice and information on their redundancy/ early retirement benefits
- Consideration is given to providing sufficient time for applications to be submitted during the consultation process versus the impact on staff morale if protracted
- Where too many people come forward for voluntary redundancy, we will use a selection criteria to determine which skills most need to be retained

8.10 If required, the Senior Nominated Person will draw up proposed selection criteria (see section 9). The selection criteria will be published as part of the consultation document; however, the criteria will not be finalised until after the close of consultation to ensure feedback is received from affected staff and their representatives. The selection criteria must be objective and fair. Objective selection based on skills, qualifications and experience aims to retain the staff necessary to deliver the curriculum and the Academy Development Plan. The selection criteria will not include any reference to sickness absence

8.11 Written feedback will be provided on the consultation, regardless of whether or not the points have been able to be acted on

8.12 Where a selection criteria is not required, each employee at risk of redundancy will receive a letter from the Senior Nominated Person confirming if they are identified as at risk of redundancy. For those employees who have been provisionally selected for dismissal by reason of redundancy, their letter should state:

- The reasons why it has been proposed to remove the post occupied by the employee
- That the employee or his/her representative may make representations to a hearing before the Principal

9. Application of the Selection Criteria

- 9.1** A selection criterion will be used where the number of posts that exist is less than the number of staff required. After the consultation has closed and the Selection Criteria (if required) has been consulted on and confirmed, the Senior Nominated Person will need to match the skills profile of each member of staff against the selection criteria. A template selection criteria is available in Appendix 2.
- 9.2** The Senior Nominated Person will arrange to meet with each employee in order to go through the selection criteria and discuss its application based on that employee's skill set.
- 9.3** Once all affected staff have been met with the Senior Nominated Person will write a letter to each employee who was identified as at risk of redundancy. For those employees who have been provisionally selected for dismissal by reason of redundancy, their letter should state:
- The reasons why it has been proposed to remove the post occupied by the employee
 - The outcome of the selection criteria and an anonymised comparison to the other affected staff
 - That the employee or his/her representative may make representations to a hearing before the Principal

10. Dismissal Hearing

- 10.1** An employee will be given 10 days written notice of a redundancy dismissal hearing with the Principal. Employees should be given adequate information to assist them in preparing representations, particularly on the criteria used to recommend the removal of their post, resulting in their dismissal by reason of redundancy
- 10.2** People in attendance:
- The Principal
 - A Human Resources Adviser may attend to advise the Principal
 - The Senior Nominated Person who is present to explain the reason for recommending the dismissal of the employee by reason of redundancy
 - The employee making the representations, who must be given the opportunity to be accompanied to the meeting by a trade union representative or work colleague
- 10.3** Before final decisions are made, the employee must be given the opportunity to make written and personal representation to the hearing by the Principal. Any written representation should be sent to the Clerk of the Committee at least three working days before the date of the hearing
- 10.4** All papers relating to the redundancy should be sent to both parties. These papers would include;
- The original consultation document sent to staff and union representatives.
 - Details of the criteria used in the decision on redundancy including relevant information used for selection purposes e.g. matrix summary
 - A copy of the letter sent to the employee recommending dismissal by reason of redundancy
 - Any written representation submitted by the employee or representative
 - The agenda for the hearing

- 10.5** The Principal is responsible for the conduct of the proceedings and for any variations considered appropriate. The Principal will follow the agenda set out in Appendix 1 of this policy.
- 10.6** If new evidence is brought to the hearing which all parties have not had time to consider, or for some other good reason, the Principal may decide to adjourn the meeting for a specified time or to another date. If there is an adjournment, the reconvened hearing must comprise the same membership
- 10.7** Where there is more than one employee nominated for redundancy, the Principal must consider all the proposed redundancies. Each redundancy should be considered separately.
- 10.8** At the end of the hearing the Principal will make a decision and notify the employee of the decision by writing to them within 5 working days of the hearing, or if preferred the outcome will be provided at the meeting. Written notification will include details of any right of appeal

11. Appeal Hearing

- 11.1** If the employee wishes to appeal against the decision of the Principal, such an appeal must be received in writing by the Principal within ten working days of the date of the notification of the committee's decision.
- 11.2** The appeal will normally be heard by the Appeals Committee which will include three people not previously involved in the process, usually made up of the Executive Principal and at least 1 governor (although we would always aim for 2 governors.)
- 11.3** The appeal should be heard within ten Academy days of the date of the letter of request for the appeal
- 11.4** The Appeal Hearing considers all papers relating to the redundancy. These papers should include:
- Information sent to staff and unions explaining the need for redundancies
 - The criteria used in the decision on redundancy.
 - The letter sent to the employee notifying they have been nominated for redundancy.
 - Any written representation submitted by the employee or their representative.
 - The Principal's dismissal letter.
- 11.5** The Principal will normally present the case for the dismissal by reason of redundancy and be accompanied by the Senior Nominated Person. The Senior Nominated Person may in some instances present the case on behalf of the Principal
- 11.6** The possible outcomes of an appeal are;
- Appeal rejected and no change to the decision to dismiss on the grounds of redundancy.
 - Appeal successful. Dependant on the grounds of the appeal will determine what stage the process will return to, considering the feedback from the appeal hearing.
- 11.7** The Executive Principal will confirm the outcome of the hearing by writing to the employee within 10 working days of the hearing.

12. Notice of dismissal

- 12.1** After the selection process and representation hearings to the Principal have been completed, but before any appeal hearing takes place, the ending of the contract of employment will be made through the proper use of notice of pay in lieu of notice.

- 12.2** For support staff notice will be served to the employee by the Academy in accordance with contractual notice or statutory notice, whichever is the greater. Statutory notice is one week for each year of service up to a maximum of 12 weeks. Contractual notice is stated in the contract of employment.
- 12.3** For teaching staff, notice will be served to the employee by the Academy in accordance with the Burgundy Book, or statutory notice, whichever is the greater. Statutory notice is one week for each year of service up to a maximum of 12 weeks, and by taking into account the relevant leaving dates.
- 12.4** Should an appeal against dismissal be successful, the dismissal notice would be withdrawn.
- 12.5** The redundant employees (voluntary or compulsory) should be made aware that should suitable alternative employment be found during the notice period, then the notice may be withdrawn.

13. Entitlements of redundant employees

- 13.1** Where applications for voluntary redundancy have been accepted by the Principal; or where suitable alternative employment cannot be identified, redundant employees will be entitled where applicable to the following:
- Written notice of termination of employment in line with their conditions of service or by mutual agreement
 - Statutory redundancy payment calculated in accordance with the Employment Rights Act 1996, but based on actual gross pay rather than subject to the statutory maximum wage
 - Entitlement to a redundancy payment depends on having at least two years' continuous service with organisations listed in the Redundancy Payments (Continuity of Employment in Local government, etc.) (Modification Order)
 - As a member of the LGPS, provided the employee is aged 55 or over and they meet the 2-year vesting period, their main benefits would be payable immediately without any early retirement reductions.
- 13.2** Redundancy payments will be payable from the date of dismissal due to redundancy. All relevant documentation should be signed and returned by the redundant employee in sufficient time to process and in any event no later than 6 weeks after the effective date of dismissal.

14. Suitable Alternative Employment

- 14.1** The Executive Principal and Trust HR Manager should always look for suitable alternative employment within the Trust for employees at risk of dismissal by reason of redundancy.
- 14.2** Employees who are accepted suitable alternative employment are entitled to a trial period of 28 calendar days, which can be extended to a longer period if required and must be done so in writing. To avoid redundancy an offer must be suitable, made before the notice period ends and involve starting the new role within four weeks.
- 14.3** Where an employee accepts suitable alternative employment, they will receive a full induction into the role.
- 14.4** If either party does not consider the employment to be 'suitable' during this period, or at the end of it, then the position will revert to a redundancy and the obligation to make a statutory redundancy payment will apply.
- 14.5** Employees who are under notice of redundancy will be entitled to reasonable paid time off with pay to look for alternative employment or to arrange training
- 14.6** If a suitable alternative employment is offered in terms of pay, grade, job content, status etc. and the employee unreasonably refuses that offer, the employee may forfeit the right to a redundancy payment

15. Redundancy and Pregnancy / Maternity Leave

- 15.1 It is unfair to select an employee for redundancy because she is pregnant or on maternity leave.
- 15.2 Any employee on maternity leave should receive the same information as those employees in work and should be invited to attend the relevant meetings with the Senior Nominated Person.
- 15.3 However, if an employee who is pregnant / on maternity leave is to be made redundant, then under Regulation 10 of the Maternity and Parental Leave Regulations 1999, the employer has a legal obligation to offer her Suitable Alternative Employment without the need for her to apply or to attend an interview.

16. Support for redundant employees/staff at risk

- 16.1 Redundancy can be a difficult experience for employees especially for staff who have worked for many years in a stable environment. The Principal and HR should provide as much information, advice and help as possible. Further advice and support will be available and arranged on a case by case basis but could include access to the employee assist programme or practical help and support in finding alternative employment etc.

17. Policy Review

- 17.1 This policy will be monitored as part of the Academy’s annual internal review and reviewed on a three-year cycle or as required by legislature changes. This will be undertaken in consultation with the recognised trade unions

Document Control

Date of last review:	November 2023	Author:	ACA
Date of next review:	November 2024	Version:	4
Approved by:	Strategic Delivery Group	Status:	Ratified

Summary of Changes – V. 4.0

- No change from previous version

Appendix 1 – Agenda for Redundancy Hearing and Appeal Hearing

AGENDA FOR REDUNDANCY DISMISSAL HEARING

1. Welcome and introductions, including role explanations.
2. If no Union rep or colleague, check employee aware of right to be accompanied and happy to continue.
3. Check everyone has received paperwork
4. Confirm if witnesses due to attend or none to be called
5. Senior Nominated Person presents key points of the consultation and process undertaken.
6. Questions from the Employee and their representative, or from the Principal.
7. Employee and their representative present the information they wish to be considered
8. Questions from the Senior Nominated Person or from the Principal.
9. Senior Nominated Person presents summing up (no new information should be presented at this stage).
10. Employee and their Representative presents summing up (no new information at this stage).
11. Check everything covered, no outstanding questions.
12. Meeting is adjourned and employee offered to wait for an outcome or confirm that an outcome will be provided in writing within 5 working days of the meeting
13. Meeting reconvenes (if employee has asked to wait) and:
 - If for any reason a decision cannot be reached the same day, the parties will be notified of the decision by letter.
 - A letter confirming the decision should be sent to the employee within 5 working days
 - Advise the employee they have the right to appeal against the decision of the Hearing and should do this line with the Trust policy and this will be detailed in the outcome letter

AGENDA FOR APPEAL HEARING

1. Welcome and introductions, including role explanations.
2. If no Union rep or colleague, check employee aware of right to be accompanied and happy to continue.
3. Check everyone has received paperwork
4. Confirm if witnesses due to attend or none to be called (if Senior Nominated Person is in attendance, they should be a witness)
5. Employee and their representative present the information they wish to be considered
6. Questions from the Appeal Panel or from the Principal.
7. Principal presents key points of the consultation and process undertaken, may call the Senior Nominated Person as a witness to talk through these.
8. Questions from the Employee and their representative, or from the Appeal Panel.
9. Employee and their Representative presents summing up (no new information at this stage).
10. Principal presents summing up (no new information should be presented at this stage).
11. Check everything covered, no outstanding questions.
12. Meeting is adjourned and employee offered to wait for an outcome or confirm that an outcome will be provided in writing within 5 working days of the meeting
13. Meeting reconvenes (if employee has asked to wait) and:
 - If for any reason a decision cannot be reached the same day, the parties will be notified of the decision by letter.
 - A letter confirming the decision should be sent to the employee within 10 working days
 - Decision by this panel is final

Appendix 2 – Template for Selection Criteria

Please see below for a template selection criterion, including examples. Please ensure that the document is updated to include relevant information to the role being selected from, and include this as an appendix in the consultation document.

Guidance notes for selection criteria and scoring

Please ensure that when completing the skills and qualification audit that you include **all** relevant skills and experience.

Each criterion has a scoring range of 0 – 3 and is allocated as follows:

- 0 no evidence of knowledge and/or skill
- 1 little evidence of knowledge and/or skill
- 2 evidence of satisfactory level of knowledge and/or skill
- 3 evidence of high level of knowledge and/or skill

NOTE

In the event of a tie-break following the application of Part A of the selection criteria, Part B will also be used.

Part A – Qualifications, Skills and Training

Name:		Job Role:	
Qualifications	Evidence	Score	
<i>Qualified Teacher Status</i>	<i>Evidence should include date of certificate and you should be able to present a copy of this if required</i>		
<i>A-Levels (or equivalent)</i>			
<i>GCSE A-C (or equivalent)</i>			
<i>Other relevant qualifications</i>			
<ul style="list-style-type: none"> • <i>TA Level 3</i> • <i>Business Administration apprenticeship</i> 			
Experience	Evidence	Score	
<i>Significant and recent (past 3 years) teaching at KS1/KS2/KS3</i>			
<i>Subject specialisms</i>			
<i>Recent experience (past 3 years) of working with SEN</i>			
<i>First Aid training (certificate still in date)</i>			
<i>Whole school responsibility</i>			
<i>ICT Skills... evidence to of using computer programmes</i>			
<i>Leading and Implementation of intervention groups</i>			
Training	Evidence	Score	
<i>In house or external training session relevant to role, attended in past 3 years</i>			
		Total:	

Part B – Only to be used in a tie-break situation

Sickness Absence – This excludes any absences related to disability or maternity	Score
Minus 2 points where the following absence triggers from the Brooke Weston Trust absence policy have been met (should only be counted once)	
<ul style="list-style-type: none"> 7 working days absence in 1 term 10 working days absence in an academic year 3 occasions of absence within 1 term 	
Disciplinary and Capability	Score
Minus the following points where the employee has a live warning under the disciplinary procedure or capability procedure.	
<ul style="list-style-type: none"> Minus 2 points for a first written warning Minus 4 points for a final written warning 	
	Total:

Employee			
Total Points:			
Signed:		Date:	
Senior Nominated Manager			
Name:			
Signed:		Date:	

Name of Assessment	Redundancy Policy
Name of completing officer	Kat Pithey
Date of Assessment	21/01/2020
Approved by	Finance and Resources Committee
Date of Approval	
Review Date (if applicable)	March 2023

The Public Sector Equality Duty places a general duty on all public bodies to have due regard to the need to achieve the objectives set out under s149 of The Equality Act 2010;

- To eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under The Equality Act.
- To advance equality of opportunity for those covered by The Equality Act
- To foster good relations

We do this by undertaking Equality Impact Assessments (EIAs) to help us consider and understand the implications of policies and decisions on people with protected characteristics. It is a way to make sure individuals and teams think carefully about the likely impact of their work on employees and take action to improve activities, where appropriate.

Part 1 should be completed to determine if a full EIA is needed. If it is determined that a full EIA is needed, then section 2 should also be completed.

Guidance on the toolkit is set out in Appendix 1

This assessment must be approved by the Finance and Resources Committee and included as an appendix to any written policy.

Part 1 – Screening

The following questions should be completed to determine if the full EIA is required.

- If you answer **YES** to **any** of the screening questions, complete Part 2 Equality Impact Assessment
- If you answer **NO** to **any** of the screening questions, provide supporting evidence that explains your answer
- If you answer **NO** to **all of** the questions, include the following statement within the policy “This policy / project was screened for impact on equalities on [insert date]. The following evidence [Evidence] has been considered. No full equality impact assessment is required.”

Question	Yes/No	Include any explanation required
1. Does the policy affect employees or service users? <i>(A potential to affect a small number of people in a significant way is as important as a potential to affect many people)</i>	Yes	Affects all employees being considered for redundancy.
2. Are there any aspects of the policy that could contribute to equality or inequality?	Yes	Unfair application of skills matrices could impact more on specific groups than others.
3. Does it relate to an area where there are known inequalities? <i>(for example, disabled people’s access to public transport, the gender pay gap, racist or homophobic bullying in schools, educational attainment of Gypsies and Travellers, etc).</i>	No	Does not target specific equality groups.
4. If this is an amendment of an existing policy, was the original policy impact assessed?	No	
Is an Equality Impact Assessment needed?	Yes / No	

Part 2 – Equality Impact Assessment

Summary of aims and objectives of the policy / activity / event etc being assessed

Set out what provision is currently in place and who the current stakeholders are.

What is the proposal to be considered, or what changes are being made to the current provision/policy/activity?

A review of the current policy is required to ensure that no groups of staff are disadvantaged through a redundancy process. There are no significant changes to the policy following the three-yearly policy review cycle.

What involvement and consultation has been done in relation to this policy / activity / event etc?

Any relevant groups that this has been discussed or consulted with.

Previous policy was reviewed by the Joint Consultative Committee and approved by the Board of Directors prior to adoption. This policy has been consulted on with Trade Union colleagues.

Who is affected by this policy / activity / event etc?

Any relevant groups/ individuals that may be affected by this change / new policy etc

In principle no one will be automatically affected by this policy, however it is relevant to all staff members should they be involved in redundancy.

Tick the relevant box for each line	Based on the above information, what impact will this proposal have on the following groups? *see appendix 2 for more details on how each group may be affected, and appendix 3 for possible impacts		
	Positive / Negative / Neutral	Please explain and give examples of any evidence/data used	Action to address negative impact (e.g. adjustment to the policy)
Sex	Neutral	N/A	N/A
Gender Reassignment	Neutral	N/A	N/A
Age	Neutral	Older employees may find it more difficult to get a new job or access training, however policy does not discriminate specifically against this group.	Support provided by employer with regards to training needs and application for new roles.
Disability	Neutral	Employees on sick leave may not receive information as quickly as other employees Employees with a disability may score lower on a selection criterion e.g. due to flexibility	BWT ensures staff on sick leave are consulted with. Reasonable adjustments considered and disability-related absence excluded from selection criteria
Race & Ethnicity	Neutral	N/A	N/A
Sexual Orientation	Neutral	N/A	N/A
Religion or Belief (or No Belief)	Neutral	N/A	N/A
Pregnancy & Maternity	Neutral	Employees on maternity leave may not receive information as quickly as other employees.	BWT ensures staff on mat/adoption leave are consulted with. Maternity-related absence excluded from selection criteria.
Marriage or Civil Partnership	Neutral	N/A	N/A
Other Groups (rural isolation, socio-economic exclusion etc)	Neutral	Employees may be re-deployed to other Trust academies, if they live in rural areas, they may not have the ability to travel to a new school.	Consideration given to re-deployment of staff to other academies within the Trust, and ability to travel to a different location would always be taken into consideration when seeking alternative employment

Evaluation:

Question	Explanation / Justification
Is it possible the proposed policy or activity or change in policy or activity could discriminate or unfairly disadvantage people?	This policy should have a neutral impact as it applies equally to all equality groups, complies with employment legislation and LGPS regulations. The policy may have an impact with regards to age, disability, pregnancy/maternity and isolated groups. However, the policy aims to address this through fair selection criteria, making reasonable adjustments and following legal requirements. In making individuals redundant it may have an impact on income and employment status. In order to address this the organisation will support individuals to find a new job and/or training. Considerations have been given to employees who may be absent during a consultation process.

Final Decision:	Tick the relevant box	Include any explanation / justification required
5. No barriers identified, therefore activity will proceed .	✓	The aim of this policy is to ensure there is no inequality when going through a redundancy process. However, whenever a redundancy is due to take place a separate EIA should be conducted to consider the specific details.
6. You can decide to stop the policy or practice at some point because the data shows bias towards one or more groups		
7. You can adapt or change the policy in a way which you think will eliminate the bias		
8. Barriers and impact identified, however having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy or practice (e.g. in extreme cases or where positive action is taken). Therefore, you are going to proceed with caution with this policy or practice knowing that it may favour some people less than others, providing justification for this decision		