

Organisational change policy

BECKFORD SCHOOL



January 2018

1. Policy statement

- 1.1. Beckford School recognises the need to remain responsive and flexible in the way we organise service delivery, and to adapt and improve continuously to meet the needs of our children and our changing duties and responsibilities. We are committed to manage all changes, including those leading to redundancy and/or reorganisations, in a fair, consistent and legally compliant manner while communicating in an open and transparent manner.

2. Policy scope

- 2.1. This policy and procedure applies to all permanent employees of the school, and those on fixed term contracts who have successfully completed their probation period.
- 2.2. This policy does not apply to fixed-term workers where there is a reasonable expectation that their work would come to an end at a certain date, on completion of a certain project or on the return of the substantive post-holder. This specific exclusion should be considered on a case-by-case basis and HR advice should be sought.
- 2.3. This policy does not apply to transfers under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE regulations). HR should be consulted for additional guidance.

3. Key principles

The main principles that underpin our approach:

- 3.1. Organisation changes are likely to be different in nature, size and scope; we will adopt the processes and procedures that are most appropriate to the particular circumstances of each change.
- 3.2. We will communicate with staff regularly to explain the change, the reasons for it and the change procedures. We will consult with affected employees and trade unions in a genuine and reasonable manner.
- 3.3. We will try to avoid redundancy dismissals by considering whether it is possible to rely on natural attrition, recruitment freezes and reducing the number of agency workers to make reductions. Consideration will also be given to appointing any new employees on a fixed-term basis while proposals are being formulated in order to reduce the need for compulsory redundancies.
- 3.4. Where posts are deleted, we will aim to retain employee's skills within the school (and Council for Community school staff), wherever possible, by conducting a thorough redeployment search.
- 3.5. We will try and manage the change as quickly as is reasonable and appropriate to

the circumstances. Management, employees and trade unions will work constructively together to minimise periods of disruption and uncertainty in organisational change.

- 3.6. Management and trade unions will aim to work together to achieve a satisfactory outcome to the consultation process on organisational change.
- 3.7. We will consider the diversity implications of any change process, and ensure that employees potentially affected by the reorganisation are not subject to any unfairly discriminatory treatment.
- 3.8. We will give consideration to individual circumstances when making changes to duties and roles.
- 3.9. We will follow a fair and transparent selection process for allocating employees to posts in a newly reorganised service.
- 3.10. Part-time and/or fixed term staff shall not be selected for redundancy based on different criteria than those applied to comparable full-time staff.
- 3.11. Whilst we take account of all relevant circumstances that apply to affected employees, we reserve the right to make an offer of redeployment where we consider that the appointment is appropriate subject to reasonable training.
- 3.12. Employees must consider all offers of suitable alternative employment. Those who unreasonably refuse an offer of suitable alternative employment will lose their entitlement to a redundancy package.
- 3.13. We will look to mitigate the consequences of any redundancies by offering a fair redundancy package and career management support where suitable.
- 3.14. The employee will have a right of appeal during the process; the details of this are set out in an attached procedural note.

4. Responsibilities

4.1. Managers' responsibilities

- To consult with employees and their representatives throughout the change process.
- To approach consultation with an open mind, and consider all feedback received for use in changes to proposals as appropriate.
- To decide on the most appropriate method of informing and consulting with staff. This must include consideration of staff absent from the workplace due to maternity, sickness or other leave and of those with specific requirements due to disability, and those on secondments.
- To consult with individuals affected by the change, and keeping all of their employees informed about the changes throughout the process.

4.2. Employees' responsibilities

- To be flexible and open-minded in considering reasonable changes to their

duties and responsibilities.

- To participate in consultations, considering the proposals put forward by the school and contributing their own views in an open manner
- To continue to conduct their duties in a professional manner during the period of organisational change.
- To consider any suitable alternative employment opportunity.

4.3. Trade unions/representatives

- Are expected to participate in consultation by considering the proposals put forward by the school, suggesting counter proposals where appropriate, contributing representations on behalf of their members, and seeking to reach a mutually satisfactory resolution at the end of the consultation period.

5. Definitions

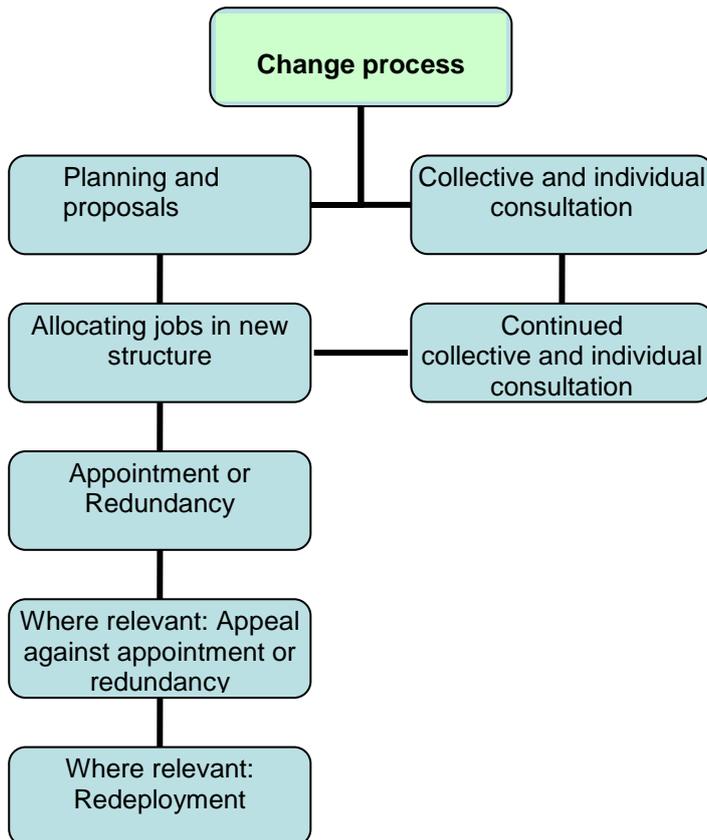
Assimilation/slotting-in	Moving all employees from the job in the old structure into new post where there is no or very little change to the job, and grade is equivalent.
Collective redundancy	Proposal to dismiss as redundant twenty or more employees at one establishment within a ninety-day period.
Compensation payment	A discretionary enhanced compensation to mitigate the consequences of redundancy, made available subject to a set of criteria. See also Total compensation package.
Consultation	The exchange of views and establishment of dialogue between the employer, employees, and their representatives. It should show how management intend to avoid redundancies, reduce the numbers of employees to be made redundant if this is not possible, and mitigate the consequences of the dismissals where they become necessary. It gives the opportunity to comment on proposals, suggest improvements or alternatives to any proposals and enables a reasoned response to be given to opinions expressed.
Early retirement and redundancy	Form of voluntary redundancy: where an employee is above a specific age, voluntary release could trigger automatic release of a pension lump sum and an annual pension. Needs to be approved by management.
Job-matching	Allocating employees to jobs in the new structure by either assimilation or ring-fencing.
Redundancy	Redundancy is a form of dismissal. Reasons for redundancy may include: <ul style="list-style-type: none">• A job no longer exists following a reorganisation;• The number of employees needed in a particular job is reduced;• New technology or a new system has made a job unnecessary; or <ul style="list-style-type: none">• A service is closing
Redundancy payment	Basic redundancy payment as compensation to mitigate the consequences of redundancy, based on statutory redundancy calculations. See also Total compensation package.

Ring-fencing	Selection process applied for posts in the new structure with little or no change to the old roles (including same grade) where there are fewer posts than people.
Ring-fencing (alternative position)	Selection process applied for posts in the new structure that are not fundamentally the same as roles in the old structure, but are sufficiently similar in nature to be considered a possible suitable alternative.
Suitable alternative employment	Employment on the same or substantially equivalent terms and conditions as those of the old job where the capacity, status and location are also largely equivalent.
Voluntary redundancy	Employee opting to leave the organisation instead of going through the selection process linked to the organisational change process (their application needs to be accepted by management). See also early retirement.

6. Summary of Organisational Change procedure

This policy provides an overview of our approach on organisational change. It should be read in conjunction with the accompanying Organisational Change Procedure. A summary of this procedure is provided below.

Although consideration must be given to all aspects shown in the overview of the procedure below, not all will be relevant in all cases of organisational change. They will be applied with the appropriate level of flexibility and management discretion to accommodate the particular circumstances.



7. Supporting documents

This policy is supported by the Organisational Change Procedure, outlining the process to be followed in practice. To support the effective implementation of the policy, further documents such as guidelines, forms, templates, letters and questions and answers are available from HR.

8. Relevant Legislation

- Equality Act 2010
- Employment Rights Act 1996
- Trade Unions and Labour Relations (Consolidation) Act 1992
- The Local Government (Early Termination of Employment) (Discretionary Compensation)(England and Wales) Regulations 2006
- Employment Act 2008

9. Policy ownership & effective dates

This policy will be reviewed on a regular basis in line with legislative changes and Camden's policy on Equality - "Tackling Inequality". If as a consequence we may need to change this policy in future, this will be done in a fair and reasonable manner. We will consult with our recognised trade unions and will inform our staff.

Policy owner:	School Governing Body
Approving body:	Personnel Committee/Governing Body of Community School
Date approved:	
Effective date:	
Review date:	January 2018
Version:	