

Employment Rights Act 2025 – Schools Focused: Detail Handout Pack

Based on: Employment Rights Act Schools Focused March 2026
Audience: Governors, Headteachers and School Business Managers
Purpose: Practical Guidance on School Impacts, Governance Risk, and Preparation Actions.

How to Use This Pack

- Each section aligns to the corresponding slide topic and provides: what is Changing, School Impact, and Practical Actions.
- High-risk reforms include additional Governance challenge questions and assurance prompts.
- Use this pack alongside Local Policies and seek Schools HR Advisory Service advice early for case-specific matters.

Key Implementation Phases (Headline Dates)

- **Dec 2025** - Royal Assent and immediate changes.
- **Feb–April 2026** - Main statutory commencement phase.
- **Aug–Oct 2026** - Further duties and access rights.
- **Jan 2027** - Key dismissal-related reforms (qualifying periods/caps) and fire-and-rehire restrictions (as scheduled in School deck).

Executive Summary

Employment Rights Act 2025 – Schools-Focused (March 2026)

The Employment Rights Act 2025 represents the most significant change to employment law affecting Schools in a generation. Its impact is not limited to HR processes; it materially increases governance, financial and reputational risk and requires earlier oversight, stronger evidence, and disciplined decision-making by School Leaders and Governing Bodies.

Key themes for Schools

1. Increased Legal and Financial Exposure

Several reforms significantly raise the consequences of procedural error:

- Dismissals linked to industrial action or whistleblowing are automatically unfair, with uncapped compensation risk.
- Failures in collective redundancy consultation can now result in protective awards of up to 180 days' gross pay per employee.
- Employment Tribunal claim limits extend to six months, increasing exposure to historic decisions.

2. Shift from Operational Risk to Governance Risk

Employment compliance is increasingly an organisation-wide governance issue, not a matter for individual schools or managers to handle in isolation.

From 2027, collective redundancy obligations will include an organisation-wide threshold, meaning staffing reductions across multiple Schools (including Community Schools within a Local Authority or Schools within a Trust) may need to be aggregated and centrally monitored.

3. Earlier Protection for Employees

Employee protections apply earlier and more broadly, increasing risk at the start of employment:

- Ordinary unfair dismissal protection reduces from two years to six months from January 2027, with compensation caps removed.
- Paternity Leave and ordinary Parental Leave become day-one rights from April 2026, increasing short-notice planning and cover challenges.

- Flexible working is strengthened, requiring evidenced, consistent decision-making where requests are refused.

4. Stronger Trade Union rights and enforcement

- Industrial action is easier to authorise and sustain due to shorter notice periods, longer mandates and simpler ballots.
- Trade Union recognition and access rights are expanded, with CAC (Central Arbitration Committee) enforcement risk where Schools obstruct lawful access.
- A new Fair Work Agency from April 2026 introduces proactive enforcement, including the ability to investigate without a complaint and review historic compliance.

5. Heightened safeguarding and dignity at work expectations

- Sexual Harassment is treated as a Whistleblowing Disclosure, with day-one protection and uncapped risk.
- Schools are explicitly responsible for Third-Party Harassment by Parents, Visitors and Contractors, requiring robust prevention, reporting and follow-up.

What Governing Bodies must do now

- Require early escalation to the Schools HR Advisory Service for all high-risk matters (industrial disputes, restructures, dismissals, contract changes).
- Seek assurance that Leaders are monitoring risks centrally (particularly redundancies, industrial action and contractual change).
- Ensure evidence discipline: decision logs, consultation records, audit trails and proportionate documentation.
- Align governance timelines with statutory consultation and notice requirements.
- Challenge informality: informal exits, rushed decisions and inconsistent messaging now carry disproportionate risk.

Core Governance Message

Employment risk under the Employment Rights Act 2025 is increasingly an Organisation-Wide Governance responsibility, not just an Operational or School-Level issue.

Early visibility, central coordination, robust evidence and disciplined escalation to Schools HR Advisory Service are essential to protect Schools, Leaders And Governing Bodies.

Industrial Action: Increased Dismissal Protection (Slide 8)

What is changing

- Dismissal linked to lawful industrial action is treated as automatically unfair (as presented in the School Presentation).
- Compensation exposure is described as uncapped in the School Presentation, increasing risk where decisions are connected to action.

What this means for Schools

- Decisions affecting staff during disputes require clear evidence and careful separation from industrial action context.
- Operational pressure to manage cover/disruption may increase the risk of rushed decisions or inconsistent messaging.

Practical actions now

- Escalate to Schools HR Advisory Service before any management action that could be perceived as linked to industrial action.
- Maintain a decision log during disputes (what, why, who authorised, evidence relied upon).
- Brief Senior Leaders on Communication Discipline and Consistent Messaging to staff and Trade Unions.

Governor assurance / challenge questions

- What controls ensure no action is taken (or appears to be taken) because of industrial action?
- Who quality-assures decisions during disputes (Headteacher/HR/Chair)?
- What is the escalation route to Schools HR Advisory Service before any action affecting staff involved in industrial action?

Trade Trade Union Activity: Notice, Thresholds and Mandates (Slide 9)

What is changing

- Shorter notice period for industrial action and simpler ballot thresholds, making action easier to authorise (as presented).
- Mandates can last longer (up to 12 months as presented), potentially extending disputes across academic and budget cycles.

What this means for Schools

- Less time to plan cover and manage disruption; increased likelihood of prolonged dispute management.
- Higher need for consistent record-keeping and governance oversight during sustained disputes.

Practical actions now

- Update strike/dispute Playbooks: Cover Planning, Communications, Safeguarding Arrangements.
- Agree a Governance Protocol for dispute periods (decision routes, documentation standards).
- Engage early with Schools HR Advisory Service to support lawful and consistent responses.

Family Rights: Paternity and Ordinary Parental Leave (Slides 10 & 13)

What is changing

- Paternity Leave and ordinary (unpaid) parental Leave become day-one rights from April 2026 (as presented).
- Notice of intention to take Leave can be given from February 2026, increasing short-notice planning needs.
- Paternity Leave may be taken after Shared Parental Leave, and bereaved partner's paternity Leave is expanded (as presented).

What this means for Schools

- More frequent and overlapping Leave patterns may increase cover complexity and continuity risks.
- Short-notice absences may require temporary appointments or redeployment to maintain safe staffing.

Practical actions now

- Review and update Leave Policies, Staff Handbooks and Manager guidance.
- Plan cover arrangements (short-term and longer-term) and document decision-making on cover.
- Ensure Payroll/Schools HR Advisory Service processes can manage entitlement, notice and evidence requirements.

Collective Redundancy: Protective Award Increase (Slide 14)

What is changing

- Where collective redundancy consultation duties apply, failure to consult properly can lead to protective awards up to 180 days' gross pay per employee (as presented).
- Consultation must begin at the proposal stage and be meaningful and documented (as presented).

What this means for Schools

- Financial exposure increases significantly if Statutory consultation steps are missed or poorly evidenced.
- Governance decision timelines must align with Statutory Consultation timelines.

Practical actions now

- Engage Schools HR Advisory Service at the earliest proposal stage and map consultation timelines to Governing Body decision points.
- Maintain a consultation evidence pack (proposal rationale, options, communications, minutes, responses, decisions).
- Train leaders on triggers for collective consultation and documentation expectations.

Governor assurance / challenge questions

- Are we starting consultation at the proposal stage, not after decisions are made?
- Do we have a statutory consultation timeline mapped to Governing Body decision dates?
- What evidence pack will demonstrate timely and meaningful consultation if challenged?

Whistleblowing: Sexual Harassment Disclosures (Slide 15)

What is changing

- Sexual Harassment is treated as a qualifying Whistleblowing Disclosure with day-one protection (as presented).
- Detriment or dismissal linked to the disclosure carries heightened risk, described as uncapped compensation exposure in the School presentation.

What this means for Schools

- Schools must ensure reporting routes are safe, understood, and consistently applied.
- Any management action following a disclosure must be clearly separated from the disclosure and evidenced.

Practical actions now

- Confirm reporting channels, triage steps, and how confidentiality is managed.
- Ensure an independent lead handles disclosures involving Senior Leaders; involve Schools HR Advisory Service early.
- Document decisions carefully to evidence legitimate reasons unrelated to the act of reporting.

Governor assurance / challenge questions

- Are reporting routes safe, understood and consistently applied?
- How do we ensure no detriment occurs to the reporter, including subtle detriments?
- Who provides oversight where allegations involve senior leaders?

Trade Union Recognition, Access and Duty to Inform (Slides 16 & 23)

What is changing

- Easier Trade Union recognition and enhanced access rights, including digital access, are presented in the School Presentation.
- Schools **must** inform workers of their right to join a Trade Union and must not obstruct lawful Trade Union access; refusal may lead to CAC enforcement (as presented).
- Schools must provide reasonable facilities and time off for Trade Union and equality reps (as presented).

What this means for Schools

- Inconsistent or informal responses to Trade Union requests increase compliance and enforcement risk.
- Schools require clear protocols for access requests, facilities, and communications.

Practical actions now

- Update induction materials and plan how re-notification will be tracked and evidenced.
- Create a simple Trade Union access protocol (whoever receives requests, timeframes, escalation to Schools HR Advisory Service).
- Brief Managers on what constitutes obstruction and how to respond consistently.

Fair Work Agency: Proactive Enforcement (Slide 17)

What is changing

- A new enforcement Body established from April 2026 (as presented).
- Proactive enforcement powers: ability to investigate without an Employment Tribunal Claim and look at systemic or historic issues (as presented).
- Priority areas include Pay Compliance, Holiday Pay, SSP and Agency arrangements (as presented).

What this means for Schools

- Schools may face compliance activity even without a complaint; historic errors may lead to back-pay and penalties.
- Accurate records and routine compliance checks become a key risk control.

Practical actions now

- Undertake baseline compliance checks (SSP eligibility, Holiday Pay Calculations, Agency arrangements).
- Strengthen document retention and ensure records are accurate and retrievable.
- Agree an internal escalation process for potential compliance issues.

Governor assurance / challenge questions

- When did our last compliance check on pay/SSP/Holiday Pay Calculations?
- What evidence do we have that records would withstand inspection?
- Do we have a plan for correcting historic/systemic issues?

Trade Union Ballots: Speed and Challenge (Slide 19)

What is changing

- Expanded voting methods and reduced procedural barriers make ballots easier to run and harder to challenge (as presented).

What this means for Schools

- Reduced time for informal resolution; earlier escalation and disciplined engagement become more important.
- Governance oversight is needed to ensure consistent responses and evidenced decisions.

Practical actions now

- Agree early escalation triggers and a communication plan for ballot periods.
- Ensure Leaders understand lawful communications and evidence requirements.
- Maintain an audit trail of engagement steps and decisions.

Third-Party Harassment Liability (Slide 21)

What is changing

- Schools are responsible for Harassment by Parents, Contractors and Visitors (as presented).
- Prevention and response require robust Policies, Training and Reporting Systems (as presented).

What this means for Schools

- Failure to prevent or respond appropriately may result in legal and reputational risk.
- Safeguarding and employment obligations overlap; consistent reporting and follow-up is essential.

Practical actions now

- Review Behaviour/Communications protocols for Parents and Visitors; align to Staff protection processes.
- Train Leaders on response thresholds, reporting, and documentation expectations.
- Implement a central log and trend review for incidents, actions and outcomes.

Governor Assurance/Challenge Questions

- Do we have a clear procedure for Parental/Visitor misconduct that protects Staff?
- How is compliance monitored (training, reporting, follow-up)?
- How do we evidence action taken and follow up on patterns?

Extended Employment Tribunal Claim Limits (Slide 22)

What is changing

- Claim time limits extend from three to six months (as presented), increasing exposure to historic claims.

What this means for Schools

- Greater reliance on document retention, decision logs and evidence discipline.
- Increased likelihood of defending claims based on earlier decisions.

Practical actions now

- Review retention periods and ensure records are retrievable and complete.
- Train Managers on proportionate documentation and consistent decision-making.
- Maintain clear chronology files for high-risk cases.

Governor assurance / challenge questions

- Are we retaining key HR records long enough and in a retrievable way?
- Are Managers trained to document decisions proportionately and consistently?
- What is our readiness to respond to claims that land months later?

Unfair Dismissal: Earlier Protection and Higher Exposure (Slide 26)

What is changing

- The School presentation flags earlier unfair dismissal protection from 2027 and the need for robust probation and evidence.
- Current published updates indicate ordinary unfair dismissal qualifying period reduces from two years to six months (not day one) and compensation caps are removed from 1 January 2027 (note for accuracy in local materials).

What this means for Schools

- Probation and early Performance Management become key risk controls; informal exits become higher risk.
- Documentation and fair process expectations apply much earlier in employment.

Practical actions now

- Review Probation Frameworks, Manager training and early performance documentation standards.
- Standardise Probation Review Templates and ensure timely reviews are evidenced.
- Escalate early concerns to Schools HR Advisory Service and avoid informal termination approaches.

Fire and Rehire Restrictions (Slide 27)

What is changing

- The School presentation states fire-and-rehire is restricted/banned except in genuine financial distress threatening survival.
- Contract changes should be pursued through agreement and consultation, supported by evidence (as presented).

What this means for Schools

- Reduced flexibility for unilateral contract changes; higher risk if consultation/evidence is weak.
- Governance oversight is required where contractual change is proposed.

Practical actions now

- Ensure any proposed contractual changes have a documented business case and options appraisal.
- Consult early and document engagement, alternatives and decision rationale.
- Seek Schools HR Advisory Service advice before initiating contract change discussions.

Governor assurance / challenge questions

- What alternative options must be exhausted before contractual change is considered?
- What consultation and evidence thresholds will Governors require before approval?
- How will affordability and necessity be evidenced?

Guaranteed Hours and Protections for Low/Zero Hours (Slide 28)

What is changing

- Schools **must** offer Guaranteed Hours Contracts for Staff with regular working patterns over a defined period (as presented).
- Schools **must** manage notice for shift changes and cancellations; tracking systems are required (as presented).

What this means for Schools

- Reduced flexibility; likely cost pressures where hours regularly exceed contracts.
- Greater need for accurate tracking of actual hours and contractual alignment.

Practical Actions Now

- Identify roles with variable hours (wraparound, lunchtime, casual, exam support).
- Audit actual hours worked against contracts and Model Cost Impacts.
- Update rostering/recording arrangements and train Managers on new requirements.

Governor Assurance / Challenge Questions

- Which roles might be affected (lunchtime, wraparound, casual staff)?
- Do we have accurate data on actual hours worked to Model Cost Impact?
- What system changes are needed (rostering/contract administration)?

Flexible Working as Default (Slide 29)

What is changing

- Employees can request flexible working from day one (as presented).
- Requests should be approved unless valid, evidenced business reasons apply (as presented), often linked to safeguarding or timetabling.

What this means for Schools

- Increased volume of requests; risk of inconsistency and equalities challenge if decisions are not evidenced.
- Staffing and timetabling may require redesign to accommodate flexibility.

Practical actions now

- Update Flexible Working Policy and develop a consistent decision framework for Leaders.
- Train Managers on evidence-based refusal reasons and documenting rationale.
- Assess workforce plan impacts (job design, part-time patterns, timetabling resilience).

Governor assurance / challenge questions

- What decision framework ensures consistent outcomes and avoids discrimination risk?
- Are refusal reasons evidenced and linked to operational constraints?
- Do we have a workforce plan that anticipates increased flexible arrangements?

Collective Redundancy Thresholds Across Trusts (Slide 30)

What is changing

- The School presentation highlights tracking redundancies across all Schools in a Trust, not only individual sites (as presented).

What this means for Schools

- Risk of accidental non-compliance if redundancy proposals are not centrally monitored.
- Earlier Schools HR Advisory Service involvement and central reporting become essential.

Practical actions now

- Establish central monitoring for redundancy proposals across the Trust and notify early.
- Align decision-making timelines with consultation triggers and Schools HR Advisory Service advice.
- Maintain records to evidence threshold assessment and consultation compliance.

Governor assurance / challenge questions

- Who centrally monitors redundancy numbers and triggers consultation duties?
- How do we ensure Schools do not inadvertently breach thresholds?
- What is the escalation route when staffing reductions are being considered?

Pregnancy and Maternity Protections (Slide 31)

What is changing

- The School presentation highlights significantly strengthened dismissal protection and very high risk decisions involving pregnant staff/new mothers (as presented).

What this means for Schools

- Capability, conduct and **SOSR** (Some Other Substantial Reason) decisions overlapping pregnancy/maternity are higher risk and require careful planning and evidence.
- Extended protected periods increase governance and documentation expectations.

Practical actions now

- Seek Schools HR Advisory Service advice early where any process overlaps pregnancy, maternity or return to work.
- Ensure rationale, comparators and proportionality are documented clearly.
- Plan restructures carefully and evidence objective selection/decision steps.

Governor assurance / challenge questions

- What safeguards ensure HR review before action in pregnancy/maternity-related cases?
- How do we evidence legitimate, non-discriminatory rationale and proportionality?
- Do leaders understand the protected period and how it applies in practice?

School Support Staff Negotiating Body: National Minimum Floor (Slide 32)

What is changing

- A statutory negotiating body will set minimum pay and conditions for School Support Staff (as presented).

- The national agreements will create a statutory minimum floor without worsening existing contracts and while allowing more favourable local arrangements (as presented).

What this means for Schools

- Potential upward pressure on costs and reduced flexibility below the national floor.
- Need for contract alignment and medium-term budget modelling.

Practical actions now

- Identify Support Staff cohorts potentially below future national minima and model cost scenarios.
- Review contract terms, allowances and local arrangements to plan alignment.
- Build into medium-term financial planning and workforce planning cycles.

Governor assurance / challenge questions

- What is our financial modelling for potential national floor outcomes?
- Are local contracts/policies ready to align without inequity or cost spikes?
- How will we manage workforce relations and communication when changes land?

Reflection and Local Readiness Checklist (Slides 33–34)

- **Governance:** Is there a clear assurance cycle for high-risk reforms (reports, evidence, escalation)?
- **Leadership:** Are managers trained on new expectations for evidence, process and consistency?
- **SBM/Operations:** Are systems ready (records, payroll, rostering, retention, audits)?
- **Communications:** Are staff communications planned to reduce misunderstanding and disputes?
- **Support:** Do leaders know when to seek Schools HR Advisory Service advice and what information to provide?

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High-Risk Terms Governors Must Know

Employment Rights Act 2025 – Schools-Focused

Automatically Unfair Dismissal

- Dismissal that is unlawful regardless of length of service, where linked to protected reasons (for example industrial action or whistleblowing). There is no defence of reasonableness, and compensation exposure is typically uncapped.
Governor Risk: Decisions taken under pressure can trigger immediate liability.
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Collective Consultation

- A statutory duty to consult before decisions are finalised, not after. Consultation must be meaningful, documented, and at the proposal stage.
Governor Risk: Rubber-stamping decisions already taken exposes the school to protective awards.
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Protective Award

- A financial penalty for failure to comply with collective consultation duties. From April 2026, tribunals can award up to 180 days' gross pay per affected employee.
Governor Risk: High-value, uncapped financial exposure for process failures.
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Organisation-Wide Redundancy Threshold (from 2027 – subject to regulations)

- An additional trigger allowing redundancies across multiple schools (including community schools within a local authority or schools in a trust) to be aggregated to trigger collective consultation.
Governor Risk: Redundancy is no longer a “school-by-school” issue; central visibility is required.
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Fire and Rehire

- Dismissal and re-engagement on new terms. Under the Act, this is severely restricted and expected to be lawful only in cases of genuine financial distress threatening organisational survival.
Governor Risk: High litigation and reputational risk if used without exhaustive alternatives and evidence.
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Fair Work Agency

- A new enforcement body with proactive powers, able to investigate compliance without a tribunal claim, including historic issues.
Governor Risk: Exposure even where no complaint has been raised.
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Whistleblowing (Sexual Harassment Disclosures)

- Sexual harassment is a qualifying whistleblowing disclosure with day-one protection. Any detriment or dismissal linked to disclosure carries uncapped compensation risk.
Governor Risk: Subtle detriments can still trigger claims.
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Industrial Action (Protected)

- Dismissal connected to lawful industrial action (including action short of strike) is automatically unfair, regardless of service.
Governor Risk: Decisions during disputes require heightened scrutiny and HR escalation.
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SOSR (Some Other Substantial Reason)

- A potentially fair dismissal reason used where issues do not fit conduct, capability, redundancy or illegality. Requires strong evidence and a fair process.
Governor Risk: Often misused; tribunals scrutinise SOSR closely.
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Unfair Dismissal – Earlier Protection (from January 2027)

- The qualifying period for ordinary unfair dismissal reduces to six months, and the compensation cap is removed.
Governor Risk: Probation and early exits become significantly higher risk.
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Third-Party Harassment

- Schools are responsible for harassment of staff by parents, visitors, and contractors.
Governor Risk: Failure to prevent or respond can lead to legal and safeguarding consequences.
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Guaranteed Hours / Zero-Hours Protections

- Staff with regular working patterns must be offered guaranteed hours, and notice rules apply for shift changes and cancellations.
Governor Risk: Cost pressures and compliance failures if hours are not tracked accurately.
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Key Governance Message

- Employment risk under the Employment Rights Act 2025 is increasingly an organisation-wide governance issue, not just an operational or school-level matter.
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Glossary

Employment Rights Act 2025 – Schools-Focused

Automatically Unfair Dismissal

- A dismissal that is unlawful **regardless of length of service**. There is no **“reasonableness” defence** if the dismissal is linked to a protected reason (for example, industrial action or whistleblowing). Compensation is typically **uncapped**, creating high financial and reputational risk for schools.
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CAC (Central Arbitration Committee)

- An independent statutory body that resolves disputes relating to **trade union recognition, access, and consultation rights**. Under the Employment Rights Act 2025, the CAC has an enhanced role in enforcing trade union access and recognition obligations. Failure to comply may result in **binding directions and enforcement action**.
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Collective Consultation

- A statutory process requiring employers to consult recognised trade unions or elected employee representatives **before making collective redundancies**. Consultation must begin at the **proposal stage**, be meaningful, and be properly documented.
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Collective Redundancy

- Occurs where an employer proposes to dismiss **20 or more employees at one establishment within 90 days or less**. From 2027, an additional **organisation-wide threshold** will apply, meaning redundancies across multiple schools may be aggregated.
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Establishment

- The legal “unit” for collective redundancy purposes (for example, a single school site). Until the organisation-wide threshold takes effect, collective consultation is triggered by numbers **at one establishment**, not across multiple schools.
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Fire and Rehire

- The practice of dismissing employees and offering re-engagement on new contractual terms. Under the Employment Rights Act 2025, this approach is **heavily restricted** and permitted only in limited circumstances involving genuine financial distress threatening organisational survival.
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Fair Work Agency

- A new enforcement body established from **April 2026** with powers to **investigate proactively**, without a tribunal claim. It can examine systemic or historic non-compliance in areas such as **holiday pay, SSP, pay compliance, and agency arrangements**.
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Governor Assurance

- The role of Governors in seeking **evidence, assurance and oversight** that statutory duties are being met. This includes questioning workforce planning, consultation processes, decision-making evidence, and escalation routes to HR.
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Industrial Action (Protected)

- Lawful action taken by staff following a valid trade union ballot (including strike action or action short of strike, such as working to rule). Dismissal connected to protected industrial action is **automatically unfair**, with heightened legal risk.
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Organisation-Wide Threshold

- A new collective redundancy trigger expected from **2027**, allowing proposed redundancies across multiple schools (including community schools within a local authority or schools within a trust) to be aggregated. The precise threshold is **subject to government consultation and regulations**.
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Protective Award

- A financial penalty ordered by an Employment Tribunal where collective consultation duties are breached. From **April 2026**, the maximum award increases to **up to 180 days' gross pay per affected employee**, significantly increasing financial exposure.
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SOSR (Some Other Substantial Reason)

- A potentially fair reason for dismissal where the situation does not fit conduct, capability, redundancy or illegality, but is still serious enough to justify dismissal (for example, refusal to accept contract changes or breakdown of trust). SOSR dismissals require **robust evidence and a fair process**.
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Trade Union Access

- Enhanced rights allowing trade unions reasonable access to workplaces (including digital access) to meet, represent and organise staff. Schools must not obstruct lawful access and must follow agreed protocols to reduce compliance risk.
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Whistleblowing

- The disclosure of wrongdoing in the public interest. Under the Employment Rights Act 2025, **sexual harassment disclosures qualify as whistleblowing**, with **day-one protection** and uncapped compensation risk if detriment or dismissal follows.
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Zero / Low Hours Protections

- New rights requiring employers to offer **guaranteed hours** where staff work regular patterns over time, and to manage notice for shift changes and cancellations. Accurate recording and workforce planning are essential.
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Governance Risk

- The risk to the Governing Body arising from failure to comply with statutory employment duties, including financial penalties, tribunal claims, enforcement action, and reputational damage. Under the Employment Rights Act 2025, many employment risks now require **earlier and more active governance oversight.**
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Schools HR Advisory Service