

**MANAGING ORGANISATIONAL CHANGE**

**Model policy for schools**

**2021**

**For review: June 2022**

**1 The Purpose of this Procedure Document**

* 1. Changes to service delivery within Hammersmith & Fulham Council inevitably take place and the council wants to be able to accommodate these changes in a positive way, wherever possible, by providing development opportunities, limiting the threat to job security, whilst maintaining services to our residents.
  2. This procedure is designed to provide guidance, advice and a consistent process to follow for both managers and employees when organisational change occurs. This procedure defines the steps the council will take to ensure change is fair, transparent and complies with Employment Law.

1.3 It should be noted that this procedure does not apply to employees in schools

under the scheme of financial delegation.

**2.0 Levels of Change**

2.1 The pressures which drive change can be both internal, e.g. from suggestions to improve a service, and external, e.g. new statutory obligations. They vary in the scale of their impact on the council and its employees. Management at all levels must be alert to these impacts, looking specifically at their effects on the work done by the council’s employees, at an individual and organisational level. All employees have a role, too, in alerting management to these impacts.

2.2 Minor change can be handled by a briefing from a manager to an individual employee and does not need an explicit organisational change assessment.

2.3 Where more substantial change proposals are identified, management should compile an Organisational Change Proposal Document (OCPD) as early as possible which outlines the realistic ways in which the council may respond to the change.

**3**  **The Organisational Change Proposal Document (OCPD)**

3.1 This document, which must be produced by the manager, with the advice and

assistance of both their P&T and Finance Business Partners, must contain the

follow information and attachments as required.

* The rationale for the change.
* Staffing implications.
* Whether there is a possibility of redundancies and if so, how many. (Note: Redundancy and pension estimates must be requested and provided by IBC for any employees potentially identified as at risk of redundancy. P&T will request that such estimates are produced and provided prior to the application to the Adjudication Panel being made.)
* The financial implications/savings.
* An Equality Impact Assessment. (This should be completed by the manager. The Assessment document can be found on the Council’s intranet)
* A timetable for consultation and implementation.
* Details of present and proposed structure charts.
* Revised role profile documents, if required.

4. **Formal Consultation**

4.1 Once a date for the formal consultation with employees affected by the

proposed change has been agreed. The following will take place.

4.2 On the day that the formal consultation commences 1:1 or team meetings, as appropriate, with the employees affected will take place. The manager, the appropriate P&T representative and if required by the employee a trade union representative will attend these meetings. The purpose of such meetings is set out below.

* To notify all employees who are at risk of redundancy. These meetings

will always be on a 1:1 basis and will precede any group or team

meetings.

* Inform employees of the proposed change and the reasons for that

change.

* Invite the views of the employees concerned to the proposed change

and ensure that they are aware of who they can consult with if they

have any views during the period of consultation.

* Supply copies of any new role profiles and advise of grades for

new/revised positions.

* Detail the dates of any formal follow up meetings proposed during the

consultation period and confirm their right to be accompanied by a

work colleague or trade union representative at these meetings.

4.3 The consultation period will normally be 30 calendar days. Consultation can

last up to 45 calendar days, however, depending upon whether redundancies

are proposed and if so if it is above 20 in number.

4.4 The consultation phase may include certain of the following activities.

* Identification of a redundancy pool where there are more people than

Jobs.

* **Matching,** a process to look at the degree to which the roles in the existing structure match roles in the new structure.
* **Direct Assimilation,** a process whereby those employees who have been matched, slot directly across into the new structure because there are enough posts and no further selection is necessary.
* **Ring-fencing,** employees are ring-fenced to a particular role(s) in order to give them priority consideration through a competitive selection process.  A ring fence is usually necessary where the matching and slotting process cannot fully achieve the outcomes required. There may be more than one ring fence in a restructure.
* **The Recruitment process. (See the Recruitment Policy)**

5 **Redundancy**

5.1 Redundancy will be a last resort and will only occur where it has not been

possible to redeploy employees 'at risk' of redundancy. The following steps

will be followed in cases where employees are subject to notice of

redundancy.

5.2 No redundancy dismissal can take effect until the formal consultation is

complete and suitable approval to proceed has been provided.

5.3 The employee will be issued with formal a redundancy letter from P&T

which will include contractual notice arrangements and the right of appeal.

5.4 Employees who have at least two years' service will be eligible for

redundancy payments based upon age and length of qualifying service. The

council will exercise discretion to use actual average weekly pay for the

calculation of redundancy benefits.

5.5 A week's pay for redundancy purposes is calculated in accordance with the

provision of the Local Government (Early Termination of Employment)

Discretionary Compensation (England and Wales) Regulations 2006.  The

actual amount of a week's pay is based on the pay received in the 12 weeks

before termination. For maternity leave, long term sick leave, unpaid leave

the week's pay will be based on the last full 12 weeks

5.6 The same calculation as shown in 7.5 above will also be applied for cases of voluntary redundancy.

5.7 Employees aged 55 years and over will also be entitled to pension benefits in

accordance with current council policy.

**6 Right of Appeal**

6.1 Employees have a right of appeal where they have been made compulsorily

redundant. They must have specific grounds for making an appeal and

provide supporting evidence.

6.2 The appeal must be made in writing within two weeks of the date of the formal

notice of redundancy to the Assistant Director of People and Talent (P&T).

6.3 The Chair of the appeal, accompanied by a P&T representative, will normally

hear the appeal within the notice period. If, however, the notice period expires

before the appeal is heard, then the appeal will be heard as soon as possible,

which may be after the termination date.

6.4 There is an entitlement for the employee to be accompanied by a Trade

Union representative or work place colleague at these meetings. ​

**7 Advice and Best Practice**

7.1 For further advice on best practice and advice on matters relating to change

Contact your Schools HR Consultant.