Diocese of Norwich Education and Academies Trust

Redundancy and Restructure Policy & Procedure

Policy Type:	**Trust Policy**
Date Issued by MAT:	**09/07/2025**
Approved By:	**Joint Policy Development Committee**
Approval Date:	**08/07/2025**
Review Date:	**July 2028**
Person Responsible:	**Human Resources Director**

Our Christian Ethos and Values

All policies within the Diocese of Norwich Education and Academies Trust (hereafter referred to as "the Trust"), whether relating to an individual academy or the whole Trust, will be written and implemented in line with our Christian ethos and values.

We have high ambition for all, and we truly value the wider educational experience.

We walk and talk our Christian values. We put people at the centre of the organisation and want to see them flourish and grow. Our schools are inclusive, welcoming those of all faiths and none.

Overall accountabilities and roles

The Trust has overall accountability for all its academies and staff. Through a Scheme of Delegation for each academy it sets out the responsibilities of the Trust, its Executive Officers, the Local Governing Body and the Principal / Headteacher. The Principal / Headteacher of each academy is responsible for the implementation of all policies of the Trust.

All employees of the Trust are subject to the Trust's policies.

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1. Introduction

1.1 The Trust aims to retain all valuable skills, experience, and knowledge of our employees. Through the steps outlined in this policy, the Trust will always seek to avoid or minimise compulsory redundancy as far as possible. The Trust recognises that there may be the need for organisational change from time to time that may induce redundancies, resulting from contextual change, such as, fall in number of pupils on roll, financial/budget reasons, curriculum review or ensuring structures remain fit for purpose.

1.2 Where changes to the Trusts structure, the way work is organised or redundancy is unavoidable, the Trust will try to minimise the effect as set out in this Policy. Every effort will be made to mitigate the need for compulsory redundancies. Redeployment within the Trust will be considered prior to dismissal for reasons of redundancy.

1.3 The Trust is committed to ensuring respect, objectivity, belief in the dignity of the individual, consistency of treatment and fairness. Where it becomes necessary to reduce employee numbers, the Trust will not discriminate on grounds of age, disability, gender reassignment, marital or civil partner status, race, religion or belief, sex, sexual orientation or pregnancy and maternity or, as an employee, having undertaken duties as a trade union or employee representative.

1.4 The Headteacher is responsible for determining the required staffing complement and structure for their own Academy which must be approved by the Trust CEO and CFO. The CEO with approval from the Board will be responsible for determining the required staffing complement for the Central Trust Team.

1.5 If it is necessary to reduce the staffing complement, the Board is responsible for determining whether an employee should cease to work at the Academy by reason of redundancy.

2. Scope and purpose

2.1 This policy applies to employees (referred to as “employee” or “you”). This policy does not apply to supply or agency workers, casual workers, or contractors. However, where a supply or casual worker is engaged in regular work, they may have accrued redundancy rights.

2.2 The purpose of this Policy is to provide a framework to enable the Trust and its academies to ensure effective workforce planning and manage organisational change in an effective, yet supportive manner. It aims to provide a fair and transparent process to be followed when it becomes necessary to implement organisational change which requires a reduction in the number of staff and/or a change in the staffing structure within the Trust and its academies and to ensure that this process is compliant with statutory requirements in relation to meaningful consultation, equalities legislation and dismissal procedures and that recognised Trade Unions have been properly consulted.

2.3 The Trust will, wherever feasible, try to avoid redundancies, through measures such as:

- effective financial management and planning;

- careful workforce planning including vacancy control measures;
- managing natural wastage;
- redeployment (where applicable and agreed by the employee) and retraining where possible;
- managing requests for part-time/flexible working;
- reduction or elimination of overtime;
- termination of the employment of agency and casual workers.

The measures taken to avoid redundancies will be outlined in the consultation document.

2.4 Redundancy is one of the potentially fair reasons for dismissal under the Employment Rights Act 1996 provided that the dismissal is attributable wholly or mainly to the fact that:

a) the employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was employed, or to carry on that business in the place where the employee was so employed;

or

b) the requirement for the employee to carry out work of a particular kind, or to carry out it out in the place where they are employed, has ceased or diminished, or is expected to cease or diminish.

2.5 This Policy will apply where major organisational changes are being proposed, examples include:

- reductions to teaching and/or support staff numbers/hours
- review of the academy/central Trust team staffing structure
- major changes to working practices
- changes to contractual terms and conditions

Redundancy will not occur if the employee is asked to undertake additional duties which fall within the terms of their existing terms of their current contract of employment or where relocation occurs, for example to another school within a Federation or within the wider Trust.

There will also be situations where a whole academy review is not necessary, for example, when a specified funding stream has been withdrawn.

2.6 This Policy does not apply in the cases of minor organisational changes which form part of day-to-day management, and which do not affect the employee's term and conditions, examples include:

- change of job title
- change of departmental team name
- change of Line Manager
- change of work location, e.g. to another school within a Federation

Where minor changes are required, the reasons for these will be discussed with the employee and they will be given the opportunity to state their views and suggest an alternative solution. Employees will be given reasonable notice of the change. Advice should

be sought from their nominated HR Officer before implementing minor organisational changes.

2.7 In the operation of this Policy, the Trust will seek to :

- communicate clearly with affected employees using methods appropriate to the information being presented such group meetings, as one to one meetings, team meetings, briefings or written communications;
- ensure that affected employees are treated fairly;
- avoid or minimise the need for compulsory redundancies wherever possible;
- consult appropriately with employees and recognised Trade Unions;
- ensure that any selection for compulsory redundancy is undertaken fairly and reasonably.

2.8 The Trust recognises that open and effective communication, engagement, and consultation are key in implementing successful organisational change. The Trust will seek to involve employees and representatives from the recognised Trade Unions at the earliest possible stage so that affected employees have the opportunity to give thorough consideration to proposals, provide responses and suggestions and to ask questions.

3. Restructure and redundancy process

3.1 Where it is identified that there is a possible need to review staffing arrangements or levels resulting in restructure or redundancy, Headteachers must seek guidance from their nominated HR Officer. A consultation highlighting the rationale for the restructure will need to be provided to the CEO and CFO for their consideration.

The consultation should include:

a) Contextual background information regarding the need to review/reduce staffing arrangements;
b) Reason for the proposal, such as budgetary, curricular, operational, efficiency, etc, including financial information;
c) Current and proposed staffing structures and levels;
d) Proposed method of achieving the restructure;
e) Benefits of the proposal;
f) Timeline including consultation stage, notice period, within legislative guidelines, being mindful of school closure periods that will not count towards consultation periods;

3.2 Where the proposed structure contains new staff posts, job descriptions and person specifications must be discussed, prepared and job evaluated.

3.3 The consultation document drawn up in accordance with 3.1 will, in the first instance be discussed with a member of the Central Trust Team or Trust CEO who may:

a) support the proposal outlined in the consultation document;
b) reject the proposal in which case no further action will be taken;

c) ask for further information before reaching a decision on the proposal.

3.4 When major organisational change is being considered, the Trust will engage with the recognised Trade Unions at an early stage to make them aware of the proposals.

3.5 All potentially redundant employees from other areas within the Trust will be considered for suitable vacancies.

3.6 If at any time throughout the redundancy process the necessary reduction in staff can be achieved through natural wastage such as by resignations or retirements, the redundancy process will be terminated, and the relevant staff will be informed of this in writing.

3.7 Consultation documents drawn up in accordance with 3.2 in relation to the Central Trust Team will require approval from the board before proceeding to consultation.

4. Consultation

4.1 Following an approved proposal for major organisational change, the Trust will consult formally and meaningfully with affected employees and the recognised Trade Unions.

4.2 All staff affected, including employees who are absent, on secondment, or on parental leave, should be informed as early as practically possible.

4.3 Throughout the restructuring process, compulsory redundancies will remain the last option and meaningful consultation will take place spanning the process.

4.4 The objectives of the consultation will be to:

(a) seek the views of employees and their representatives to the proposals through full and meaningful collective and individual consultation to ensure that possible adjustments to the proposals, in the light of comments received during the consultation process, can be carefully considered and implemented where appropriate;

(b) seek to avoid the need for redundancies wherever possible;

(c) where (b) above is not possible, to seek to reduce the number of any employees who are to be made redundant to a minimum and to mitigate the consequences of any dismissals;

(d) consult on the criteria to be used to select employees for redundancy where applicable.

Staff who are potentially affected by the proposals will be invited to attend consultation meetings. Either with the invitation to attend a group consultation meeting (or an individual consultation meeting if only one individual employee is affected) employees will receive a copy of the consultation document.

4.5 Details will be provided on how employees can give feedback on the proposals and how they can access support.

4.6 Employees will also be given the opportunity to have individual meetings on request to discuss any ideas, queries, or concerns that they might have. Individual employees will have the right to be accompanied by a Trade Union representative or a work colleague at any individual meeting to discuss potential redundancy or redeployment.

4.7 A member of the HR Team will attend any consultation meeting with Trade Union representatives and/or staff if required.

4.8 Length of formal consultation period

Number of employees it is proposed to dismiss at 'one establishment' within 90 days	**Statutory minimum length of formal consultation period**
100 or more	45 days
20-99	30 days

The definition of 'establishment' within the legislation is unclear but in recognition of the purpose of the law, a single establishment within the Trust will be deemed to be an individual Academy.

4.9 There is no statutory minimum period where it is proposed to dismiss 1-19 employees at an establishment within 90 days or for restructurings which do not result in possible redundancies. However, to ensure meaningful consultation, the Trust will ensure that comments on the proposals should be sought within a minimum of 10 working days excluding school closure periods.

4.10 Where formal consultation is required under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 employees and representatives of all recognised Trade Unions will be contacted in writing via email.

4.11 The Academy will provide the following information:

- The reason for the proposals;
- The numbers and descriptions of employees whom it is proposed to dismiss as redundant;
- The proposed method of selection for redundancy;
- The proposed method of carrying out the dismissals including the period of which the dismissals are to take effect;
- The proposed method of calculating the amount of any redundancy payments.

4.12 All affected employees who are on maternity/adoption leave, shared parental leave and long term sickness absence are also formally consulted with and have appropriate arrangements put in place such as invitations to meetings, sending information to home addresses, email etc and that they are given the opportunity to discuss any concerns.

4.13 There may be occasions when the proposal is for example to reduce management responsibilities (such as TLR roles) but not the number of employees. In such instances there will be a consultation/re-structuring exercise rather than a redundancy process.

4.14 Circumstances may change during the consultation period when ways of mitigating redundancies can be identified, for example, where a resignation occurs. Where there is no longer a requirement to make redundancies, all parties, will be informed in writing. However, circumstances may change during the consultation period, e.g. funding streams changing which means that the proposed staffing structure may be negatively affected and a have a larger impact on the staffing reduction as outlined in the original consultation document. In these circumstances additional affected staff will be advised accordingly.

5. Maternity leave

5.1 Pregnant employees, or those on maternity leave may still be included in a pool for selection for redundancy and employees who are pregnant or on maternity leave will be invited to consultation meetings and considered for redeployment. However, pregnancy or absence on maternity, must not be used as a selection criterion for redundancy.

5.2 If the employee's post is affected by a redundancy situation occurring during their leave, the academy/Trust shall write to inform them of any proposals and shall invite them to a meeting before any final decision is reached as to redundancies.

5.3 If the employee's role is affected by a redundancy situation and the employee has notified the academy/Trust of their pregnancy, is on maternity leave, or has returned to work from maternity leave and is within an additional protected period of 18 months from the first day of (i) the actual date of birth (where this is notified to the academy/Trust before the end of maternity leave); or (ii) the Expected Week of Confinement (EWC) (where the actual date of birth is not notified to the academy/Trust before the end of maternity leave), the employee shall be given first refusal on any suitable alternative vacancies that are appropriate to their skills.

5.4 When determining if a vacancy is a suitable alternative, the academy/Trust will consider whether the duties in that post are suitable for the employee and appropriate to the circumstances. Also, the capacity and place in which she is to be employed and her terms and conditions of employment should not be substantially less favourable to her than if she had been able to return to the job in which she was originally employed.

6. Pool of affected employees during a restructure with or without a redundancy process

6.1 **Teaching Staff**

In relation to teaching staff, for the purpose of this Policy, 'work of a particular kind' in a Primary setting will normally include all Teachers within the Academy regardless of whether the restructure/area of reduction has been identified as a specific Key Stage. In a Secondary

School 'work of a particular kind' may be defined according to a distinct subject area and therefore it may be possible to define a 'pool' as those Teachers who working within a specific department/subject area.

6.2 **Support Staff**

For support staff, the pool of affected employees will be defined by the Headteacher or CEO in relation to the Central Trust Team having regard to the type of work that is reducing and following advice from the HR Team.

All staff

6.3 Any identified 'pool' should include employees who are absent through illness, maternity/adoption/shared parental leave or on secondment.

6.4 The explanation and rationale for the proposed pool must be shared with the employees and Trade Unions during consultation.

7. Mapping of posts during a restructure and/or redundancy process

7.1 Once the pool has been identified, posts in the current staffing structure should then be compared with those in the new staffing structure. Posts should be classed as one of the following:

(a) **unchanged** – the post remains the same or substantially the same with the same hours and grade.
(b) **unchanged but 'at risk'** – although the post remains more or less the same with the same hours and grade, the number of like posts are reduced in the new staffing structure resulting in there being more individuals than posts and therefore there is a potential risk of redundancy;
(c) **changed** - the post has changed considerably;
(d) **removed** – the 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;
(e) **new (where applicable)** – a new job where there is no equivalent in the current structure.
(f) **vacant** - the post remains the same in the new structure but was vacant in the current structure.

7.2 Where an employee's post is classed as 'unchanged' and where the number of like posts remain the same or is increased in the new staffing structure an employee will be slotted in without the need to go through a selection process.

7.3 Where an employee's post is classed as 'changed' or 'removed', this potentially places them at risk of redundancy.

7.4 In order to assess comparability to posts within the new structure, current and the new job descriptions should be used to make objective, accurate decisions. However, if the current job descriptions do not exist or are out of date, the Academy will ensure that comparability decisions are based on accurate and comprehensive information. This will be done either by drawing up an up to date job description with the employee and their Line Manager or by ensuring that an Appendix is added to their current job description detailing any agreed amendments which need to be taken into account during a 'matching exercise'.

7.5 The matching exercise will be undertaken independently by a minimum of two people, the matching panel. Decisions must be based purely on factual and objective reasoning which can be justified and evidenced. The panel will be determined by the Headteacher or the CEO in relation to the Central Trust Team.

7.6 If an employee disagrees with the matching decision made, they will have an opportunity to meet with at least one of the matching panel who conducted the matching exercise to explore and discuss the rationale. Employees are entitled to be accompanied at such meeting by a Trade Union representative or work colleague.

7.7 **Employees who are acting-up/seconded to a post**

An employee who is acting-up/seconded to a post and who has another job in the Academy that is their substantive post (i.e. not an acting up or secondment position) will be assessed against the criteria in relation to their substantive post and not the acting-up or seconded post.

7.8 **Employees who are temporarily undertaking additional duties**

Where an employee is temporarily undertaking additional duties in their substantive post, these will not normally be taken into account during the matching exercise.

8. Expressions of preference

8.1 At the end of the consultation period, all affected employees who are matched to more than one post will be required to complete an 'Expression of Preference' Form. If more than one employee expresses a preference for a particular post and both are matched to that post, a selection process will always be undertaken. If only one employee expresses a preference for a particular post and is matched to that post, they will be confirmed in the post but the line manager will also identify any support and development needs which will be required to ensure that the employee is able to meet the requirements of the post. Employees will be considered for posts subject to special provisions of employees who are on maternity leave (section 8 above) and to the ring-fencing criteria as outlined in section 12 below.

9. Selection against criteria for possible redundancy

9.1 The method used to select individuals for posts and/or possible redundancy will be fair, objective, transparent, non-discriminatory and in line with the Safer Recruitment Policy and the curriculum, pastoral and organisational needs of the Trust/Academy.

9.2 The designated HR Officer will support with developing a specific redundancy selection criterion.

9.3 The principles governing the standard selection criteria will be:

(a) the requirements of the curriculum, management, pastoral and organisational needs of the Trust/Academy;
(b) the match of qualifications and experience in relation to the curriculum, pastoral and organisational needs of the Trust/Academy;
(c) degree of involvement of the employees concerned with the areas of work which are declining or have declined.

9.4 The process of applying any selection criteria to individuals will not take place until after the consultation period has ended.

9.5 In order to test the skills, knowledge and experience required for the new jobs or other posts for which there needs to be a selection process, examples of methods which might be used could include (but are not limited to):

(a) test of skills and competencies which are relevant to the new role, for example giving a presentation, delivering a teaching session, admin skills test;
(b) interview;
(c) written submission to evidence how the employee meets the requirements of the person specification including, where applicable to the role, details of relevant leadership and management experience.

9.6 The Trust/Academy will consider 'reasonable adjustments' for employees with a disability for any selection methods used and implement these where appropriate, for example by allowing additional time for tests.

9.7 A decision not to appoint an employee based on the fact that there might be a more suitable external candidate is not acceptable. Line managers must give consideration to an employee who is judged to have the potential to acquire any additional skills they need within a reasonable timescale and after reasonable further training and/or support is provided.

9.8 Following the completion of the selection process, employees who do not secure a post within a new structure will be issued with a notice of redundancy which will be subject to Board approval.

10. Consideration of termination of employment on the grounds of redundancy

10.1 Employees identified as having not secured a post within the new structure will be advised in writing, where they will be provided with a notice of redundancy letter and advised of their termination date. They will be advised that their redundancy is subject to Board approval within their letter.

11. Suitable alternative employment and trial periods

11.1 The Trust will make every effort to redeploy any employee who is selected for redundancy to suitable alternative work. In determining what constitutes this, the Trust will consider:

(a) the overall job content and how similar the work is to the employee's current post;
(b) the terms and conditions of the job being offered;
(c) the employee's skills, abilities and circumstances in relation to the job;
(d) the pay, grade, hours and working weeks of the proposed job;
(e) geographical location/proximity
(f) employees current mode of transport to their place of employment.

11.2 The Academy reserves the right to request not to appoint a candidate who is not deemed to meet the requirements of a post. Evidence to support this request will be required. The request should be submitted to the CEO and CFO for approval.

11.3 To avoid the need, wherever possible, to make redundancies, employees are expected to actively engage in the process of redeployment. Employees who refuse to engage in redeployment may forfeit their entitlement to redundancy.

11.4 An employee who is offered and accepts the offer of suitable alternative employment post through redeployment will have the right to request a 4-week trial period in the new post to assess the suitability of the role. This 4-week period may be extended by the Trust if the employee needs training or where the 4-week period coincides with a period of absence. Any such extension must be agreed by the Trust in writing before the trial period begins.

11.5 Formal offers of suitable alternative employment and any confirmation in the role after a trial period will be made in writing.

11.6 If the employee considers that the role offered is not suitable, they will have an opportunity to discuss options with the Trust. If the role is considered by the Trust to be reasonable for the employee and the employee rejects the offer of suitable alternative work, then they will forfeit their right to a redundancy payment.

11.7 If a role is considered to be a suitable alternative role by the Trust but the employee disagrees, the employee will have the right to appeal.

11.8 If a role is not considered to be a suitable alternative role by the Trust either before or during the trial period, the employee will be in a redundancy situation and the obligation to make a redundancy payment (if they have met the statutory redundancy criteria) will apply. However, if the employee disagrees with the decision to make them redundant, they will have the right to appeal.

11.9 If the employee works beyond the end of the trial period any redundancy entitlement will be lost because they will be deemed to have accepted the new employment.

11.10 Where an employee who is at risk has not obtained a post within the new structure, alternative employment within the Trust or is not working a trial period, their employment will terminate by reason of redundancy at the end of their notice period.

12. Notice periods

12.1 **Support Staff**

The period of notice is one week's notice for each completed year of continuous service up to a maximum of twelve weeks. Wherever possible, support staff who work all year round should have taken their proportionate annual leave entitlement up to the end of their notice period before their contract terminates.

12.2 **Teaching Staff**

Teaching Staff are entitled to the appropriate notice in accordance with the national Conditions of Service for School Teachers.

12.2.1 **Teaching Staff (excluding Headteachers)**

Finishing date	**31 December**	**30 April**	**31 August**
Notice under contract to be given by	31 October (*)	28 February (*)	31 May

(*) These dates must be brought forward where relevant to ensure that the teacher receives at least one week notice for each year of continuous service up to a maximum of 12 weeks.

12.2.2 **Headteachers**

Finishing date	**31 December**	**30 April**	**31 August**
Notice under contract to be given by	30 September	31 January	20 April

12.3 **All Staff**

Employees are normally required to continue attending work throughout their notice period in the event of their contract being terminated by the Trust on the grounds of redundancy. However, the Trust reserves the right to pay an employee in lieu of notice and require the employee not to attend their place of work during the notice period. In such cases the employee will remain employed by the Trust and so bound by the terms of their contract of employment.

13. Appeals

Appeals will be heard without unreasonable delay and the decision of the Dismissals Appeal Panel is final, there is no further right of appeal.

14. Pay protection and redeployment/restructure

14.1 Employees subject to School Teachers' Pay and Conditions Document (STPCD) who are redeployed into a lower graded job covered by the STPCD or whose post changes as a result of a restructure, will receive pay protection, where applicable, in accordance with the provisions of the STPCD.

14.2 Where applicable, pay protection support staff will be paid for a period of 12 months from the date the lower graded work is commenced unless the employee has a protected entitlement greater than two years which has been transferred as a result of a TUPE process.

14.3 Where there is a need to reduce an employee's contracted working hours by more than 10% then the employee will be entitled to pay protection for the difference, in excess of the 10% reasonable adjustment threshold, in their salary for a period of 12 months. However, should the employee receive an increase in their salary which is equal to the pay that they were receiving prior to the reduction in hours, then the pay protection will cease at that time.

15. Redundancy payments and access to pension benefits

15.1 If an employee is dismissed on the grounds of redundancy, they will be eligible to receive a redundancy payment provided they have at least two years' continuous service at the date of termination. Redundancy payments are calculated on actual weekly pay at the time of redundancy.

15.2 Verified continuous service with organisations covered by the Redundancy Payments Modification Order (RPMO) which has not previously been the subject of a redundancy payment will be included in any calculation for a redundancy payment. Employees may be obliged to produce documentary evidence of such service and must disclose if they have previously received a redundancy payment from an organisation covered by the RPMO.

15.3 Employees accepting an offer of employment which commences within four weeks of the termination of their employment with the Trust will be required to pay back their redundancy payment if the new employer is covered by the RPMO.

15.4 In either a voluntary or compulsory redundancy process, eligible employees may also receive early release of earned (basic) pension benefits in accordance with the Local Government Pension Scheme regulations or Teachers' Pension Scheme regulations, as appropriate and are advised to see further information from the relevant pension provider.

16. Staff on fixed term and casual contracts and redundancy payments

16.1 Where an employee has been employed by the Trust on a fixed term contract or casual supply basis continually for a period of 2 or more years, they may be entitled to a redundancy payment. A period of one week constitutes a break in service. However, periods of school closure do not count as a break in service.

16.2 The termination of a fixed term contract to cover illness, secondment or maternity is not a reduction in staffing so does not lead to a redundancy situation as there is no reduction in the establishment figure. However, in other situation where the non- renewal of a fixed term contract does lead to a reduction in the establishment, this will lead to a redundancy situation.

17. Employee support

17.1 The Trust will allow reasonable time off to employees under notice of redundancy to enable them to seek alternative work or undertake training for future employment. Any requests for time off should be made as far in advance as possible to the employee's Line Manager.

17.2 The Trust recognises and understands that organisational change may have a significant impact on employees and may involve periods of uncertainty, the Trust is committed to supporting employees through periods of change and to minimising any negative impact. Support offered may include the following areas, and the Trust will utilise internal and external expertise wherever possible as appropriate;

- Information on pensions and other benefits
- Redundancy payments
- Assistance with applications/interviews etc
- Redeployment support
- Training guidance and support

Appendix 1 – Expression of Preference

EXPRESSION OF PREFERENCE

Post applying for: ***Please list in priority order if there is more than one***	
Grade:	

Name	
Current job	
Grade	
Are there any changes to your working arrangements you would like to be considered?	
Contact telephone number	
Do you consider yourself to have a disability?	**Yes / No**

CURRENT JOB	
Provide 5 bullet points to highlight your main activities	**1.**
	2.
	3.
	4.
	5.

EMPLOYMENT HISTORY (last 5 years) **(only complete if this is relevant to your current application)**		
Employers name and nature of business	**Dates from/to**	**Brief description of the job**

QUALIFICATIONS & TRAINING			
Awarding body or Training organisation	**Qualification or certificate**	**Grade or level or achievement**	**Date**

PERSONAL STATEMENT

Please write a statement explaining how your knowledge, experience, and skills, whether gained in our outside of work, match those needed for the job you are applying for.

Use the essential characteristics on the Person Specification as the points that you need to address in this personal statement. Please note there is a maximum limit of 600 words.

SIGNATURE	
DATE	