



Organisational Change Management Policy 2019 - 23

	Date	Signed
Agreed by Trust Board:	May 2019	Chair of Board James Hargrave
Lead:	HR Committee	
Review date:	May 2023	

Organisational Change Management Policy

Rationale:

The Trust recognises that it needs to be responsive and flexible in how it operates to ensure it continues to deliver education and learning at the highest levels of excellence. This will involve a process of continuous improvement and innovation which will often result in the need for organisational change such as the introduction of new technology or systems, strategy or staffing changes. External factors may also necessitate the need for organisational change, such as change in government policy, legislation and market conditions.

Aims:

This policy aims to set out how the Trust will deal with Organisational Change that affects staffing requirements. Organisational Change may lead to changes to job roles, staffing numbers and skills requirements which in turn may lead to redeployment and redundancies. Organisational Change may provide new and positive opportunities for staff but it is recognised that change can also be unsettling. This policy therefore aims to ensure that there are clear principles and process in place to help manage change effectively.

The Trust and/or relevant Local Governing Body aim to ensure that:

- The effects of organisational change on staff are minimised and handled as sensitively as possible.
- Guidance is provided to managers on their obligations when implementing change within the Trust.
- Information is provided, in a timely way and as early as possible, to employees and their representatives, who find themselves affected by such changes.
- Information is also provided to all other relevant stakeholders.
- There is no discrimination on the grounds of age, caring responsibilities, disability, gender, gender reassignment, marriage or civil partnership, pregnancy or maternity, race (including colour, nationality and ethnic origin), religion or belief, sexual orientation, socio-economic status, and trade union membership or non-membership.

When employees' terms and conditions of employment may be affected by Organisational Change, advice must always be sought from the Trust's HR Team/caseworker.

Definition:

For the purposes of this Policy, "organisational change" refers to situations in which teams or services are restructured in such a way as to impact directly on the terms and conditions, scope and/or nature of individual roles. Organisational Change can include re-structuring or introducing materially different working practices. In certain circumstances, the changes proposed may be significant and redundancies may take effect as a result. Organisational Change does not include minor changes, such as variations to the working environment or line management structures

where there is no change to contractual terms and conditions and where a substantial part of the employee's experience at work is unchanged.

Scope:

All employees of the Trust are covered by the policy.

Managing the Impact of Organisational Change:

The Trust wishes to minimise any disruption and difficulties that Organisation Change can cause. This will be achieved by:

- adopting a best practice approach to organisational planning
- providing appropriate and timely information
- ensuring effective consultation with all relevant parties at the appropriate time
- providing support
- identifying personal and professional development needs and actioning these as appropriate.

Planning the Change Process:

If a situation arises where it appears that Trust-wide Organisation Change may be required, a detailed description of the problem faced, the options to be considered to solve the problem and the costs and risks involved will be presented to the Trust Board. The Board will then be responsible for selecting and approving a way forward taking into account:

- any potential impact on children's learning,
- cost,
- risk,
- the Trust's commitment to equality and diversity and
- the Trust's commitment to supporting the ethos of each individual school in the Trust.

Local Governing Bodies will follow the same procedures for school level change.

In progressing the agreed way forward, the first step for Trust-wide Organisation Change will be to prepare a change plan and a communications/consultation plan for Trust Board approval. This may or may not be necessary for smaller scale changes at school level.

In developing the plans outlined above, professional advice from the Trust's HR Team/caseworker will be sought. Examples of issues to consider are in Appendix A.

Managers will also need to consult with recognised trade union representatives and affected employees as the law requires that consultation with unions will be undertaken with a view to reaching agreement over ways of:

- avoiding the dismissals;
- reducing the numbers of redundancies; and
- mitigating the consequences of the dismissal.

Communication, Consultation and Information:

The Trust aims to communicate effectively and to provide all essential information about Organisational Change to relevant parties at the appropriate time in order to facilitate the consultation process. Wherever possible, and as a general rule, information will be provided in writing. Communication will include but will not be exclusive to e-mails, letters, newsletters, FAQs and staff briefings. If Organisational Change is likely to lead to redundancy, the Trust will ensure that the communication/information requirements of the Trust's Redundancy Policy are met.

The Trust will also seek to engage employees individually making sure that employees have an adequate opportunity to comment upon the Trust's proposals. This will often be by way of a meeting to consider the impact of any change on the individual. If there is any possibility that a redundancy or dismissal will result, it is essential that a meeting take place and the provisions of the Redundancy Policy must be considered.

If a meeting is to take place, the individual will be invited in writing and the meeting will be jointly conducted by a relevant senior manager and HR. Trade unions will be involved as appropriate. Friends and relatives attendance will be at the discretion of the School/Trust.

The meeting will usually deal with the following:

- the reasons why the employee may be affected by any planned change (including, where appropriate, information about selection for redundancy);
- the employee's aspirations, and how these may be affected by the proposed change;
- any alternatives that the employee can see to the proposed change;
- any opportunities for redeployment, including information for and about the redeployment process;
- possible retraining opportunities;
- arrangements that will apply if their employment is terminated (financial arrangements, appeals, time-off work, references, etc.).

Related Policies:

This policy should be read in conjunction with the ASST Redundancy Policy and ASST Redundancy Pay Policy.

Period of Review:

This policy will be reviewed every four years.

Document History

Version	Date	Comments
Issue 1	May 2019	Based on SCC Model Policy but with redundancy issues moved to a separate, new policy.

Appendix A:

Set out below is a brief outline of items to consider in preparing the change and/or communication plans developed after Trust Board approval of the way forward. They are not in order of priority, nor will they suit every set of circumstances.

- Consider establishing a transition plan, from the existing to the new structure. This should be clear and transparent and may provide for the following:
 - "Red-circling" jobs that are effectively the same in the proposed structure as in the existing structure. Here a 'match' may be taken as a job that is broadly the same in terms of grade and remit.
 - Consideration may also be given to "ring fenced" selection processes, where staff may be invited to express preferences for jobs in the new structure, subject to the ring fence criteria. Such applications must be assessed in an objective manner, which may include an interview process.
- Consider undertaking a skills audit - identifying those skills required for the jobs in the new structure and assessing the skills of staff within the current structure. To assist with this exercise, managers may want to use job and person profiles, detailing "essential" and "desirable" characteristics.
- Seek volunteers for redundancy. There is no obligation however on the employer to agree to any requests for voluntary redundancy - there may be grounds to reject any such requests, even if this means identifying others for compulsory redundancy.
- Consider other ways of reducing employment costs. This might involve the following:
 - Reduce overtime working in the affected service;
 - Review and restrict recruitment in the service affected and in those areas where possible staff surplus might be absorbed;
 - Review all contracted or sub-contracted work in areas affected;
 - Review the employment of temporary agency staff.
- Redeployment may offer staff further opportunities.
- If compulsory redundancies are unavoidable, then use objective and appropriate selection criteria. These should be designed to allow reasonable objectivity and could be weighted to the priorities for the restructure. Such criteria may include performance, attendance (disregarding pregnancy, caring for dependents, or disability related absences), and disciplinary records. Use of the principle of "last in, first out" (LIFO) is not appropriate.