



Central Staff Policy Variations

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1. Purpose

- 1.1 The purpose of this policy is to set out any variations to the Bath & Wells Multi Academy Trust's (hereafter referred to as the MAT) policies and procedures that apply to staff centrally employed (i.e. not school based).
- 1.2 This policy is effective from [insert date] as agreed by the Board of Directors.

2. Applicability

- 2.1 This policy applies to all centrally employed staff who are not school based, this does not include Executive Principals.

3. Principles

- 3.1 Staff's contracts of employment take precedence over the content of policies and procedures and therefore the contract should be referred to in the first instance.
- 3.2 In policies and procedures where there is a reference to Executive Principal/Principal/Headteacher this should be substituted for Chief Executive. Where there is a reference to the Chair of the Local Governing Board this should be substituted to the Chair of the Board of Directors.

- 3.3 MAT policies and procedures (where support staff are referred to) apply to centrally employed staff except for the variations set out below.
4. **Annual Leave and Time Off for Other Reasons**
- 4.1 As per their contract of employment central staff are entitled to 25 days annual leave plus bank holidays, pro rata for part-time staff. Unless stated otherwise in their contract central staff are able to take annual leave off as they choose either during term time or school closure periods. Annual leave must be agreed in advance with their line manager and will be granted where possible based on the need to balance for office cover etc.
- 4.2 Central staff are also entitled to take time off in lieu (TOIL) where they have worked additional hours and in agreement with their line manager. Where there is a need for additional hours to be worked to meet organisational needs, an appropriate work life balance should be maintained. It is recommended that a maximum of 13 days per annum are taken back as time off in lieu.
- 4.3 Under the MAT's Leave of Absence Policy section 17 time off to attend interviews, section 18 time off to attend a graduation or wedding and section 19 time off to move house do not apply to centrally employed staff. As centrally employed staff may take time off during term time they are expected to use either annual leave or time off in lieu in such circumstances.
5. **Appraisal**
- 5.1 An appraisal should be conducted annually (time period) by the employee's line manager.
- 5.2 The appraisal process should provide an overall assessment of the performance of employees and support their development within the context of the needs of the organisation. Objectives should be set which contribute to the MAT's action plan. Objectives should be 'SMART' and have clear success criteria set out so that performance can be measured.
- 5.3 Employees should receive constructive feedback on their performance throughout the year. Where there are concerns about an employee's performance, a meeting should be held to discuss these concerns. If these concerns continue and unsatisfactory progress is made to address the concerns then performance should be managed under the MAT's Capability Procedure.
6. **Pay**
- 6.1 Centrally employed staff will be paid on a spot salary as specified in their contract of employment.
- 6.2 To determine the salary of a new role the MAT will use the Croner job evaluation scheme as well as external benchmarking to determine an appropriate salary. Where a job description substantially changes then a further evaluation of the role will be undertaken by Human Resources.
- 6.3 The MAT Remuneration Committee will consider annually whether a cost of living increase should be applied to centrally employed staff, a factor in the decision making will be whether a cost of living increase has been awarded to school support staff.

- 6.4 Section 6 of the Pay & Reward Policy applies to centrally employed staff as well as school support staff.
- 6.5 Decisions on changes to pay should be approved by the MAT's Remuneration Committee.
7. Reorganisation/Redundancy
- 7.1 The Chief Executive will be responsible for determining the required staffing complement and structure for central staff employed by the MAT which must be approved by the MAT Board of Directors. The Chief Executive is also responsible for the internal organisation and management of central staff and will be responsible for leading any reorganisation/redundancy process. The Chief Executive will be responsible for determining the selection criteria, for consulting with trade union representatives on the criteria, and for undertaking the selection decision(s).
- 7.2 A reorganisation or a redundancy situation may occur when:
- A unique post is declared redundant (under the definition of the Employment Rights Act)
 - A reduction in the number of staff employed to do the same work
 - A reduction in hours and/or a change in duties and responsibilities where a complete reorganisation of the structure may be advisable
- 7.3 Depending on the nature of changes either an individual or a pool of employees may be considered to be affected by the changes. In all cases where redundancies become a possibility the MAT will follow the legal requirement to consult and the need to advise and involve trade unions.
- 7.4 All consultation will be undertaken in good faith and with a view to reaching agreement. Consultation will include ways of avoiding dismissals, reducing the number to be dismissed and mitigating the effects of the redundancies. Individual employees will have the right to be accompanied by a trade union representative or work colleague at any individual meeting to discuss potential redundancy or redeployment.
- 7.5 To try and minimise the risk of having to make redundancies, the MAT will continually reviews its needs with regard to staffing. In the event that reorganisation becomes necessary then the MAT will consider any measures that can be taken to reduce the impact of redundancies.
- 7.6 When the Chief Executive identifies that there may be a need to consider a reorganisation or staff reductions, they will produce a proposal document with advice from Human Resources. The paper should explain the background to the need to make changes (see section 7 of the MAT's Redundancy Procedure). The Chief Executive will discuss the paper with the Chair of the Board of Directors and where appropriate will have a confidential discussion to agree in principle the proposal and the need for the reorganisation at the MAT Board of Directors meeting.
- 7.7 A consultation meeting(s) will be held with potentially affected staff and their representatives on the proposal and they will be given an opportunity to make comments on proposals (normally a minimum of 10 working days).
- 7.8 Following consultation with staff and their representatives, the Chief Executive will take the recommended staffing proposals to the MAT's Remuneration Committee to ratify the

proposal either with or without amendments in the light of the views of staff and their representatives.

- 7.9 Following ratification of the proposals the Chief Executive will inform staff and representatives of the outcome of the meeting with the MAT's Remuneration Committee and discuss potential voluntary solutions where these are practical.
- 7.10 The selection process for compulsory redundancy will depend on the type of reorganisation required and whether a unique post is involved or a group of posts or a reorganisation. Where appropriate the Chief Executive will classify an individual according to whether their post is unchanged, changed or deleted.. If an individual's post is classified as either changed or deleted this potentially places them at risk of redundancy. Factors that may be taken into account include the salary of the role, status of the role and the similarity between job descriptions.
- **Unchanged** – i.e. the individual's job remains more or less the same on the new staffing structure. Where this is the case the employee will not be considered at risk of redundancy, unless the number of 'like' posts are reduced on the new staffing structure resulting in there being too many individuals than posts.
 - **Changed** – i.e. the individual's job has changed significantly. Where this is the case the School will determine appropriate selection criteria, ring fencing arrangements and an appointment process in consultation with staff and the trade unions.
 - **Deleted** – i.e. the individual's post ceases to exist on the new staffing structure for example where a service or work of a particular kind is being discontinued or reduced.
 - **New** – i.e. a new job where there is no equivalent in the current structure. New posts may be the subject of ring fence arrangements.
- 7.11 If a restructure involves the introduction of new or changed posts then employee will be ring fenced. Employees who are in a ring fence will be required to undergo a selection process. This can be undertaken using one or more of the following objective selection methods based on the requirements of the MAT: -
- on a competitive basis through an interview and / or appropriate assessment method to assess skills ,competencies and qualifications;
 - performance management records;
 - disciplinary records;
 - attendance records (subject to the Equality Act 2010); and/or
 - through volunteers for redeployment
- 7.12 If the restructure involves a reduction in posts where redundancies are to be made then a selection criteria will be used. The Chief Executive will design fair and objective selection criteria based on skills, expertise and job performance. The aim of this selection method is to enable the MAT to retain the balance of skills and expertise it needs.
- 7.13 Once the selection criteria has been applied and the individual(s) have been selected for redundancy identified, these staff will be notified in writing by the Chief Executive and invited to meet with a panel of three MAT Directors. The purpose of the meeting will be to discuss with the individual the basis on which they have been selected for redundancy and give the individual an opportunity to make representations about their proposed selection for redundancy. Employees do not have to attend the Dismissal Panel should they accept the decision and not wish to make representations. The individual has the right to be accompanied at the meeting by a trade union representative or work colleague.
- 7.14 Where following this meeting, the decision is to dismiss the individual on the grounds of redundancy the Dismissal Panel will write to the individual informing them of their

decision, giving statutory notice and informing them of the right to appeal against the decision.

7.15 An employee who is dismissed on the grounds of redundancy will have a right of appeal to an Appeals Panel made up of three MAT Directors who have previously been uninvolved. To exercise the right of appeal the individual must state their intention to appeal in writing setting out their grounds for appeal within 5 working days of receiving written confirmation of dismissal.

7.16 The MAT will provide support to affected employees throughout the process. Employees under notice of redundancy will be allowed reasonable time off to enable them to seek alternative work or undertake training for future employment.

8. Authority to Act

Under a formal procedure

Formal action concerning	Authority to suspend an employee	Carry out an Investigation	Chair a hearing	Chair an appeal
All employees except those listed below	Chief Executive	The employee's line manager or Chief Executive or a manager/MAT Non Executive Director appointed by the Chief Executive	Chief Executive or a Panel of three MAT Non Executive Directors not previously involved	Panel of three MAT Non Executive Directors not previously involved
Chief Executive	Chair of the MAT Directors	MAT Non Executive Director	Panel of three MAT Non Executive Directors not previously involved	Panel of three MAT Non Executive Directors not previously involved

Recruitment:

Within agreed staffing costs	Outside of staffing budget
Authorisation by Chief Executive	Authorisation must be given by the MAT Directors

9. Review

9.1 This policy will be reviewed at least every three years or earlier as required.

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