

Managing Change Procedure

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Please note that a record of the changes made to the original issue of this document can be found at Schedule 1 after any Appendices to the Policy/Procedure.

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1. **INTRODUCTION**

This procedure applies in situations where the Trust finds it necessary to make organisational changes or redundancies.

The Procedure has two sections:

1.1 **Restructuring**

This section of the procedure should be followed where services or departments are being reviewed and the changes being proposed are likely to result in a change to roles, grades/scales/ranges and/or terms and conditions and also a change to the way the service is delivered. This may also lead to a reduction in staffing numbers on grounds of redundancy alongside other organisational changes.

The main stages to the restructuring process are:

- **Planning & Communication** – Determining the appropriate approach to a restructuring or reorganisation situation. Where staffing numbers are reducing as part of the organisational changes, the approach taken will include steps set out in the redundancy section of this document.
- **Consultation and Engagement** – Determining the appropriate approach to consult with employees and trade unions on the proposals before being finalised. This phase will normally include preparing and presenting a business case to explain the proposals.
- **Decision** – Considering the options, including any written and verbal feedback and any alternative proposals made by trade unions or staff, and deciding on the preferred approach.
- **Implementation** – Communicating the preferred approach decided upon, implementing any new structure or working arrangements, dealing with employees who are leaving and those who are staying. Applying processes consistently and fairly.

1.2 **Redundancy**

This section of the procedure should be followed where there is a proposal to reduce staffing numbers, normally without ancillary changes to roles or terms and conditions (which would fall under restructuring).

The main stages to the redundancy process are:

- **Measures to avoid redundancy** - In circumstances where there may be redundancy, the Designated Manager should, in consultation with the staff and trade unions explore all possibilities to avoid / reduce the numbers of people affected.

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- **Redundancy proposals** - If redundancy cannot be avoided the Designated Manager will need to produce a business case explaining the circumstances and why staff reductions are needed.
- **Collective consultation** - The Trust is committed to complying with the statutory consultation requirements and the Designated Manager will meet with the staff and recognised trade unions to carry out full and meaningful consultation.
- **Individual consultation** - The Designated Manager will also arrange to meet with the individual employees in scope, accompanied by their trade union representative or work-based colleague if the employee requests this.
- **Selection for redundancy** - The proposed selection criteria will be shared with the trade unions and the employees in scope.
- **Following Selection** - The Designated Manager will arrange to meet with the employee where their post has been selected for redundancy to discuss the next steps, including the availability of alternative employment and/or termination of employment on grounds of redundancy.

2. **SCOPE**

This Procedure applies to all Trust employees.

SECTION 1 – RESTRUCTURING / RESHAPING PROCEDURE

1. INTRODUCTION / PLANNING & COMMUNICATION

- 1.1 This procedure relates to significant plans for restructuring staffing within the Trust. It is not intended to cover individual or minor changes to employee terms and conditions which will be managed through individual contract variation applying an appropriate individual consultation / contract negotiation process.
- 1.2 In all cases of significant change including where dismissals on grounds of redundancy or some other substantial reason are a possible outcome, a full business case will be presented and approved by a committee of the Board established to consider such issues before the change process commences.
- 1.3 To support the process a statement of change/business plan will be developed to include:
 - Reasons for the proposals: Business Case, Draft Proposals, Communications Plan, Timetable
 - Affected employees: all affected employees should be identified
 - Impact on employee numbers: including any post reductions/increases
 - Existing and proposed structure charts showing grades/scales/ranges, reporting lines
 - Role profiles and Post Specifications and professional responsibilities: details of the roles in the proposed new structure

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- Information outlining any proposed changes to terms and conditions

2. CONSULTATION AND ENGAGEMENT

- 2.1 A period of at least 4 weeks will be dedicated to consultation about the proposals. (Statutory requirements may impose a longer period – this should be checked with the Trust HR provider). Where **all** consultees and their TU reps agree, the 4 week period may be shortened in order to reduce a period of uncertainty.
- 2.2 All employees affected by the proposals should be included in scope of the consultation and engagement.
- 2.3 Before commencing the formal consultation period, consideration should be given to the following:
- Vacancy Management – where there are leavers/existing vacancies, could work be re-assigned to colleagues or undertaken differently rather than seeking to recruit to the post? Normal recruitment approval processes would apply.
 - Flexible/Agile working – are there any employees who wish to voluntarily change their way of working or reduce their contracted hours? (Will the demands of service requirements still be met?).
 - Flexible Retirement – are there likely to be any employees who would like to consider flexible retirement?
 - Voluntary redundancy.
 - Ways of avoiding or reducing the number of any redundancy dismissals.
 - Ways of mitigating the consequences of any dismissals.
- 2.4 The Trust will consult with employees and Trade Unions.
- 2.5 A pre-meeting will be held to brief Trade Unions (TUs) and / or employee representatives on the proposals ahead of the formal start of the engagement period. At these meetings, the following should be considered:
- The Statement of Change documents
 - Equality impact assessment
 - Early notification to TUs of dates for consultation meetings
 - Consideration of alternative proposals
- 2.6 An engagement plan should be agreed at the outset. It will include the timing of regular updates on feedback received during the consultation period, how this has been considered and any changes this has made to the proposals. This is particularly important if the consultation process results in significant changes to the original proposal.
- 2.7 A number of different options can be considered for the engagement process, some may be more appropriate than others depending on the scope and nature of the change proposed and can include team meetings, group meetings, individual meetings, newsletters, or hand-outs to help structure the content of meetings. However, as an absolute minimum all affected

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and potentially affected employees who are in scope of the proposals should be offered the opportunity of an individual meeting, during which a trade union representative or a work colleague can be present. A record should be kept of all meetings.

- 2.8 Whilst engagement is taking place it is important that all 'in scope' employees examine their current role profile to ensure it accurately reflects the reality of their substantive role. Amendments to job descriptions will only be accepted with the relevant Designated Manager's agreement.
- 2.9 Managers who have employees who are absent from work due to maternity, long term sickness, career break etc. must ensure that they consult and include these employees in all aspects of the change programme.

3. COLLECTIVE EMPLOYEE CONSULTATION MEETINGS

- 3.1 All employees in scope of the restructure should be invited to meetings to take place at the start, middle (if this is necessary and required due to the number/nature of issues raised) and end of the engagement process. Trade Unions / employee representatives will also be invited to the meetings. The meetings should be honest and open, informative for attendees and allow the opportunity for questions, comments, and ideas. It is essential that employees feel able to speak freely and contribute to the discussion.

INITIAL MEETING

- 3.2 At the start of the engagement phase, a meeting will be held with all staff affected by the proposals (and their representatives) to launch the proposals, outline the consultation and engagement process, timescales, and implementation approach. The Statement of Change documents should be issued at or immediately after this meeting.

MID POINT MEETING / SHARING INFORMATION

- 3.3 The purpose of a mid-point meeting is to provide any feedback to date and discuss any issues or concerns. Sometimes, depending on the degree of change being considered, a mid-point meeting may be unnecessary.
- 3.4 Subject to the number of employees in scope of the restructuring exercise it may be helpful to create a dedicated email box for all questions and feedback to be sent. A plan to manage responses should be agreed with the Designated Manager.

END OF CONSULTATION MEETING

- 3.5 At the end of the consultation phase the Designated Manager will factor in a period of time to consider any feedback received and based on that feedback decide whether any changes should be made to the original proposals.
- 3.6 The final proposals will be approved by a committee of the Trust Board.

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- 3.7 Final proposals will then be communicated to staff and their representatives at the end of consultation meeting.
- 3.8 Affected employees should be provided with the final documents including the new organisational charts and job descriptions. The information should clearly state which posts are new, which have changed and which posts are to be deleted or added.
- 3.9 The meeting provides the opportunity for clarity and confirmation of the future structure, to summarise the feedback received, identify where feedback has been incorporated and provide clear information regarding implementation and next steps.

INDIVIDUAL CONSULTATION MEETINGS

- 3.10 At any time during the engagement phase, individuals may request consultation meetings to discuss their particular circumstances and how proposals may affect them. Such meetings should be accommodated and the employee may bring a trade union representative or colleague with them to support them.

REACHING AGREEMENT

- 3.11 The aim of consultation is to reach agreement on proposals about change. Points of contention will be discussed constructively and meaningfully. Ultimately, decisions rest with the Trust Board, taking account of views expressed during consultation.
- 3.12 If agreement cannot be reached on proposed changes to terms and conditions, it may be necessary to go through a formal dismissal and re-engagement process. This will involve the Trust serving notice to terminate existing contracts of employment (on grounds of “some other substantial reason,” namely the relevant business case) and offering re-engagement on new terms.

4. VOLUNTARY REDUNDANCY

- 4.1 Applications for Voluntary Redundancy may be sought during the engagement phase if that would potentially mitigate any dismissals and/or bring about a cost saving. This is at the discretion of the Trust.

5. IMPLEMENTATION

5.1 Assimilation and Vacancy Management Process - Overview

- 5.1.1 All employees in scope of the restructuring activity will be in the ‘ring fence’ for new posts.
- 5.1.2 Fixed term/temporary employees (without a substantive post) and permanent employees should be treated the same when considering assimilation, irrespective of their length of service. However consideration will be given to not including fixed term contracts which were issued for a specific reason and with a defined end date e.g. maternity leave cover.

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- 5.1.3 Assimilation will be undertaken on the basis of the permanent substantive position. Fixed term/temporary/acting up/secondment arrangements where the employee has a substantive post will not be considered for assimilation purposes, irrespective of the length of these arrangements.

5.2 Direct assimilation

- 5.2.1 Defined as where a role in the new structure is substantially similar (75% match or more) and at the same grades/scale/range.
- 5.2.2 Employees identified as direct assimilation who decline to accept the role, may not be entitled to a redundancy payment should they decide to unreasonably reject the offer. However, they would be eligible to be considered for other vacant posts identified in the structure.
- 5.2.3 Once an employee has been offered and has accepted a post to which they were assimilated, they cannot be considered for any other post until the assimilation process has been completed, including hearing appeals against assimilation outcomes.
- 5.2.4 Direct assimilation can only occur where there are sufficient posts available for the number of employees involved. If there are fewer posts than employees then a selection process will be required. This may be a desk top exercise if appropriate.

6. SELECTION

- 6.1 This applies when there are more people than posts or posts are considerably different to the post currently held by in-scope employees.
- 6.2 A selection process is necessary for recruitment to those posts to determine a) suitability and b) the most suitable employees in a pool.
- 6.3 All eligible candidates will be assessed using appropriate selection criteria, to ensure that candidates have the knowledge, skills, and competencies to undertake the essential duties of the new post and may be required to attend a job discussion or full selection interview or other selection methods as appropriate.
- 6.4 Along with their preferences, employees may be asked to complete a standard data collection pro forma to demonstrate how they meet the essential criteria for each role applied for.
- 6.5 Where possible interviews will be combined so that, employees will only be asked to attend one interview, regardless of how many preferences they have. This may not always be possible or appropriate and will depend on the service and type of role.
- 6.6 Appointment will be on merit and determined by assessing the skills, knowledge, and experience of the candidate during the interview and/or selection process.

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7. NO JOB MATCH

- 7.1 Employees who are not assimilated or appointed to posts, will be formally placed 'at risk of redundancy' and afforded 'ring fenced' status and given an opportunity to be considered for any suitable vacancies elsewhere in the Trust.
- 7.2 The possibility of alternative employment will be considered by both the employee and the employer. In determining suitable alternatives, the following factors should be considered;
- Level of pay
 - Grade
 - Location
 - Working hours or time
- 7.3 An employee who unreasonably refuses an offer of suitable alternative work may lose their right to redundancy pay.

APPEAL AGAINST ASSIMILATION OUTCOME

- 7.4 All employees will be notified in writing of the outcome of the assimilation/selection process, however confirmation of appointment to post can only be confirmed once the appeal process has been completed.
- 7.5 Employees may appeal in writing against the assimilation outcome within 5 working days and must provide evidence to support the reasons for the appeal.
- 7.6 If an appeal is lodged, employees have the right to be accompanied by a Trade Union representative or work-based colleague at the appeal meeting. The assimilation appeal outcome is final.

8. JOB OFFERS

- 8.1 Successful employees will be offered a position and issued with a new contract. A deadline for acceptance will be set.
- 8.2 Where an appointment is made to a lower graded post, Pay Protection may apply and this will be clarified in the offer letter.
- 8.3 If an employee does not accept the offer of a role within the new structure, their existing employment may be terminated on notice. The grounds for termination will be either "some other substantial reason" or redundancy, depending on the specific circumstances.
- 8.4 A meeting will be arranged with unsuccessful employees to advise them that they have been unsuccessful in securing a position and to fully explore the options and support available.

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9. VACANCY MANAGEMENT

- 9.1 Where an employee is not assimilated into one of the posts in the new structure, they will have the opportunity to be considered for any other suitable remaining posts before they are opened up to wider competition.
- 9.2 In such cases, these employees will be provided with the details of the remaining vacancies to be filled in the structure and given the opportunity to apply for any posts they have the necessary skills experience and knowledge for.
- 9.3 In parallel some new posts may justify advertising internally and/or externally at the same time as the assimilation/selection process is being undertaken. These will be:
- where the post represents a substantial promotion for the likely internal candidates affected by the reorganisation;
 - where there are no internal candidates whose jobs are 'at risk;'
 - where there are more available posts than numbers of employees 'at risk;' or
 - where, in the case of senior posts or those requiring statutory qualifications that do not exist in the in-scope workforce, the importance of the post is such that the 'best candidate' criterion is absolutely critical.
- 9.4 Following implementation it is important to ensure that managers continue to support and engage with employees, to ensure that they understand the underpinning principles and logic behind the change.

SECTION 2 - REDUNDANCY PROCEDURE

1. INTRODUCTION

- 1.1 The definition of redundancy for the purposes of redundancy payment and unfair dismissal is contained in the Employment Rights Act 1996. A dismissal is by reason of redundancy if it is attributable wholly or mainly to the fact that:
- 1.2 The employer has ceased or intends to cease, to carry on the business for the purposes which the employee was employed, either generally or at the place where the employee was employed, or
- 1.3 The requirements of the business for employees to carry out work of a particular kind, either generally or at the place where the employee is employed, have ceased or diminished or are expected to cease or diminish.

2. MEASURES TO AVOID OR MINIMISE POTENTIAL REDUNDANCIES

- 2.1 Under circumstances in which potential redundancies are envisaged the Designated Manager shall consult with accredited representatives of the recognised trade unions, work place representatives, and all employees as to whether it is possible to avoid/reduce potential redundancies by means such as:

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- a. natural wastage;
- b. restricting recruitment under which every reasonable attempt will be made to fill vacancies from amongst existing employees/ deletion of vacancies;
- c. where practicable, provide appropriate training to equip employees for new duties/ areas of responsibility;
- d. reviewing as appropriate staff on temporary/fixed term contracts;
- e. seeking volunteers for reduced hours/weeks working on a fixed term or permanent basis;
- f. inviting applications for redeployment within the Trust. Staff should be assured that expressing an interest in redeployment cannot in itself be used to subsequently select them for compulsory redundancy;
- g. considering options for voluntary redundancy. The Designated Manager will determine if it is appropriate to open a VR window.

2.2 The Designated Manager shall ensure that all staff, including any who are absent, are consulted on these issues and given appropriate time to respond. Where potential redundancies cannot be avoided, the Trust will prepare to consult with affected staff and their representatives.

3. CONSULTATION

3.1 Where redundancies are proposed, a minimum period of 4 weeks will be dedicated to consultation and engagement. Statutory requirements dictate that the period of collective consultation must be at least 30 days before the first dismissal takes effect, where **20 or more** employees are at risk (or 45 days where 100 or more at risk within one establishment). Where statutory provisions apply due to the number of staff potentially affected by staffing reductions, it is important to take legal/HR advice to ensure the correct statutory process is followed. This includes the submission of Form HR1 to the secretary of state and recognised trade unions at the outset of the consultation period.

The Form HR1 is downloadable from:

<https://www.gov.uk/government/publications/redundancy-payments-form-hr1-advance-notification-of-redundancies>

PROPOSALS

3.2 The Designated Manager should prepare a pack of documents, including a Statement of Change, which should include the following information:

- a. the reasons why potential redundancies are proposed
- b. the numbers and descriptions of staff affected
- c. the total number of staff of any such description employed
- d. the proposed method of selection, if appropriate
- e. the proposed method of carrying out the dismissals and the timescales to be used
- f. the proposed method of calculating redundancy payments
- g. an explanation of the scoring which will be applied to the selection criteria, along with a copy of the selection criteria and score sheet
- h. financial information including the current budget position
- i. a copy of any skills pro-forma issued to staff

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- j. the number of students on roll - last year, current year and projected roll for next year broken down by year group
- k. details of the current and proposed curriculum plan
- l. current time-table - and proposed time-table

CONSULTATION AND ENGAGEMENT

3.3 The Trust will follow the steps to effectively engage and consult with staff and their representatives as set out in paragraphs above under the reshaping procedure.

3.4 The consultation meetings shall consider ways of:

- a. avoiding the dismissals;
- b. reducing the numbers to be dismissed;
- c. mitigating the consequences of the dismissals; and
- d. formulating alternative proposals.

4. INDIVIDUAL CONSULTATION PROCESS

4.1 The Designated Manager shall arrange for consultation to take place with individual employees (and if they wish, accompanied by their trade union representatives, staff representative, or work-based colleague) within the group of staff from which redundancy selection will be made, prior to the selection for redundancy. Such consultation shall serve to clarify:

- a. the reason(s) for the redundancy proposal;
- b. the timescale involved;
- c. the proposed method of selection (including an explanation of how the selection criteria will be applied and a copy of the proposed selection criteria and score sheet);
- d. any particular personal circumstances;

4.2 All of the above shall then be taken into account **before making the selection**. The Designated Manager shall ensure that all relevant staff, including any who are absent from the Trust are consulted including employees who may be affected by the redundancies, even though they are not within the redundancy selection themselves.

4.3 All points made by the employees and/or their representatives shall be considered and reasons given in writing if any point is rejected.

4.4 Following the consultations, the Designated Manager shall convey formally the outcome of the consultation to all the trade unions and staff representatives and give reasons where any alternative proposals have been rejected by management.

5. SELECTION FOR REDUNDANCY

5.1 Criteria used shall be:

- a. objective (measurable), clear and precisely defined;

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- b. transparent, i.e. easily understood by all;
- c. applied fairly and honestly;
- d. non-discriminatory on the grounds of any protected characteristics or trade union activities (except where a genuine occupational requirement applies);
- e. weighted and scored.

5.2 Selection criteria, including score sheets and confirmation of how the criteria will be applied, will be published to all staff within scope, from which selection will take place and also forwarded to the recognised trade unions.

5.3 Staff will then be given the opportunity to provide details of how their own particular circumstances relate to the selection criteria before **selection takes place**. This will usually be collected via a skills matrix pro – forma.

6. METHOD OF APPLYING THE SELECTION CRITERIA

6.1 In advance of the selection process the employee should be issued with a pro forma for completion.

6.2 Each employee will be offered a meeting to discuss their own circumstances, verify information, and provide assistance to employees in the completion of the selection matrix.

6.3 Arrangements should be made to discuss or meet with employees who are absent from work for reasons of either sickness absence or maternity, to ensure that they are included in the pre-selection meeting and provide assistance with the process of submitting evidence.

6.4 For the selection process to be carried out fairly, a Selection Panel of 2 people will meet to consider the pro-forma and assess each employee against the criteria. Normally the Panel would comprise of the Headteacher and another senior manager and/or a HR Adviser.

6.5 Clear records must be kept of decisions made by the Selection Panel during the selection process. Managers will be required to provide and keep records of their assessment judgements and decisions.

7. FOLLOWING SELECTION - DISMISSAL COMMITTEE

7.1 The Designated Manager should ensure they arrange to meet with employees where they have been selected for redundancy as soon as possible to confirm the outcome and discuss their selection scores where applicable.

7.2 Where an employee has been selected for redundancy they will be informed by the Designated Manager and will be given not less than five working days' notice in writing of the date, time, and place of a Committee meeting to consider the proposal for dismissal due to redundancy. The Committee panel will comprise of the CEO or designated Senior Manager and their HR Adviser. Employees will be offered the opportunity to be accompanied at the meeting by a trade union representative or work-based colleague. The employee shall be informed in writing of the circumstances which have led to her/his proposed dismissal

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including the reason for redundancy. The employee shall be issued in advance with an outline structure for the meeting as set out in Appendix 5 of this procedure.

- 7.3 Where selection criteria have been used to make the selection, these and the employees anonymised individual scores or reasons for selection will be provided in advance of the meeting.
- 7.4 At the meeting, the Designated Manager acting as Presenter to the hearing will describe the procedure which has been followed and provide details of the outcome for the individual employee and the proposed termination of employment by reason of redundancy.
- 7.5 The employee may be accompanied by a trade union representative, staff representative or a work-based colleague and will have the opportunity to make representations including (if so wished) written representation to the Committee. The Dismissal Committee shall have regard to such representations before reaching a decision.
- 7.6 The Dismissal Committee panel will adjourn to reach a decision. This decision shall be given verbally to the employee at the end of the meeting and confirmed in writing thereafter. Where appropriate, such notification will include the details of the time, date, venue, and arrangements of any appeal meeting.

8. APPEAL HEARINGS

- 8.1 An employee has the right of appeal against a redundancy dismissal. Appeals shall be lodged by the employee in writing giving reasons for the appeal, to the Clerk to the Board within 5 working days of receipt of the letter informing the employee of the initial dismissal decision.
- 8.2 Appeals must clearly state the grounds of appeal. Appeals against redundancy are permitted on the following grounds:
- a. Procedural error
 - b. Discrimination
 - c. Scoring not based on objective and/or verifiable evidence
- 8.3 The Designated Manager will make the necessary arrangements for an appeal to be heard, normally within 10 working days after the appeal has been lodged. Where possible, appeals should be heard prior to the expiry of the notice period.
- 8.4 The employee will be given at least five working days' notice (except in cases where the date of notice expiry prevents this) in writing of the date, time, and venue of the Appeal Hearing.
- 8.5 The Appeal hearing panel will be comprised of three members of the relevant Trust Board Committee not previously involved in the decision making process related to the redundancy selections/dismissals.
- 8.6 The employee may be represented and/or accompanied at the hearing by a trade union representative, staff representative, or a work colleague. It is the employees' responsibility to obtain their own representation, ensure this is in place for the hearing, and notify their

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representative of the date, time, and venue of the hearing. It is also the employee's responsibility to provide their representative with details of their case.

8.7 When the appeal process has been completed, the employee shall be notified in writing of the decision. There is no further right of appeal within the terms of this procedure.

8.8 Where a decision is taken to allow an appeal, the employee will be informed in writing.

9. ALTERNATIVE EMPLOYMENT

9.1 It should be noted that if voluntary redundancy is approved then employees will not be eligible to apply for other posts arising within the Trust during the agreed notice period. Further, where an employee takes up new employment with a public sector organisation within 4 weeks of dismissal, including taking VR, they would be required under the Modifications Order 1999 to repay any redundancy payment.

9.2 The Designated Manager will maintain regular contact with staff declared as redundant throughout their notice period and will encourage and support staff in their search for alternative employment and ensure they are accessing support.

9.3 An employee who has been given notice of redundancy must be allowed to take a reasonable amount of time off, with pay, to look for new employment or to make arrangements for training for future employment. The employee should give reasonable notice of time off required and may be asked to evidence the request.

10. REASONABLE ADJUSTMENTS

10.1 The Designated Manager should ensure that employees who have a disability which is covered by the Equality Act 2010 are offered reasonable adjustments at every stage of the process if required. All requests and subsequent action should be appropriately recorded.

11. NOTICE OF REDUNDANCY

11.1 The notice period will be an individual's contractual or statutory notice period, whichever is greater.

11.2 In normal circumstances when giving notice of termination of employment, the employee would be expected to work their period of notice. Only in circumstances where there are good reasons for requiring the employee not to work their period of notice would a payment in lieu of notice be made.

12. LEAVING BEFORE THE END OF THE NOTICE PERIOD

12.1 An employee may find that they wish to leave employment before the expiry of their notice period e.g. if they secure employment elsewhere.

12.2 In such circumstances the employee may write to the Designated Manager requesting to leave before the end of the notice period.

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- 12.3 If the Designated Manager receives a request from an employee they will need to assess the request in order to decide if it is reasonable to release them early. Where early release is agreed (and agreement will not be unreasonably withheld), the employee will not lose their right to a redundancy payment but they will forfeit their right to be paid for the period of notice that they do not serve. If the employee is taking up another post with another body specified in Part II of Schedule 2 of the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 they will lose their entitlement to a redundancy payment.
- 12.4 If the Designated Manager is unable to grant the request to leave early, and the employee subsequently leaves before the end of their notice period, they will forfeit their right to a redundancy payment.
- 12.5 In deciding whether to allow an employee to leave before the end of their notice period, the following should be considered: How much of the notice period is left – it may be more reasonable to release someone who is in the last week of their notice period than someone who is in the first week of their notice period; and the impact of releasing the employee early – would this affect business continuity or handover plans etc. and would this be manageable or not.

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Appendix 1 - Example Statement of Change/Business Case

**To: All staff within the scope of the change
TU representatives**

1. Background

Introductions of those present will take place, giving names/job titles and roles (whether acting as presenter to the panel, as an advisor or as a decision maker) and advising that notes will be taken of the meeting.

2. What is the Process?

- 2.1 This Statement of Change sets out the impact of the service review on staff structures, roles, and employees. It will be used to underpin engagement with staff on the proposals and is designed to ensure a framework that allows both a consistent approach yet allow an understanding that an element of flexibility may be required depending on issues arising from specific reviews.

3. Engagement

- 3.1 There will be an x week engagement period for all staff in scope of the review. An initial face to face briefing will begin the process, setting out the proposals and engagement process. There will be an opportunity to ask questions of service managers and the briefing will be attended by the Headteacher/Designated Manager and HR Adviser, if required with Trade Unions representatives also invited to support their members.
- 3.2 The Statement of Change will be made available to all staff.
- 3.3 Engagement opportunities will be tailored to the specific needs of the Trust and employees in scope. They will consist of **

4. Trade Unions

- 4.1 The Trust is committed to work closely with Trade Union colleagues and staff representatives through this period of significant and sensitive change.
- 4.2 Trade Union representatives and staff representatives will be briefed informally ahead of the initial meeting with affected employees and the Statement of Change document will be shared with them at that meeting. Union representatives will also be invited to all attend engagement meetings and an opportunity will be made available at the end of the initial staff meeting to allow an initial discussion with their members.

5. Review, Decision and Outcome

- 5.1 We will aim to notify all in scope employees of the outcome within 2 weeks of the engagement process ending. This will be accompanied by an outline timetable for the process.

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- 5.2 Should there be a need to extend the 2-week decision period as a result of significant issues raised, then all staff will be notified as early as possible, with an explanation for why an extension is required.

6. Assimilation Processes

- 6.1 Where an employee's previous role is the same grade and a 75% match for the new role they will be directly assimilated to that role unless there are fewer roles than employees who meet the criteria. In the latter case appointments will be made following interview to identify the best candidate(s).

7. At Risk

- 7.1 Where it is not possible to directly assimilate an employee to a new post within the structure they will be placed "at risk" because there is no suitable alternative employment within the proposed structure. "
- 7.2 Where employees have not been appointed to posts all avenues will be explored to avoid the need for redundancy; however once there are no other options available then redundancy notices will be issued.

8. Voluntary Redundancy (VR) – Delete if not appropriate

- 8.1 Insert information where applicable.

9. What Do We need to Achieve through this Review and Restructure?

- 9.1 We aim to achieve the following:

10. Scope

- 10.1 The posts in scope of the proposed review are:

Post Title, Grade/Scale/Range & Salary	Number of FTE	Number Posts
Totals		
Cost of Structure		

11. Future Structure and Staffing Proposals

- 11.1 The current and the new proposed structure can be found in **Appendices 1 and 2**.

- 11.2 The proposed new structure for consultation will consist of:

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Post Title, Grade & Salary	Number FTE
Total	
Cost of Structure	

11.3 If agreed following consultation, this would result in:

- A net reduction of xx FTE from xx FTE posts to xx FTE (Note there are currently xx vacant posts /xx FTE)
- Structure cost reduction of £xx (from £xx to £xx)

12. Approach for the establishment of the proposed structure

12.1 The proposed timeline for the review is set out in the attached Appendix x.

12.2 I hope that I have covered as much as I can as part of this document, however if there are any queries please contact **.

Name

Title – xx

Appendices

Appendix 1 Current structure

Appendix 2 Proposed structure

Appendix 3 Timeline

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Appendix 2 - Timetable

DATE/S	ACTIVITY
Phase 1 - Information exchange/engagement	
	Meeting with Trades Unions ahead of the start of engagement
	Meeting with staff in scope (Trade Unions invited) Consultation process starts <i>Date, Time & Location</i>
As required	Individual meetings available upon request
	Mid-Point staff meeting (Trade Unions Invited) <i>Date, Time & Location</i>
	Consultation process closes
Phase 2 - Decision	
	Collation and review of feedback from staff and Trades Unions and reflection of structure proposal.

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	Final Decision Staff meeting (Trade Unions Invited) - Final structure released <i>Date, Time & Location</i>
Phase 3 - Implementation	
	- Assimilation outcomes confirmed - Interviews - Where applicable redundancy notices issued
	Transition to new structure

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Appendix 3 - Selection/Evidence Collation Pro-Forma

Score 0 Evidence does not support the criteria	Score 1 Weak / limited evidence with only minor impact in the past	Score 2 Evidence indicates that Trust expectation is met and demonstrates past impact/potential to make impact	Score 3 Evidence shows that Trust expectations are exceeded and demonstrates clear past impact
---	---	---	---

EMPLOYEE NAME:.....CURRENT POST.....

To be completed by staff member.

Staff should demonstrate in detail and give examples of any personal experience that supports the delivery of the Trust's priorities listed below, plus anything else they would like to add in the space provided. Continue on a separate sheet if necessary.

It is important that you give as much relevant and recent detail (in the last 3 years), supported by examples, as it is this information that the Headteacher will consider and allocate scores against using the criteria shown below.

Example Criteria	Weighting 1-3	Description	Evidence - to be completed by the Staff Member	Score for each part.	Total (Weighting x Average for the scores for each part)
1. Qualifications/CPD	2=x 2				

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Example Criteria	Weighting 1-3	Description	Evidence - to be completed by the Staff Member	Score for each part.	Total (Weighting x Average for the scores for each part)
2. Provide the strategic lead for ...	1= x 3				
3. Support the strategic development of the Trust.	1=x 3				
4.Ensure effective management and leadership of staff	1= x 3				
5. Leadership of Curriculum Teaching and Learning	1=x 3				
6. Evidence of response to Trust's self-evaluation process at a strategic level	1= x 2				
7. Fulfil wider professional responsibilities	1= x 2				
TOTAL EMPLOYEE SCORE					
TOTAL JOB SCORE					

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Appendix 4 - Redundancy Pay Tables

The redundancy payment due to an employee depends on their age and years of service (up to a maximum of twenty years). This determines the number of weeks' pay due as set out in the statutory redundancy pay table. This table is used for both compulsory and voluntary redundancy.

There is a cap on a week's pay when calculating an employee's redundancy payment entitlement.

To calculate the number of weeks' redundancy, pay, cross reference the person's age and complete years of service.

Statutory redundancy pay table																			
	Service (Years)																		
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17*	1																		
18	1	1½																	
19	1	1½	2																
20	1	1½	2	2½	-														
21	1	1½	2	2½	3	-													
22	1	1½	2	2½	3	3½	-												
23	1½	2	2½	3	3½	4	4½	-											
24	2	2½	3	3½	4	4½	5	5½	-										
25	2	3	3½	4	4½	5	5½	6	6½	-									
26	2	3	4	4½	5	5½	6	6½	7	7½	-								
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-							
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-						
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-					
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-				
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-			
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-		
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-	
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23

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Statutory redundancy pay table

	Service (Years)																		
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

61+ The same figures will apply for all employees aged 61 and above.

The number of weeks' pay due is based on the following:

- 0.5 week's pay for each full year of service where age during year less than 22
- 1 week's pay for each full year of service where age during year is 22 or above, but less than 41
- 1.5 weeks' pay for each full year of service where age during year is 41+

A Week's Pay

The actual weekly wage is that which the employee is entitled to under the terms of their contract at the calculation date. The calculation date is the date on which the employer gives the employee the minimum notice to which they are legally entitled.

The actual weekly wage will be calculated as follows:

- *Where hours of work do not vary - weekly wage will be calculated based upon **basic salary**. Whereby the annual salary is divided by 52.14.*
- *Where hours of work vary from week to week - weekly wage will be calculated using basic pay received within the last 3-month period.*

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Appendix 5 - Outline structure for meeting

MEETING TO CONFIRM REDUNDANCY DISMISSAL/APEAL AGAINST SELECTION FOR REDUNDANCY DISMISSAL

1. Introductions

Introductions of those present will take place, giving names/job titles and roles (whether acting as presenter to the panel, as an advisor or as a decision maker) and advising that notes will be taken of the meeting.

2. Purpose of Meeting

The chair of the meeting will explain the purpose:

- To determine the outcome of a proposed dismissal on the grounds of redundancy; or
- To hear an appeal against a decision to make an employee redundant.

3. Submission by the Presenter on behalf of the Trust:

- (i) Description of the managing change procedure which has been followed
- (ii) Reason for Proposal or Decision
- (iii) Method of Selection for Redundancy
- (iv) Proposed date of termination

4. Questions on the Submission may be asked by:

- (i) the Employee
- (ii) the Employee's Representative
- (iii) the Panel

5. Representations by (or on behalf of) the Employee:

May be made orally and/or in writing

6. Questions on the Employee's representations may be asked by:

- (i) the Presenter on behalf of the Trust
- (ii) the Panel

7. Senior Manager/Presenter on behalf of the Trust

- (i) to have a right of reply to the Employee's representations
- (ii) may make a closing statement- but may not introduce any new matter.

8. Employee or her/his Representative

May make a closing statement but may not introduce any new matter.

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SCHEDULE 1

DOCUMENT CONTROL – RECORD OF CHANGES

Version Number:	Publication Date:	Nature of, and Reason for, Change(s)
001	March 2020	New Policy and procedure.
002	January 2023	Adoption of Joint Academies Consultative Group Template Policy (No significant amendment to previous procedure).
---	February 2026	Reviewed and no amendments required.

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