

Organisational Change & Redundancy Policy

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WeST Vision, Mission and Values

[Westcountry Schools Trust – Our Vision, Mission and Values](#)

Providing Accessible Formats

This policy has been written in a dyslexia accessible format, which can also support the needs of other neurodiverse groups. If you are unable to use this document and require it in a different format, please contact Human Resources who can provide alternative accessible formats by request.

WeST Policy Suite

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Policy quick read

Introduction

- **Guiding Principles:** The policy ensures a consistent, fair, and equitable approach in all staffing matters, avoiding discrimination based on various factors such as gender, age, disability, etc.
- **Definition of Organisational Change:** Refers to any restructure or reorganisation, including redundancy.

Procedural Guidance

- **Step 1 - Planning and Proposals**
 - **Review and Scope:** Understand the necessity and scale of change, involving informal discussions with employees and trade unions.
 - **Authority for Change:** Approval from the Director of Education and Trust Board is required.
 - **Redundancy Avoidance:** Measures include natural attrition, redeployment, restricting recruitment, ceasing agency staff employment, reducing overtime, seeking volunteers for redundancy, and considering employee suggestions.
- **Step 2 - Consultation and Communication**
 - **Importance of Consultation:** Meaningful consultation with employees and their representatives to discuss changes and explore options.
 - **Early Staff Briefings:** Inform staff collectively about potential changes.
 - **Collective Consultation:** Legal requirements for consultation periods based on the number of affected employees.
 - **Individual Consultation Meetings:** Discuss business reasons for change, impact on individuals, and alternative employment options.

- **Step 3 - Implementation Preparation**
 - **Job Matching and Role Allocation:** Fair selection criteria for redundancy and role allocation.
 - **Pregnancy and Maternity Leave:** Special protection for pregnant employees and new parents in redundancy situations.
 - **Suitable Alternative Employment:** Priority for employees with redundancy protection.
- **Step 4 - Concluding the Change Period and Next Steps**
 - **Confirmation of Appointments and Redundancy:** Written confirmation of appointments, redundancy pay, notice periods, and trial periods.
 - **Reasonable Adjustments:** Accommodations for employees with disabilities.

Pay Protection & Salary Safeguarding

- **Support Staff:** Pay protection for up to 2 years for employees selected for lower graded posts or redeployed.
- **Teaching Staff:** Salary safeguarding provisions as per the School Teachers Pay and Conditions document.

Implementation of Change

- **Managing Change Effectively:** Importance of planning, communication, leadership, and employee engagement.
- **Readiness Assessment:** Ensuring the area is prepared for change with clear vision and objectives.
- **Effective Communication:** Regular and open communication with all stakeholders.
- **Supporting Staff Through Change:** Providing tools and support to maintain employee wellbeing.

Roles and Responsibilities

- **Responsible Officer:** Leading the change process and consulting with employees.
- **Employee:** Participating in consultations and considering reasonable changes.
- **Trade Unions/Employee Representatives:** Contributing to consultations and representing members.
- **Human Resources Team:** Providing advice and guidance on the policy.

Organisational Change Summary Chart

- **Steps and Responsibilities:** Detailed chart outlining the steps and responsible officers for each stage of the change process.

Redundancy Payment Calculation Method

- **Calculation:** Based on continuous service, age, and length of employment, with specific formulas for different age groups.

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1. Delegation of Authority

The Trust is committed to ensuring a consistent, fair, and equitable approach in all staffing matters, and will not discriminate either directly or indirectly on the grounds of an employee's gender, age, disability, gender re-assignment, marital or civil partnership status, pregnancy, maternity status, race (including colour, nationality and ethnic or national origins), religion or belief, sex and sexual orientation.

In order to achieve this aim, there needs to be a clear delegation of authority throughout the structure of the Trust and for this purpose the term "Responsible Officer" shall apply as per the levels below:

Delegation Key	
Line Manager	Person with formal line management responsibility as defined within the job description.
Level One	If the employee is based within a school, the person with authority to act will be a Trust Headteacher, or an appropriate senior member of staff from the Trust Executive Leadership Team If the employee is based within the Core Services Team, the person with authority to act will be a member of the Executive Leadership Team If the employee is a Headteacher the person with authority to act will be a Director of Education If the employee is a member of Executive Leadership Team, the person with authority to act will be the CEO, unless they have acted as the Line Manager, in which case the person with authority to act will be the Chair of the Trust If the Employee is the Chief Executive Officer, the person with authority to act will be the Chair of the Trust
Level Two	Where Level One was the Headteacher the person with authority to act will be the Director of Education

	Where Level One was a member of the Executive Leadership Team the person with authority to act will be the Chief Executive Officer Where Level One was the Chief Executive Officer or the Chair of the Trust, the matter will be referred to a Trustee Appeal Panel
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The Trust reserves the right in exceptional circumstances to vary the composition of the delegated authority/panel in order to ensure that meetings proceed without undue delay. In these circumstances the Trust will ensure that the responsible officer maintains appropriate standards of separation and confidentiality.

2. Introduction

This policy has been written in a dyslexia accessible format, which can also support the needs of other neurodiverse groups. If appropriate, arrangements may be made to provide the policy in other accessible formats by request.

Guiding Principles

The Trust is committed to ensuring a consistent, fair and equitable approach in all staffing matters and will not discriminate either directly or indirectly on the grounds of an employee's gender, age, disability, gender re-assignment, marital or civil partnership status, pregnancy, maternity status, race (including colour, nationality and ethnic or national origins), religion or belief, sex and sexual orientation.

For the purpose of this policy, the term 'organisational change' is used to refer to any restructure or reorganisation up to and including the need for redundancy.

The impact of any organisational change will be considered carefully in order to ensure that it meets this aim and full advice should be taken from the HR Team before beginning any organisational change. Costed proposals must be agreed by the appropriate Director of Education and Trust Board before any action is taken.

We value the close working relationship we have with our Joint Consultative and Negotiating Committee (JCNC) and recognise the existing collective agreements in place. We will include

these colleagues in proposed organisational changes at the earliest opportunity to ensure that organisational change take place in a transparent way.

What is Organisational Change?

Types of change

Depending on what drives it, organisational change can be reactive or planned.

Levels of change

There are three main levels where change can occur in a business:

- individual – e.g. change in job assignment, transfer
- team or group – e.g. changes to reflect best practice, changing priorities and new technologies
- organisational – e.g. changes due to relocation, restructuring, mergers, acquisitions, etc

Organisational change, whether reactive or planned, will be undertaken with consideration and care. Westcountry Schools Trust will implement any change in full consultation with its staff and JCNC and will at all times act in good faith, with the wellbeing of its staff at its heart but with the best interests of its students as its overarching concern.

Definitions

Term	Definition
Organisational change	(Major change) Any revision to the way in which a service is provided, which has significant implications for staff. Some examples are: • Relocation of service/s • Changes in operating hours • Merging services • Closure of service or unit • Provision of new service/s • Expansion/ Reduction of existing service/s • Restructuring

	• Changes to skill and grade mix • Introduction of new technology (Minor change) Where there is no change to contractual terms and conditions and where a substantial part of the employee's experience at work is unchanged. Some examples are: • Variations to working patterns • Line management structures
Responsible Officer	The individual who has responsibility for leading the day to day planning and management of change. The lead manager may require a project group, or project manager to assist them and will be supported by the relevant named HR contact. Final responsibility for decision making rests with the Trust Board.
Consultation	Consultation is the process by which information, perspectives and ideas are shared in order to inform decisions about changes. It needs to be meaningful, and views submitted during consultation need to be considered and responded to.
Employee Representatives	Individuals acting on behalf of a group of employees, these can either be: • JCNC, or • Elected representatives where staff do not belong to the recognised trade unions (together referred to as recognised representatives)
Change period	Is the total number of days between the start of the consultation period and the end of the implementation preparation of the change process. The duration is dependent on the number of employees affected as per page 26 of the Policy.

Redundancy	Legally, redundancy is one of the potentially fair reasons for dismissal set out in the Employee Rights Act 1996. A genuine redundancy situation only exists when it is caused by: • Closure of a business. There will be a redundancy situation if an employer ceases, or intends to cease, to carry on the business for the purposes for which an employee was employed. • Closure of a particular workplace. There will be a redundancy situation if an employer ceases, or intends to cease, to carry on the business at the place of work at which an employee was employed. • Diminished need (or an expected diminished need) for employees to carry out work of a particular kind or to carry out work of a particular kind at the place where the employee was employed. This may cover a number of scenarios, including where: • The employer requires fewer employees to do the same amount of work. • There is less work available. • The employer no longer requires employees to do the work because of, for example, the introduction of new technology.
Effective Date	The date on which a change is to be implemented from.
Termination Date	The date on which the individual's employment ends.
Alternative employment	Where a new job is offered to a potentially redundant employee before their current job comes to an end. The offer of alternative employment should be made before the employee's existing role ends and should commence within four weeks of the termination date of the old job.

Suitable alternative employment	Where applicable the employee may be offered a post at a grade lower than their existing post as a suitable alternative. Alternatively, a reduction in time to 80% of the existing post will also be considered a suitable alternative.
Trial Period	As per section 3, Step 4 of the Policy, where an employee is offered suitable alternative employment, the appointment of the individual will be subject to a trial period. This is a statutory provision enabling both the employee and the organisation to assess whether or not the post is genuinely suitable for the employee. The termination date for the purposes of calculating redundancy pay in these circumstances will be the date on which the employee's original job ended (and not the date that marked the end of the trial period).
PILON (Payment In Lieu of Notice)	Where an employee is not required to work their contractual notice period and instead receives a payment equal to their base pay (subject to tax and National Insurance) which would have been paid had they worked their notice period.
Pay protection or salary safeguarding	In some change processes, pay protection may be offered. The terms of this will be detailed in the consultation document.

3. Procedural Guidance

Step 1 - Planning and Proposals

Undertaking a review

The first step in any organisational change programme is to understand why change is necessary and the scale of the change required. This may involve carrying out a review of the current structures, an analysis of roles and activities within the unit and assessing how the unit will meet those needs in the future, taking into account options for avoiding redundancy. Detailed guidance for the review and redesign of organisational structures is available to schools/business units from your named HR contact.

Informal discussions with employees and trade unions should be considered at this stage. For example an early staff briefing, to advise staff collectively of the potential need to undertake change. Advice and template documents can be obtained from your named HR contact.

Once the review is complete, the Responsible Officer will consider the findings and decide whether it is appropriate to propose any changes. If the Responsible Officer decides that change would be appropriate they should contact their named HR contact to discuss this further.

Scope

Schools/units should consider at this early stage which categories of staff are affected and the relevant terms and conditions of employment and procedures that apply e.g. Support Staff/Teaching Staff. The definition of Organisational Change above is broad and it is recognised that some flexibility may be necessary to ensure the procedure meets the needs of the unit and the affected employees. The exact procedural steps will be dependent upon:

- the nature of the change
- the number of staff affected
- their terms and conditions of employment
- the number of staff (if any) potentially at risk of redundancy
- the suitable alternatives to redundancy that are available
- the timeframes involved

- the implications of the change on employees and the unit
- the necessary Trust approval processes.

Authority for change

Consideration should also be given at this stage to the approvals required for the organisational change as detailed in section. Timescales for achieving appropriate approval should be factored into any organisational change process which will not be permitted to start until approval is received. For example, where redundancies affect teachers, approval should be sought as soon as possible and be gained before the Christmas holidays to allow processes to run from the beginning of the Spring term.

Trade union requirements

Consideration should also be given to whether any employee trade union representatives may be directly affected by the proposals. The Trust has made a commitment to ensuring that recognised representatives are consulted at the earliest opportunity where organisational change affects employees. Please refer to the Step 2 for full details of consultation requirements, including collective consultation.

System changes

If amendments are being made to the structure of a unit, a revised structure chart should be provided on completion to the HR Team so that the Human Resources Information System can be updated.

Role changes and grading

It will be necessary to consider what roles will need to be retained, created or modified. This may involve writing or amending existing job descriptions and having them formally graded or reviewed.

Redundancy Avoidance

The Trust is committed to providing long-term job security for its employees and will take all reasonable steps to avoid compulsory redundancies and, where redundancies nevertheless become necessary, to keep the number to a minimum. The Trust recognises that this is important for its long-term sustainability and reputation, to maintain a valued and skilled

workforce, and to avoid depleting employee wellbeing, morale and productivity. Units are encouraged to consider a range of options for avoiding compulsory redundancies before commencing formal redundancy procedures and to continue to do so throughout the consultation process. Each unit will be responsible for reviewing which options might be feasible under the specific circumstances.

Early interventions

In order to avoid compulsory redundancy, maximum advantage should be taken of alternative solutions at an early stage:

Natural attrition

This could include not replacing employees when they retire or resign. Consider advertising vacancies internally before advertising posts externally on the Trust website. If it is necessary to advertise externally costs savings can be made by using free media such as find a job.gov.uk and conducting recruitment internally rather than through agencies.

Redeployment to other parts of the organisation

Consideration should be given for employees to undertake secondments to other parts of the Trust may benefit the individual and result in cost savings for the department. Enabling employees to undertake training may also benefit the individual as well as supporting career progression in a different part of the Trust.

Restriction on recruitment where practicable

Restricting non-essential recruitment should also be considered in order to minimise the need for compulsory redundancies, especially at times when the future structure of the unit is uncertain.

Reviewing and/or ceasing the employment of agency/contract staff where this may make available permanent positions.

The use of temporary workers can give much needed flexibility to cover sickness absence, maternity leave and routine peaks and troughs in the workload. Reducing or even ceasing this use may be a good way to cut costs and avoid redundancies and employees at risk should be prioritised for any positions which arise as a result. units must ensure when ending contracts

that these are the contracts of workers and not employees, and advice sought from the relevant named HR contact. Schools/units should also consider the effect on the morale and productivity of permanent employees and are encouraged to reduce or eliminate the use of external consultants or contractors.

Ceasing or reducing overtime

It may be useful to review the use of paid overtime and consider if the overtime is essential. The effective functioning of the unit should be considered carefully.

Seeking appropriate volunteers for redundancy

Providing the opportunity for employees to volunteer for redundancy may reduce the need for compulsory redundancies and there may be employees who wish to take advantage of this opportunity due to their personal circumstances. See the section on voluntary redundancy below for further details.

Considering suggestions from employees and trade unions

Employees and trade unions may have suggestions on how to eliminate waste, improve processes and cooperate with other areas to gain cost efficiencies. An effective way of gathering ideas from employees and encouraging employee involvement is using local suggestion schemes. However, such schemes need to be well planned and advice can be sought from the relevant named HR contact. Suggestions may include ways to reduce overheads, for example selling equipment no longer required, using less electricity or gas and renegotiating contracts with suppliers.

While suggestions for ways of avoiding redundancies will be welcomed prior to or during the consultation phase, this does not mean that all or any suggestions will be adopted or implemented and the final decision will rest with the unit concerned, having consulted with affected employees and their trade unions.

Considering the impact of early interventions

Before introducing any of the measures to avoid compulsory redundancy described above, units should consider the practical effects of these initiatives on employees and the unit and the

extent to which the measures could create increased workload or unrealistic targets for employees.

Impact on wellbeing and supportive measures required throughout the process

The unit should consider what steps it could take to address these issues, for example reviewing with employees and recognised representatives' workload or targets to ensure they are realistic and manageable.

Examples of good practice measures

Where early interventions cannot achieve the required cost savings, units should consider the following good practice measures for avoiding compulsory redundancies. These may be considered prior to and during the change period, as appropriate.

Measure	Example
Consider volunteers for flexible working	This might include a reduction in hours and workloads e.g. a 4-day week or other part-time working, term-time working or job sharing as permanent or temporary measures. The terms should be agreed individually with the employees concerned.
Unpaid leave	Offering employees a period of unpaid (or reduced pay) leave or a career break may be beneficial for some employees and would result in a temporary cost saving. Advice should be sought from HR and from the pertinent pensions scheme before offering unpaid leave arrangements.
Restructuring to minimise job losses	This may involve reorganising the work, organisational structure or the design of jobs to improve efficiency and effectiveness without the need for job losses. For example, it may be possible to offer employees lower graded posts with temporary pay protection. Whilst not providing immediate savings, this option could provide longer term salary savings and greater flexibility.

Training	Retrain employees so that they are in a better position to take up alternative positions within the unit or the Trust. On-the-job training may be offered, as well as internal or external training.
Voluntary Redundancy	In order to reduce the need for compulsory redundancies, a unit may invite requests from employees for voluntary redundancy. The Trust reserves the right to decline a request for voluntary redundancy at its absolute discretion. Similarly, a request made by an employee for voluntary redundancy may be withdrawn at any point up to the start of any selection process for the employee's substantive post. A summary of the steps to take in a voluntary redundancy procedure is provided below, however, please seek further advice from your named HR contact before initiating a voluntary redundancy exercise.

Consider the impact of voluntary redundancies on

- the structure of the remaining workforce (whether it might result in an imbalance in skills and experience)
- the impact on the work and reputation of the unit (will it prove less disruptive?)
- the impact on the workforce (will it be less demoralising than compulsory redundancies as employees have a greater degree of control?)

Ensure that there is a genuine redundancy situation.

Plan the voluntary redundancy exercise and follow a workable timetable.

Communicate the exercise to the relevant employees in writing (template letters are available from your named HR contact).

- the background to the redundancy situation, what voluntary redundancy entails, the reasons for inviting employees to volunteer (i.e. to avoid compulsory redundancies) and the proposed redundancy date;

- the process to be followed by those wishing to volunteer, including the deadline for applications and what form the applications must take;
- that expressing an interest in or volunteering for redundancy will not amount to a resignation and will not be held against the employee concerned if his or her application is refused or withdrawn;
- the redundancy terms that will be available; and
- the process to be followed in respect of those employees who do not volunteer for redundancy.

Ensure that employees have the opportunity to find out what impact voluntary redundancy would have on them personally and their pension.

Where there are more applicants than are needed ensure a fair selection process that does not discriminate on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

Consider whether to extend the period for applications or to implement the procedure for compulsory redundancies if not enough applications for voluntary redundancy are received.

Inform employees of the outcome of their application and hold individual meetings with those whose applications for voluntary redundancy are accepted.

If there is no need for compulsory redundancies, inform the wider workforce of this as soon as possible.

Consider offering early retirement as an alternative to voluntary redundancy (see below).

Early Retirement

Inviting employees to access their pension benefits immediately upon leaving the Trust in consultation with their unit may be a useful option. The Trust operates a number of different pension schemes (including TPS and LGPS), each of which deals differently with early retirement. Employees are advised to obtain tax advice on early retirement arrangements.

Flexible retirement

Members of the TPS pension scheme may apply for flexible retirement from age 55. Flexible retirement enables an employee to continue working for the Trust on reduced hours of work,

thereby providing a financial saving to the unit, whilst drawing their accrued pension benefits (where this is available under the relevant pension scheme). There are important considerations for employees considering this option, such as the effect of flexible retirement on pension benefits and on any future redundancy situation. Employees are encouraged to refer to the TPS website for information on flexible retirement.

Developing a business case

The findings of a review may inform the Business Case for the proposed changes. A template business case is available from the HR team. It should include:

- Introduction
- Current structure
- Proposed structure
- Rationale for change including budget information for previous and future periods depending on the scale of change
- People implications (including new posts, diminished, modified or amended roles)
- Timescales
- Proposed communications and consultation process
- Selection pools and criteria (as appropriate)
- Steps taken/to take to avoid redundancies and mitigate their impact
- Authorisation – this should include confirmation of the date the proposal was agreed at the appropriate level

Step 2 - Consultation and Communication

The importance of consultation

It is important to conduct meaningful consultation to give employees and where appropriate their recognised representatives the opportunity to input into the change and engage in the process, to ensure it is fully informed and to consider possible alternative solutions. The purpose of consultation is to provide an opportunity to discuss the change in question and explore the options. It can also encourage and stimulate better co-operation between managers and employees, reduce uncertainty and lead to better decision making. Consultation is particularly important where significant change is being considered and it is good practice to engage with the trade unions or other employee representatives at an early stage to discuss ways of avoiding redundancies.

It is also important for managers to note that during this period of uncertainty for employees, effective two-way consultation and communication with staff and unions is critical to the future success of the change process and should be conducted with sensitivity. Further guidance on effective communication and supporting staff through change is provided in the Implementation of Change section.

Employees on leave

It is important to remember to include any employees on maternity, shared parental or paternity leave, career breaks, sabbatical, secondments, long term sick leave (and any other form of leave) in any consultation discussion. This may be done by either allowing them to participate in any group meetings in person or by telephone or by updating them after such meetings. This should be followed up in writing and they should be allowed to make written representations if they wish. It may also be necessary to hold individual consultation meetings and HR can advise further on this matter.

Early staff briefings

An early staff briefing should be given to advise staff collectively of the potential need to undertake change. This initial briefing might cover:

- the reasons for the review (where appropriate)

- who the key stakeholders are
- the anticipated process for the organisational change, including further meetings
- warning employees of potential redundancies (where applicable)
- the type of support that will be available for staff, including redeployment and career transition support and involvement of employees' recognised representatives
- broad timescales and suggestions for receiving stakeholder feedback.

Collective Consultation¹

Whilst it is the Trust's Policy to provide a minimum of 28 days consultation to employees affected by change and any representatives, there are additional legal requirements if it is proposed that 20 or more employees are to be made redundant within any 90-day period, see table below. Please note that this may apply not only where a redundancy situation arises but where it is proposed that 20 or more employees are to be dismissed within a 90-day period for reasons not related to the individuals concerned, and could therefore apply to other types of organisational change.

Number of affected employees	Consultation period	Implementation period	Total change period
1 – 2	30 days	30 days	60 days
3 – 19	30 days	60 days	90 days
20 – 100+	45 days	45 days	90 days

The key elements when consulting collectively are as follows:

- Informing and consulting with appropriate representatives of affected employees

¹ Collective Redundancy regulations are the subject of potential change under the Employment Rights Bill and the Trust will update the policy and practice to align with new statute.

- Providing the necessary information in writing to employee representatives. The information provided should be sufficient so as to enable meaningful consultation to take place and employee representatives should be given adequate time to respond
- Consulting with employee representatives, specifically on ways of avoiding the dismissals, reducing the numbers of employees to be dismissed and mitigating the consequences of dismissals. Consultation must be entered into with an open mind
- Notifying the Secretary of State at the start of consultation. The deadline for its submission depends on the number of proposed redundancies; HR will complete this submission on the unit's behalf.

Please speak to the HR Team for further details

Individual consultation meetings

Employees in scope of the proposed change should be invited to attend individual consultation meetings at which the employee may be accompanied by either a trade union representative or a colleague who is an employee of the Trust. The purpose of the consultation is to:

- discuss the business reasons for the proposed change (ideally providing a copy of the business case or consultation document)
- discuss how the individual may be affected
- provide an opportunity for the employee to comment on the basis for selection, in terms of the pool and selection criteria, and their scores
- provide an opportunity for the employee to challenge their redundancy selection
- provide an opportunity for the employee to put forward any suggestions, specifically for ways to avoid their redundancy
- consider any alternative employment positions that may exist and career transition services available
- provide redundancy calculations as appropriate
- answer questions, listen and consider ideas and options
- explain the next steps in the process.

Typically, at least two individual consultation meetings will be held with each individual, although it may be appropriate to hold more depending upon the nature, size and impact of the

change. Careful consideration should be given to any issues raised by the employee. Employees may be accompanied to individual consultation meetings by either a trade union representative or a colleague who is an employee of the Trust.

It is recommended that the start and end date of the formal consultation period is confirmed in writing to employees. It may also be helpful to keep a record of what is discussed at each consultation meeting so that all parties are clear of any information shared, agreed actions and next steps. This could be checked and signed by the manager and employee.

Supporting individuals at risk of redundancy

Individuals at potential risk of redundancy should be advised of the support available, as detailed below:

Support in seeking redeployment

Support in seeking redeployment within the Trust is available to all employees who have been placed at risk of redundancy. Employees who wish to receive support will be provided with advice and assistance in preparing job applications, updating CVs, writing cover letters and interview preparation. Employees will be given the address of the Trust's job opportunities website where all vacancies are advertised. A weekly list of current vacancies can be sent to those employees without access to a computer. A summary of the individual's skills, experience and the type of role sought can also be sent to the relevant Administrators of other Departments to be matched with any vacancies that may arise. An individual under notice of redundancy will continue to be subject to the Trust's redeployment provisions until his/her employment ends. The Trust will make all reasonable efforts to ensure that internal vacancies are made available to potentially redundant employees.

Redeployment Policy

Please note that if suitable alternative employment is offered to an employee at risk of redundancy as an alternative to compulsory redundancy and the employee unreasonably refuses the position, they may no longer be entitled to statutory redundancy pay.

Career transition support

Access to training

The Trust will signpost and provide time off to support access to training and career transition support. Where a collective redundancy situation exists, the trust will work with the DWP, other local education providers and external organisations to facilitate early re-employment.

Full details of the Trust's organisation change process are provided in the organisational change flow chart at section 6 which includes redundancy.

Step 3 - Implementation Preparation

Fair selection involves fairly applying selection criteria to a pool of employees. Therefore, the first step is usually to identify the group of employees from which those who will be made redundant will be selected.

Schools/units must ensure that the choice of pool is reasonable. In identifying the pool, the unit should consider:

- the type of work which is diminishing
- the extent to which employees are doing similar work, including whether it should include other groups of employees who are doing similar work to the group from which selections are made
- the extent to which employees' jobs are interchangeable, in which case a wider pool might be appropriate
- the contractual job descriptions
- whether the employees in question carry out a unique role that is disappearing (in which case they may be in a pool of one)

Job matching and role allocation

It is important that the process of redundancy selection and matching and allocating employees to roles that will exist after the change, is conducted using objective criteria which are applied fairly and consistently.

Selection criteria

Once the employees in scope of the change have been identified, units must devise fair selection criteria to determine which employees will be employed in any remaining roles. Selection must be conducted in a fair way and the criteria must be applied fairly. The selection criteria should be fair and objective and must not be discriminatory.

The first step is usually to construct a selection matrix including where appropriate details of how scores will be weighted. When deciding on appropriate selection criteria, units should contact HR for advice and a template selection matrix. Criteria must be carefully drawn up so that they are relevant to the positions that are available in the organisation, are as objective as possible and are capable of being backed up with evidence and data (e.g. performance appraisals and other professional and personnel records).

The Trust reserves the right to change or add to selection criteria in recognition that the criteria may need to be varied according to particular circumstances. Schools/units should consult affected employees and their representatives regarding the selection criteria selected.

In the majority of cases appropriate selection criteria will be selected from the following list. Please note that no single criterion should be used in isolation and these are not in any particular order.

- **Work performance.** Reviewing the employee's previous performance appraisals and achievements against objectives and targets may be used to assess work performance.
- **Knowledge and experience.** Reviewing an employee's knowledge of their job, customers, colleagues, area of work, the Trust and the depth and breadth of his/her relevant experience. The method for assessing employees against the selection criteria should be relevant for the role. This may include interviews, assessment tests, written submissions from the employee and/or their manager or a combination of these.
- **Sickness absence and/or time keeping.** If sickness absence is included, the unit should be satisfied that fair and accurate sickness absence records have been maintained. Care should be taken to ensure that absences related to pregnancy-related illness, maternity, other family-friendly leave or disability (as defined in the Equality Act 2010) are discounted.

- Qualifications and training. Reviewing what relevant qualifications an employee has and what pertinent training they have undertaken where these are relevant to the type of work and the future needs of the unit.
- Disciplinary record. To determine an employee's disciplinary record, the unit should examine his/her personnel files. Only current/active disciplinary or capability warnings should be considered, rather than any historical matters, other than in justifiably exceptional circumstances.
- Length of service. This criterion should be used with caution as it may be indirectly discriminatory. However, it may be appropriate as part of a balanced set of criteria or in a tie-break situation.

Alternative Employment

Where employees are at formal risk of redundancy and suitable alternative roles are available, a selection process will be carried out. This may be by way of interview selection. Under this approach all candidates will be measured against the same criteria and asked the same set of interview questions.

A unit must take reasonable steps to seek alternative employment for employees who may otherwise be dismissed by way of redundancy. Any possible vacancies should be considered and listed at this stage.

Pregnancy and Maternity Leave

Pregnant employees and some new parents have special protection in a redundancy situation.

By law (Employment Rights Act 1996), the employer must offer them a suitable alternative vacancy, if there is one.

The law applies to anyone with the [legal status of employee](#) who is either:

- pregnant
- taking maternity leave
- taking adoption leave
- taking shared parental leave

The law does not apply to other types of leave, for example paternity leave.

Someone is not likely to be an employee if they're:

- an agency worker
- a casual worker
- on a zero-hours contract

The redundancy protected period

The 'redundancy protected period' is the length of time an employee has redundancy protection.

The length of the protected period depends on either:

- the type of leave an employee is taking
- when an employee tells their employer they are pregnant

Pregnancy and maternity leave

The redundancy protected period during pregnancy and maternity:

- starts when an employee tells their employer that they are pregnant
- ends 18 months from the exact date the baby is born

If an employee does not tell their employer the exact date, the protected period ends 18 months from the expected week of childbirth.

If there's a stillbirth or miscarriage

The redundancy protected period starts when an employee tells their employer that they are pregnant.

If an employee has a miscarriage within the first 24 weeks of pregnancy, the redundancy protected period ends 2 weeks from the end of the pregnancy.

If a child is stillborn after 24 weeks of pregnancy, the redundancy protected period ends 18 months from the date of the birth.

Adoption leave

The redundancy protected period starts on the day someone's adoption leave begins.

It ends 18 months from either:

- the date the adoption placement starts
- the date the child enters England, Scotland or Wales, if it's an overseas adoption

Shared parental leave

The redundancy protected period starts on the day a period of shared parental leave begins.

If an employee takes:

- less than 6 weeks leave – the protected period ends on the last day of the block of leave
- 6 weeks or more of continuous leave – the protected period ends 18 months from the date of the child's birth

If the employee takes discontinuous leave, the redundancy protected period finishes at the end of each period of shared parental leave.

An employee who has already taken adoption or maternity leave will have the redundancy protected period of that specific type of leave.

Suitable alternative employment

If there are any suitable alternative vacancies an employer must offer them to employees who have this redundancy protection.

Anyone who has this redundancy protection has priority over other employees. This applies even if other employees are also suitable. If this does not happen, it might be [automatically unfair dismissal](#).

There might not be enough suitable vacancies for everyone who has this redundancy protection. The employer will have to decide who is most suitable for the roles they have. In these circumstances we will use the selection criteria identified in the section on [Selection criteria](#).

Step 4 - Concluding the Change Period and Next Steps

Confirmation of appointments and redundancy

On conclusion of the change period the Responsible Officer will confirm any appointments (including pay protection arrangements and other contractual changes as appropriate) and any redundancies in writing. It is best practice to meet with the individual to inform them verbally, with written confirmation provided at this meeting or shortly afterwards. Details about any redundancy pay and PILON (see below) as well as any other monies owing (such as holiday pay) should also be confirmed at the same time. The right of appeal should also be confirmed in writing. Template letters are available from your named HR contact.

Redundancy pay

Entitlements to redundancy pay are set in section 8 of this policy.

Notice

The relevant notice period for employees being made redundant should be confirmed by referring to the individual's contract of employment. Employees may be offered Pay in Lieu of Notice (PILON) which will be paid at their basic pay rate (subject to tax and National Insurance deductions); however, in most circumstances, the process should be managed to ensure that service levels are maintained during the academic year.

Employees wishing to work their notice will have a reasonable expectation to do so unless there is a clear case as to why such an arrangement would not be in the business interest. The decision on whether PILON can be imposed would reside with the Responsible Officer in discussion with the line manager and be based on advice from the named HR contact. The overarching principle to be applied in all cases is that of 'reasonableness'. That is, there must be a justifiable reason for imposing PILON in any situation, that would stand the legal test of 'reasonableness'. In situations where it is not possible to reach agreement, the employee will have recourse to the relevant Grievance Procedure. It should be noted that the focus in the Policy is to resolve matters informally wherever possible prior to instigating more formal routes.

Trial Periods

Where an offer of alternative employment is made and the role or terms and conditions differ wholly or in part from the employee's existing role, employees have a statutory right to a trial period of four weeks during which time the employee and employer can assess the employee's suitability for the role in question. The trial period may be extended by agreement of both parties, but only for the purposes of retraining.

If the trial period is unsuccessful (for a reason connected with the change in roles), the employee will be treated as having been dismissed by reason of redundancy on the date their original contract ended. However, if an employee unreasonably refuses an offer of suitable alternative employment, the employee will lose their entitlement to a redundancy payment.

Reasonable Adjustments

Reasonable adjustments for employees with a disability should be accommodated throughout the organisational change process. What amounts to a reasonable adjustment will depend on the nature of the disability. However, it may include providing documents in alternative formats, such as braille or large text, or making alternative arrangements for consultation meetings, such as holding them in a more accessible location. It may be necessary to advise employees that if they wish to apply for any alternative roles, reasonable adjustments will be considered for those roles and/or in the application process.

4. Pay Protection & Salary Safeguarding

The Trust recognises the need to safeguard the pay and conditions of employees adversely affected by organisation change, whilst ensuring that all employees receive equal pay for work of equal value. In recognition of this it will apply nationally recognised pay protection mechanisms.

Support Staff – Pay Protection

Pay protection will apply, for the purposes of this policy, where an employee is

- selected for a lower graded post as part of a restructure; or
- redeployed into a lower graded post as a result of organisational change;

Parameters of pay protection

Pay protection arrangements may be applied where a post is accepted as a suitable alternative employment during the change process. The period of protection will be up to 2 years. It will be determined proportionately in relation to the scale and scope of the changes planned and will be fully detailed in the consultation document. Pay will be “frozen” during the protection period and held at a protected amount until the pay level for the new, lower graded post achieves the same level or the 2 year protection period ends – whichever is earlier. Pay protection will include contractual overtime.

All protected pay is pensionable. Any contractual/occupational sick pay, holiday pay, and maternity, paternity or adoption pay will be reflected in the level of protected basic pay.

Pay protection applies to the stated contracted hours at the point protection commences. Additional hours that were worked over the minimum contractual guarantee, e.g. occasional additional hours or overtime which were not contractual/regular will not be incorporated into the protection arrangements.

During the protection period:

There will be no annual incremental progression on the protected amount.

- National pay awards will not be applied until the substantive grade is equal to or greater than the protected salary.
- Payment protection will be pro-rated where an employee currently on pay protection voluntarily reduces their hours.
- Protection will end within the 2 year period where the employee is successful in securing another role which is higher than the protected salary and/or the new substantive grade catches up with the protected basic pay.
- At the end of the 2 year protection period pay will be adjusted to the top point of the substantive grade. There is no right to appeal at the end of pay protection.

What is not protected:

- All pay related allowances and enhancements e.g. standby, shift allowances non contractual overtime, unsocial hours, bank holiday working.

- All non-pay related allowances, e.g. car allowances, subsistence allowances, annual leave entitlement.
- Market supplements and acting up and honoraria payments.
- Any increase in minimum contractual hours introduced after the operative date of pay protection. This means that pay protection will apply to the stated contracted hours at the point pay protection was applied. Where contractual hours are subsequently increased, these additional hours will be paid at the substantive pay for the job.

Circumstances where pay protection will not apply:

- Where an employee voluntarily moves to another job. The exception to this would be a short term secondment to an alternative role, where the employee returns to the role that has pay protection applied to it, before the end of the two year protection period. In such cases the original pay protection would apply for the remainder of the two years.
- Where the reduction in pay is as a result of a voluntary reduction of hours
- To additional hours (whether these are permanent or ad hoc) to those stated in the contract of employment at the point pay protection was applied (i.e. additional hours approved after pay protection was applied).
- To changes in terms and conditions collectively agreed for the whole organisation.

Teaching Staff – Salary Safeguarding

Westcountry Schools Trust will adhere to the salary safeguarding provisions of [section 5 of the School Teachers Pay and Conditions document](#) in force at the time of the implementation date.

5. Implementation of Change

Managing change effectively

Managing the process of change is critical to the success of any change programme. Well planned change which is communicated effectively and carefully considers the impact on employees, will ensure that organisational effectiveness is maintained as far as possible.

Rushed, unplanned change can seriously damage the effectiveness of a department or unit, its activities and reputation.

How change is managed can also have a critical impact on the wellbeing of employees. Health and wellbeing at work is strongly linked to having a degree of control over the job and how it is done. Giving employees a voice in how change is managed can help to maintain their sense of wellbeing. Badly managed change can cause long-lasting resentment and ill feeling that can lead to a breakdown of trust which damages employment relations and morale. To manage change effectively it is also important to:

- ensure that the area in question is ready and prepared for the change
- communicate and consult – develop an internal communications strategy; involve all key stakeholders
- demonstrate strong leadership – create a clear vision, link individual and teams goals to organisational targets, set an example, being visible and approachable, creating an organisational culture based on openness and trust
- engage – engaged employees are likely to adapt better to change and have easier emotional journeys
- use a solution-focused approach and encourage team building
- build an agile culture which is adaptable to change.

Readiness assessment

For change to take place effectively, the department or area in question must be suitably prepared. This will include having:

- a clear vision and objectives for the intended change
- the right conditions and resources in place to support the change process
- the motivation and attitude to engage with the change and make it work
- the necessary approvals to implement the change
- support from the relevant stakeholders.

There are a number tools below which may be useful in communication and introduction of the need for change.

SWOT

SWOT is helpful in identifying Strengths and Weaknesses but also considers what the Opportunities and Threats might be. It is useful for Responsible Officers or their nominees to undertake this exercise to enable them to communicate why the change is necessary, what the benefits of the change will be and the opportunities it could create for the individual and the organisation. It is also useful to identify the weaknesses and the threats, as these can then be addressed and mitigated to ensure that the change is implemented smoothly.

Stakeholder analysis

Used to identify key stakeholders and the impact the change is likely to have on them. This is useful to enable managers to understand who they need to be considering in the change and consider ways in which they can effectively manage the impact on each of these groups of people as a pre-emptive action.

The ACAS Managing Change booklet includes some useful tools for Responsible Officers.

Effective communication

A critical component in managing successful change is communication. Communicating effectively involves:

- communicating regularly and often with everyone involved (stakeholders)
- providing information about the change and where people can get the support they need
- allowing regular opportunities for all involved to share their views individually and as a group
- actively listening
- building rapport
- asking appropriate questions
- understanding and handling common types of behaviour

At an early stage in the process, the Responsible Officer should consider developing an internal communications strategy and involve all key stakeholders. Draft communications and presentations can be provided developed with HR on request. The ACAS 'Managing Change' booklet also includes a sample communication strategy.

Supporting staff through change

Effective change management involves taking steps to help minimise adverse impacts of the change and to ensure employees are provided with the tools and support to cope effectively and maintain their wellbeing. Effective and ongoing communication is critical to maintaining morale and reducing uncertainty. It is important to recognise that employees cope differently with change and may be concerned about job security and the impact on themselves and their families, particularly if redundancies are considered. It is therefore important to ensure that communication is maintained and any questions or concerns are considered and responded to empathetically.

Research has shown that employees may take their lead, for how they respond to change, from their line managers. Line managers can trigger positive behaviour by showing that they care about how change impacts on staff. Line managers can learn to recognise certain behaviours brought about by change and learn to manage them and support employees effectively.

To support employees effectively, line managers can learn to:

- recognise the impact of workplace change on employees and common behavioural and emotional responses that can arise during the change process
- adapt management styles to accommodate behavioural and emotional responses to change
- develop appropriate skills to manage staff effectively during change
- use effective and ongoing communication that is appropriate to the stage(s) an employee or group of employees seem to have reached on the change curve.
- carefully explain redeployment and other sources of support that are available to staff (or signpost to the HR Team, including:
 - the Employee Assistance Programme available through the Trust's insurers
 - Occupational Health
 - workplace wellbeing/stress risk assessments
 - mentoring, where practicable
- focus on a robust communication and consultation plan, which includes all affected employees and gives adequate time and opportunity for issues to be raised

- retain flexibility in the consultation plan to allow for extra meetings with individual or groups if needed
- ensure that affected employees know which management representatives are available to discuss the change
- ensure that the above interventions are built into the consultation plan, as appropriate.

Responses to change

Change can affect employees differently and a range of emotions is very common. Managers may get to a 'moving forward' stage before employees, so regular communication and feedback is vital.

A summary of actions managers can take to support those going through this emotional journey is provided below:

Shock/Denial • Communicate regularly and often • Provide information and opportunities for support	Commitment • Celebrate success • Review and monitor
Emotional - Frustration/Depression/Anger • Continue with an open dialogue and communicate sensitively • Anticipate and consider potential concerns and objections • Develop strategies to pre-empt or address early	Acceptance Offer opportunities to test and explore what the change means for individuals and teams Provide opportunities for training and development Build in contingency time

Adapting your management style

Research has shown that transformational leadership is one of the most appropriate styles to use when managing change as it is people-focused whilst still setting clear goals and objectives.

Transformational leadership:

- is focused on integrity and fairness
- sets clear goals
- has high expectations
- encourages others
- provides support and recognition
- stirs the emotions of people
- gets people to look beyond their self-interest
- inspires people to aim higher and reach their full potential
- is flexible and dynamic.

Transformational leadership supports change because it:

- sets a clear organisational vision for the future
- discusses the organisational vision with everyone involved
- ensures that the organisational vision does not contradict with personal values of employees
- encourages the contribution of ideas and suggestions from employees belonging to various levels within an organisation
- inspires and motivates colleagues to 'buy-in' to the change
- leads by setting a positive example
- creates opportunities for employees to connect with each other
- recognises, acknowledges and supports colleagues' personal transitions as they go through the change process
- adopting this style facilitates successful employee engagement – a key factor in implementing a change initiative.

Training to support for those responsible for managing a programme of change

Managing and supporting groups of employees experiencing a programme of change can be very demanding on line managers. Therefore, the unit should also consider what additional support managers involved with the change may need. The HR Team has developed specific training that is tailored to equip individuals with responsibility for managing and implementing a localised programme of change with the knowledge and skills required to successfully guide,

support and motivate teams - and the individuals within those teams – through the change process. Please contact HR for further information.

Why employees might resist change

Some resistance to change is natural and inevitable. Employees may resist change for a wide range of reasons. They may believe that change will impact on them negatively i.e. potential for redundancy, their working hours or practices being affected, new systems/processes introduced that they are not knowledgeable about. They may be reluctant to lose control, give up old habits, find the adjustment period unmanageable, have a preference for low levels of stimulation and novelty or lack the emotional resilience to deal with change effectively.

Overcoming resistance

To overcome resistance, it is important to foster a sense of ownership of the change within the team or unit to enable the team to feel that they retain some control over the situation. It is also important to respond to how employees are feeling in the right way.

Emotional resilience is the ability to adapt to stressful situations, including change. More resilient people are able to adapt to adversity without lasting difficulties, while less resilient people have greater difficulty with coping in stressful situations. Emotional resilience to change can be built by:

- giving regular and timely feedback
- offering opportunities for training and development
- building trusting relationships
- encouraging an organisational culture that is positive and supportive

It is important to allow individuals the time necessary to adapt to the change (or communicate the reasons why this isn't possible to enable understanding and limit resistance). Habitual behaviour can also be addressed by offering opportunities for support, training and setting a positive example. The ACAS 'Managing Change' booklet also includes a helpful table of common reactions to change and how to respond to them as a line manager.

Team building

Alongside reviewing and evaluating a change process, post-change team building can also be an effective way of embedding and consolidating change. A number of different models can be used to assist a team in adapting to changing goals by identifying collective strengths and weaknesses and highlighting key development stages. This will enable the manager to focus on using the team's strengths and offer opportunities for development to address areas of weaknesses, as well as managing the transition process effectively so that the team is able to withstand the impact of the change and enable it to be more cohesive yet adaptable in a changing environment. Further advice on team building activities can be obtained from your named HR contact.

6. Roles and Responsibilities

All parties involved in and affected by organisational change have roles and responsibilities that will ensure that the organisational change process is successful. Details of these roles and responsibilities are provided below:

The Responsible Officer

- 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 secondment.
- To consult with individuals affected by the change and keep all of those whom they manage informed about the proposals.
- To ensure selection processes used are fair and transparent.
- To keep written notes/records of discussions held with staff and trade unions. This should be a summary of key discussion points and need not be a verbatim account.

The Employee

- To be flexible and open-minded when considering reasonable changes to their duties and responsibilities.
- To participate in consultations, considering the proposals put forward by the unit 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 actively participate in a selection process
- To make full use of redeployment support made available to them.
- To consider any suitable alternative employment opportunities.

The Trade Unions/ Employee Representatives

- To participate in consultation by considering the proposals put forward by the unit,
- To suggest counter-proposals where appropriate,
- To contribute representations on behalf of their members and seek to reach a mutually satisfactory resolution at the end of the consultation period.

The Human Resources Team

- To attend relevant meetings and provide advice and guidance to staff and units on the application of the Organisational Change Policy.
- To support the manager in managing organisational change in a fair, consistent and legally compliant manner.

7. Organisational Change Summary Chart

Issue	Description	Applicable Officers
Need identified	Need for change identified in discussion with your named HR contact, Finance Business Manager and Director of Education	Responsible Officer HR contact Finance Business Manager Director of Education
Step 1 Planning & Proposals	Prepare business case & consultation documents Identify change period Consider and implement redundancy avoidance measures Informal discussion with Trade Unions/representatives Establish Communication and consultation process Establish authority to proceed as described in the policy	Responsible Officer HR contact Trade Unions/Employee Representatives
Step 2 Consultation & Communication	Provide employees and their representatives with consultation documents and confirm the start of the consultation period including selection criteria. Where a pool has been identified as a pool of one*, provide	Responsible Officer HR contact Trade Unions/Employee Representatives

	individual feedback to individual and TU on the reason for identification. In this case an appeal against selection may be lodged at this point. Notify employees at risk of redundancy (if any) at the outset and provide support (redeployment and career transition support) Hold staff briefings, individual and group meetings Consider feedback and provide responses Confirm close of consultation period and outcome.	
Step 3 Implementation Preparation	Where redundancies are identified, hold selection panel – the panel will be comprised: Responsible Officer, HR Contact Responsible Officer will inform employees of selection outcomes verbally and in writing including the right to appeal. The letter should be sent within 5 working days of the decision. The appellant has 10 days to lodge an appeal. Where no redundancies exist, the Responsible Officer will confirm the decision to make the consulted change verbally and in writing including the right to appeal. The appellant has 10 days to lodge an appeal. Where required hold appeal panels, the makeup of these panel will include Director of Education advised by the Director of People or delegate (redundancy or other potential to dismiss) and members will not have been involved in any previous panels within the process. The	Responsible Officer HR contact Trade Unions/Employee Representatives Governance lead

	Governance lead will confirm the outcome of the appeal in writing. The letter must be sent within 5 workings days of the appeal outcome	
Step 4 Concluding the change process & next steps	Confirm appointments and arrangements including any trial period and pay protection Where necessary, confirm any redundancy and PILON arrangements Implement change Review change process and provide ongoing support	Responsible Officer HR contact

* Please seek specific advice from the HR Team where you believe a pool of one exists.

8. Redundancy Payment Calculation Method

How is my redundancy pay calculated?

For employees prior to 31 August 2025

For employees in post prior to the implementation date of this policy, please refer to the local legacy policy for your school or business unit. The named HR contact can advise on this.

For staff employed after 1 September 2025

Provided you have two years' continuous service of qualifying employment and are an employee, you will be entitled to a redundancy payment on being made redundant. Statutory redundancy pay is capped at the annual published rate however, the Trust will pay actual weeks' pay for redundancy purposes. This is calculated as follows:

- half a week's pay for each year of employment up to the age of 22;
- one week's pay for each year of employment between the ages of 22 and 40;
- one and a half week's pay for each year of employment over the age of 41;
- a maximum of 20 years' employment can be taken into account.

The cap of 20 years will be taken from the date of redundancy backwards: i.e. the last 20 years of qualifying employment.

Please seek advice from the HR Team for further information.

Appendix 1 – Legacy redundancy calculation methodology

Legacy arrangement	Support Staff*	Teaching Staff*
Cornwall - Callington	Actual weeks' pay x statutory methodology. The Trust does not apply any discretionary uplift.	Actual weeks' pay x statutory methodology.
Cornwall - NCLT	Statutory only	Statutory only
Devon	Redundancy is calculated using the Devon County Council support staff calculation methodology revised in February 2017 and will use a multiplier of 1.5 x statutory redundancy pay using actual week's pay.	A one-off enhanced redundancy payment of twice the number of weeks' pay awarded under the statutory redundancy formula up to a maximum of 60 weeks (based on actual week's pay at date of leaving).
Plymouth**	Weeks' pay capped at statutory for support staff	Weeks' pay capped at twice statutory for teaching staff

* Different rules apply for staff over 55 in relation to accessing pensions etc. Please seek advice from the HR team.

** The entitlement stated here was the Plymouth entitlement from October 2011. We are aware that academies converted at different times and adopted different policies. The policy in force at transfer will need to be applied. Nothing in this policy will undermine TUPE protections. Please seek advice from the HR team.

9. Policy History

Policy Date	Summary of change	Contact / Responsibility for Policy	Version/ Implementation Date	Review Date
March 25	Provision of a Trust-wide policy on Organisational Change and Redundancy	Fiona MacLachlan-Morris		September 2027