



**MANAGING ORGANISATIONAL CHANGE and
REDUNDANCY POLICY
IN SCHOOLS**

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Index

- 1. Introduction**
- 2. Purpose**
- 3. Action**
- 4. The Organisational Change Assessment Document (OCAD)**
- 5. Structure charts and job descriptions**
- 6. Displaced employees and ringfencing**
- 7. Formal consultation**
- 8. Trade unions consultation**
- 9. Completion of consultation phase**
- 10. Redundancy policy**
- 11. Voluntary redundancy**
- 12. Definition of redundancy**
- 13. Redundancy process steps**
- 14. Redundancy pay**
- 15. Local Government Pension Scheme and Redundancy**
- 16. Teachers Pensions and Redundancy**
- 17. Time off to seek alternative employment**
- 18. The right of appeal**
- 19. Headteacher responsibilities**
- 20. Employee responsibilities**

1. Introduction

The DfE advises schools to review their staff structures regularly as part of their annual school improvement, curriculum and financial planning. These reviews should start from first principles to investigate whether the deployment of staff is as effective and efficient as possible. A staffing review is about ensuring that the school is always investing in the right mix of staff, and in high quality professional development, to deliver excellent pupil outcomes. Staffing costs make up on average 70 to 80% of an average school's expenditure. All schools should ensure that their staff structures maximise the impact of this spending, and that they make efficiencies where possible in other areas (for example, on procurement and back office spending).

School budgets are determined according to the national funding formula. A key element of this is funding allocated according to the number of pupils attending the school. The number of pupils on roll varies from year to year and small variations can normally be absorbed with little or no impact on staffing levels. However, on occasion pupil numbers may show a significant decrease over time. Where this is the case it will have a direct impact on the amount of funding the school receives and the school budget will decrease accordingly. In these circumstances it will be necessary for the governing body to review all school expenditure and operational costs to enable the school to identify the necessary savings to be made to enable the school to operate within the reduced budget.

2. Purpose

This policy is designed to provide guidance, advice and a consistent process to follow for both managers and employees when organisational change occurs. This policy defines the steps the school will take to ensure change is fair, transparent and complies with employment law.

3. Action

Where substantial changes are identified as necessary, the Headteacher should prepare a draft proposal for the governing body clearly identifying the issues, relevant financial information, the options and implications for staff and for the school.

The governing body may decide:

- That the proposal has been agreed and may move forward for consultation to begin.
- That the proposal is not agreed, in which case the Headteacher must revisit their proposal and decide how to proceed going forward.
- That further information is required before a final decision can be made. This will require the Headteacher providing this information at a later date and a final decision being made by the governing body at that time.

Following receipt of approval by the governing body the Headteacher will prepare the Organisational Change Proposal Document (OCPD) as early as possible. It should outline the realistic ways in which the school may respond to the proposed change. The school should consult and seek guidance from HR and School Finance where proposed changes are substantial.

4. The Organisational Change Assessment Document (OCAD)

The draft OCAD must be discussed with the HR Consultant and should contain the following information and attachments:

- The rationale for the change
- Staffing implications
- The possibility of redundancies and if so, how many (note: redundancy and pension estimates must be requested for any employees potentially identified as at risk of redundancy; HR will request these estimates from the Council's Pensions Team. **These should be obtained at the drafting stage of the proposal, prior to the launch of consultation with the staff and trade unions).**
- The financial implications/savings
- A timetable for consultation and implementation
- Details of present and proposed structure charts
- Revised role profile documents.

Once the OCAD has been discussed with HR (and where appropriate, with School Finance) and any redundancy and pension estimates have been obtained, the formal process of consultation can begin.

5. Structure charts and job descriptions

All employees affected by a proposed restructure will be informed and consulted with. A structure chart showing the "current staffing structure" and the "proposed structure" will be made available to all affected employees along with any revised job descriptions or additional relevant information. Revised Job descriptions should be job evaluated beforehand where possible. Employees will be given the opportunity to ask any questions or raise queries they have about the new structure or the reorganisation process.

6. Displaced employees and ringfencing

Employees affected by a reorganisation will be ringfenced to suitable alternative posts within the new structure at the school wherever possible.

If applicable, employees will be asked to submit a post preference form outlining their preferences within the new structure and to provide any supporting evidence that may be required.

Schools are unable to redeploy employees, displaced as a result of a reorganisation, to other schools.

7. Formal consultation

Where the possibility of collective or individual redundancies arise, both management and HR will enter into consultation with trade union representatives with a view to establishing whether the proposed job loss(es) can be achieved by means other than compulsory redundancy. As part of the consultation process, management and HR will seek the trade union's views on the proposed method of selection for redundancy. The preferred mechanism is via competitive interviews and the trade unions is supportive of this approach.

Formal employee consultation will take place in accordance with statutory requirements in place at the time. This is usually a 30 day period, however timescales for the consultation process may vary, dependent on specific circumstances. Employees have the right to be accompanied at a formal consultation meeting by a work colleague or trade union representative, and if appropriate there may be more than one consultation meeting.

Following consultation meetings, a decision will be reached as to whether or not the position is redundant and written details will be provided. The employee will have a right to appeal any decision made.

On the day that the formal consultation commences, one-to-one and/or team meetings, as appropriate, will take place with the affected employees. The Headteacher or relevant manager and HR, and if required by the employee, a trade union representative will attend these meetings. The trade unions will be invited to attend the consultation launch meeting. The Chair of Governors may also attend alongside the Headteacher.

The purpose of such meetings is set out below.

- To notify all employees who are at risk of redundancy or who's post is otherwise directly affected, i.e. by a change of hours or job responsibilities. These meetings will be on a one-to-one basis where specific individual posts are affected. Where a whole group is affected i.e. all Teaching Assistant posts are at risk of redundancy due to a need to reduce the overall number of Teaching Assistant posts in the school then initial notification will normally take place via a group meeting. 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 consultation period.
- Supply copies of any new job descriptions and advise of grades for new/revised positions.

Managing Organisational Change in Schools

- 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.

The consultation period will normally be 30 calendar days. Consultation can last up to 45 calendar days, however, if there are over 20 proposed redundancies.

It is recommended that a mid-consultation meeting be arranged to review feedback and provide an interim update on any changes being considered.

The consultation phase may include some of the following activities:

- Identification of a redundancy pool if appropriate.
- **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 into the new structure because there are enough posts and no further selection is necessary.
- **Ringfencing** – employees are ringfenced to a particular role or roles to give them priority consideration through a competitive selection process. A good example of when ringfencing would be applied is where the role profile of a job has not changed but the number of posts has reduced meaning that you have more people than posts available. There may be more than one ringfence situation in a restructure.

8. Trade unions consultation

It is important that consultation takes place with staff and with the trade unions. If the proposed organisational change involves redundancies formal consultation should take place at the earliest opportunity. HR will send the formal consultation document to the trade unions in advance of formal consultation meeting with staff and invite the unions to a meeting just prior to the formal consultation process beginning.

9. Completion of the consultation phase and presentation of close out report to the governing body

Feedback can be given at any time during the consultation period. Once the consultation period has ended, the Headteacher who has proposed the restructure/changes, will assess all feedback received from the employees affected. The Headteacher will produce a close out report for the Governing Body containing any changes or amendments that are proposed following the close of consultation. Final approval will be sought from the Governing Body A copy of that document will then be shared with all employees affected by the proposed changes. If considered necessary, a meeting may be convened to give the Headteacher the opportunity to advise of any changes to the original proposal which have been made.

10. Redundancy policy

The school will manage its business in a manner which results in secure employment for its employees. That said, circumstances may arise where changes in the school's requirements necessitate the need for reductions in staffing levels, leading to subsequent redundancies. Where there is likely to be a redundancy situation, Headteachers should ensure that they comply with the redundancy procedure outlined below.

The school will seek to avoid dismissals due to redundancy and will make every effort to: redeploy staff within the school; give priority consideration to staff who are in a redundancy situation; make training available where appropriate, subject to costs and individual potential to benefit; and allow a four-week trial period where an employee is redeployed within the school.

Redundancy will be a last resort and only where it has not been possible to redeploy displaced staff.

The school cannot make a redundancy payment unless it is required by law.

11. Voluntary redundancy

Voluntary redundancy may be offered where there are more people than posts in the new proposed structure.

- Redundancy pay calculations will have parity with those applied for compulsory redundancy
- Where a voluntary redundancy request is declined, there is no right of appeal
- Voluntary redundancies must still meet the definition criteria set out below.

12. Definition of redundancy

Redundancy occurs where:

- the employer stops carrying out the business for which the employee was employed
- the employer carries out the business in a different place
- the need for work of a particular kind has ceased or diminished in the place where the employee was employed, or
- the need for work of a particular kind has ceased or diminished e.g. the work has substantially changed, fewer employees are required to carry it out, or it is not required at all – this is the most common reason for redundancy in a reorganisation.

13. Redundancy process steps

Redundancy will be a last resort. No redundancy dismissal can take effect until the formal consultation is complete and approval to proceed has been provided by the governing body.

The employee will be issued with a formal redundancy letter which will include contractual notice arrangements and in the case of compulsory redundancy, the right of appeal.

14. Redundancy pay

Employees with continuous service of two years or more will be eligible for a redundancy payment as at the termination date.

Employees are entitled to statutory redundancy pay as follows:

- Half week's pay for each full year for those under the age of 22
- One week's full pay for each full year for those between 22 and 40 years of age.
- One and a half week's full pay for each full year for those 41 or older.

Length of service is capped at 20 years.

For a general guide on statutory redundancy pay please see: [Calculate your statutory redundancy pay - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/calculate-your-statutory-redundancy-pay) However, please note that an employee identified as at risk of redundancy will receive a personalised redundancy estimate which will be obtained via HR and the Council's Pension Team.

The weekly pay is the average you earned per week over the 12 weeks before you were issued with your redundancy notice. For maternity leave, long term sick leave, and unpaid leave, the week's pay will be based on the last full 12 weeks worked. It is the council's policy to exercise discretion to use actual average weekly pay for the calculation of redundancy benefits.

Support staff who are members of the Local Government Pension Scheme (LGPS) and who are aged 55 years and over will also be entitled to pension benefits in accordance with current Hammersmith and Fulham council policy.

15. Redundancy and Pension Local Government Pension Scheme (LGPS)

If you are a member of the LGPS and you are obliged to retire because of redundancy at age 55 or above then your LGPS benefits can provide you with immediate payment of pension benefits, provided you have met the 2 years qualifying period in the scheme. If this applies to you a pension estimate will have been provided to you along with your redundancy estimate.

Further information about LGPS pensions can be found on the LGPS member website: [LGPS member site](#)

16. Teachers Pensions and Redundancy

The Teachers Pensions scheme operates under a separate set of pension rules. If you are a member of Teachers' Pensions and you are made redundant at age 55 or more, this **will not** release payment of your pension.

17. Time off to seek alternative employment

Subject to the operational needs of the school, employees will be given permission to take reasonable time off work during their notice period to look for work, attend interviews or to seek retraining opportunities in accordance with current legislation.

18. The right of appeal

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. The appeal must be made in writing within two weeks of the date of the formal notice of redundancy to Chair of Governors.

The appeal will be heard by a panel of three governors normally within the notice period. An HR representative will attend as procedural adviser. 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.

There is an entitlement for the employee to be accompanied by a trade union representative or workplace colleague at these meetings.

19. Headteacher responsibilities

- Consult and communicate with employees and trade unions at the earliest opportunity.
- Ensure that they undertake a meaningful consultation with employees involved in a reorganisation or whose posts may be at risk from redundancy.
- Ensure all stages of the procedures including any briefing or meetings are documented and shared with employees as necessary.
- Give priority consideration for appointment to displaced employees or employees affected by organisational changes.

20. Employee responsibilities

- Follow the stages of these procedures in sequence and adhere to the timescales contained within these procedures.
- Make all reasonable efforts to attend any briefings or meetings and to ensure their trade union representative or work colleague (if relevant) is available to attend the meetings.