

Barking & Dagenham

Schools Organisational Change Policy



School/Academy Name:	
Date of Adoption:	
Chair of Governors Signature	
Signature of Head Teacher:	

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1.0 Introduction

1.1 The School/Academy is intent on meeting its obligations to consult with Trade Unions and staff representatives in good time regarding potential changes as a result of any restructure. The School/Academy does so in the true spirit of seeking agreement with the Trade Unions and staff representatives on the proposals themselves and the ways of mitigating and minimising any negative effects on staff where at all possible.

It is proposed that the procedures outlined in this document, which has been agreed following consultation with Trade Unions, will apply to all permanent substantive staff and temporary employees with over two years of continuous service with the London Borough of Barking and Dagenham, a church school and/or within an Academy.

For the avoidance of doubt this does not include agency workers, consultants, self-employed contractors, volunteers, interns or those employed by a third party to perform particular functions for or on behalf of the School/Academy. The School/Academy will comply fully with the employer's statutory obligations around consultation and redundancy.

Any reference to Governors shall be construed as relating equally to their representatives. In addition, only the Governing Body (or the Committee of the Governing Body who have delegated authority) can make the final decision on the outcome of a consultation on re-organisation or restructuring.

2.0 Purpose

2.1 The Policy is designed to provide a clear, consistent and fair framework to be followed when it becomes necessary to change a school's staffing establishment and to be compliant with statutory requirements for consultation and with equalities legislation.

3.0 Application of the policy

3.1 The policy applies to all Support and Teaching Staff as referred to in 1.1.

3.2 This policy will be used when circumstances arise that could potentially lead to organisational change.

Examples of when this procedure may apply are listed below but this list is not exhaustive:

- Changes in the numbers or type of pupils
- Changes in curriculum requirements
- Recruitment and retention difficulties
- Member(s) of staff leaving
- Initiatives at either local or national level
- A review of the deployment of staff resources
- School/Academy closure or amalgamation
- Improved/best practice ways of working

- Changes in Schools' Budgets
- Legal requirements
- Any other circumstances which give rise to a change in staffing levels or responsibilities

3.3 Other parties have a role in the process of change, including HR Advisors and trade unions. Specific roles and responsibilities are outlined in the policy.

4.0 Guiding principles

4.1 The Head Teacher and the Governing Body/Trust (or the Committee of the Governing Body/Trust who have delegated authority) will, through regular reviews of the staffing structure, aim to identify future staffing needs at an early stage in order to integrate their plans with natural staff turnover where possible. Where action is required in the short term, in response to more immediate circumstances, the Governing Body's aim is to maintain employment security as far as possible.

4.2 Staffing reviews will take place on a regular basis and consider both the immediate and longer-term requirements of the school. This will assist with identifying areas of change, growth and/or reduction. Where staff surpluses can be foreseen, strategies to avoid compulsory redundancies must be considered by the Head Teacher and the Governing Body/Trust (or the Committee of the Governing Body/Trust who have delegated authority), with advice from the Schools' HR Provider.

4.3 The Governing Body/Trust will delegate responsibility for staffing reviews to a staff committee of three governors and the Head Teacher.

4.4 Consultation will be undertaken with staff and with the recognised trade unions at the earliest opportunity once a restructuring review has identified the possibility of redundancies.

4.5 In applying this Procedure the School will not discriminate directly or indirectly on grounds of gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age. Part-time employees and those working under fixed-term contracts will not be treated differently to permanent, full-time comparators.

4.6 An employee has the right to be accompanied by a trade union representative or a workplace colleague at any meeting to discuss potential redundancy or redeployment.

4.7 Information about any proposed staffing changes will be made available in good time to all trade union representatives representing the group(s) of staff affected.

4.8 If, at any time throughout the organisational change process, the necessary reduction in staff can be achieved through natural wastage, e.g., resignations/retirements, staff affected will be informed in writing that the redundancy process has been terminated.

4.9 The Employee Assistance Programme will be offered to provide support to any member of staff involved in this process, where a school buys in to this service.

5.0 Organisational Change Procedure

5.1. Stage One: The Proposal

5.1.1 When it becomes apparent that a restructuring exercise may be required the Head Teacher should prepare a staffing proposal report (**Template – Appendix B**) for the Staffing Committee.

The Schools' HR Provider (and diocesan officers in the case of a church school) should be consulted as part of the preparation of the report.

The report should set out, as appropriate:

- The Proposed Timescale
- The Reasons for the Proposal
- The numbers and Jobs affected
- The number and categories of employees affected
- The number of agency workers in the service and the type of work they are doing
- Charts showing both the **existing** and the **proposed** structures
- **New** evaluated job descriptions (with regard to Support Staff)
- The means of implementing the organisational change, including the consultation process.
- Any potential redundancies together with the proposed means of achieving those redundancies and how redundancy payments will be calculated (For information, not all Organisational Changes involve redundancy).
- Measures to avoid the need for redundancies or keep the number of redundancies to a minimum
- Compulsory redundancies should be avoided where possible. Alternative options to minimise the impact of redundancies should always be sought in the first instance. In line with good management practice, steps should be taken to ensure continued employment whenever possible. However, this may not always be possible.
- Pregnant employees or those on maternity leave, adoption leave or shared parental leave may have a priority right over other employees at risk of redundancy to suitable alternative vacancies.

In addition, an equalities impact assessment should be undertaken, this will demonstrate the impact the proposal will have on distinct groups of staff or not.

5.1.2 Following approval by the Staffing/Personnel Committee, the report and its proposals should be communicated to staff affected and recognised trade unions by the Head Teacher at the earliest opportunity.

5.2 Stage 2: Consultation

5.2.1 The School will follow a full, fair and meaningful consultation process normally commencing with employees affected who should be provided with a copy of the proposals and a covering letter.

5.2.2 The Head Teacher must meet with the staff affected, who may be accompanied by their trade union representatives, to discuss the proposals, the procedure that will be followed, the criteria to be applied and the timetable for consultation.

5.2.3 Consultation provides an opportunity to explore alternative options before making a decision. It is not enough only to inform trade unions and employees about proposed changes. To be meaningful, consultation must be undertaken with a view to reaching agreement and it is necessary to:

- provide adequate information and time for employees and trade unions to consider and respond
- to consider and respond to any comments received before making a final decision.

5.2.4 If there are 20 or more potential redundancies, the Head Teacher on behalf of the Staffing/Personnel Committee will start consultations by sending the trade unions the "Section 188" letter within statutory timescales. Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires managers to consult recognised trade unions within set timescales according to the number of proposed redundancies as follows:

- Where there are fewer than 20 redundancies there is no statutory timescale but as much notice as is reasonably practicable should be given and **not less than 15 working days (excluding school closure periods)**
- Where there is potential for 20 to 99 redundancies, consultation must start in good time but at least 30 days before the first dismissal takes effect.

5.2.5 The objectives of the consultation are to:

- To seek to avoid disputes and reach agreement with affected employees and their trade union representatives on the proposals
- To avoid the need for redundancies, wherever possible
- Reduce the number of employees who are to be made redundant to a minimum
- When necessary, to determine the criteria to be used to select employees for redundancy

5.2.6 Trade union representatives shall have the opportunity to receive the proposals from the Head Teacher, if possible 24 hours before or reasonably in advance of the meeting. This will remain private and confidential to allow the trade union representative/s to prepare for the meeting. The trade union representative/s will have the opportunity to meet with their members immediately after the meeting.

- 5.2.7 The purpose of the consultation meeting is to present the written case and solution for the proposed organisational change. Any affected employee or trade union representative not able to attend the meeting will receive a copy of the proposal report from the Head Teacher. This includes staff that are on long term sickness absence, maternity, adoption or shared parental leave.
- 5.2.8 The School will inform affected staff as part of the consultation meeting and accompanying correspondence that they have a right to request a one-to-one meeting. The Head Teacher shall arrange one to one meetings for affected staff to discuss the proposals and to listen to their views, if requested. It is the decision of the employee as to whether they wish to have a one-to-one meeting and if they want to be accompanied by a workplace colleague or a trade union representative. An individual consultation meeting will be offered to every employee that is at risk of redundancy i.e., those that have been issued an “at risk” letter.
- 5.2.9 Any meetings held between the Head Teacher and trade union representatives during the consultation stage will be at the request of the trade union representative, except for an initial meeting, which the Head Teacher will invite trade union representatives to attend.
- 5.2.10 Every effort will be made to determine fair, clear and objective criteria used in selecting employees for redundancy following consultations with the recognised Trade Unions.
- 5.2.11 In line with good management practice, steps taken to avoid redundancies and ensure continued employment could include the following:
- Reviewing the use of temporary and agency employees;
 - Reducing non-contractual overtime;
 - Seeking suitable alternative work within the school. ‘Suitable’ is defined as suitable in relation to the job and the capabilities of the individual;
 - volunteers for early retirement/voluntary redundancy;
 - voluntary solutions such as job share, reduced hours, term time working,
 - Redeployment of staff;
 - Natural wastage and freezing vacant posts;
 - Phasing the reduction of staff and arranging for limited temporary over-staffing in the light of known wastage.

5.3 Stage Three: Outcome of Consultation

- 5.3.1 Once the consultation process has been completed and all comments and concerns have been considered, a final report on the proposals must be produced.

This report should include:

- The proposed change and justifications for it;
- Implications for staff;
- Costing and funding arrangements;
- Details of the consultation process including a summary of the views expressed and considered;
- Existing and revised structure charts and job profiles (if appropriate);
- Implementation arrangements and effective dates.

- 5.3.2 This report should be circulated to the staff, trade unions, Governing Body/Trust (or the Committee of the Governing Body/Trust that has delegated authority) and any other relevant parties.
- 5.3.3 Comments should still be sought at this stage from Schools' HR Provider and Finance (if necessary), with regard to any staffing and financial implications.
- 5.3.4 Once the final report is produced, formal approval for the change must be sought from and given by the governing body.
- 5.3.5 Once approved all staff and trade union representatives should be informed of the agreed change in writing. All staff affected must be written to individually and this must confirm the details of how the change affects them. The effective date of change should also be confirmed as well as the details for implementation. Any employment rights of affected staff should also be stated. Payroll should be informed of any pay-related changes affecting the staff when they become effective.
- 5.3.6 The new structure will be implemented in accordance with the final report.
- 5.4 Stage Four: Termination of employment**
- 5.4.1 The Head Teacher will write to those employees who are selected as redundant, notifying them of their right to appeal against their selection for redundancy. An appeal will take place in person to the Staff Committee and accompanied by their trade union representatives should they wish.
- 5.4.2 The Head Teacher will also notify Schools HR Advisory Team (with regard to LBB Community and Voluntary Controlled Schools) in writing of the staff who have been selected for dismissal on the grounds of redundancy within the same timescale. The Schools HR Advisory Team on behalf of LBB will give notice of the termination of employment to the selected employee(s) within 5 working days (excluding school closure periods) of the receipt of the notification from the school. The employee will continue to be supported in seeking alternative employment up to the date of termination.
- 5.4.3 As defined under the Teachers' Pay and Conditions document, teachers are under a minimum of two months' notice and in the summer term three months terminating at the end of a school term as defined in the Burgundy Book. Teachers that have been continuously employed for more than 8 years are entitled to receive additional notice up to a maximum of 12 weeks. Support staff are entitled to a maximum of 12 weeks' notice (dependent on length of service).
- 5.5 Stage Five: Appeals**
- 5.5.1 The Governors' Appeals Panel will consider an appeal against redundancy by meeting with the employee selected to hear the grounds of appeal. To exercise the right of appeal the employee must state their intention to appeal in writing within 5 working days (excluding school closure periods) of receiving written notification of termination of employment to the Chair of Governors. The employee has a right to be accompanied by a trade union representative.
- 5.5.2 An Appeal Hearing will be arranged as soon as possible. Notice of the time and venue of the appeal hearing will be at least 5 and no more than 10 working days (excluding school closure periods). The Appeal Panel will consist of 3 governors who have not previously been involved in the case.

5.5.3 The employee will receive written notification of the Appeal Panel's decision within 5 school working days (excluding school closure periods).

5.5.4 This decision is final, and there is no further right of appeal to the school or to the Local Authority.

5.5.5 The following general points should be noted:

- An appeal will not normally involve a re-hearing of earlier evidence but the request for an appeal should specify the grounds for the appeal and, in particular, whether these refer to the reasonableness of the decision or to procedural matters
- If either side intends to produce new evidence, all relevant documentation should be circulated in advance within the agreed timescales (i.e., within 3 working days (excluding school closure periods) of the meeting).

6.0 **Overlapping Grievance and Organisational Change Procedures**

6.1 An employee may raise a grievance after the Organisational Change Procedure has started. The person managing the process (normally the Head Teacher, unless the grievance is against the Head Teacher) should consider the implications of the grievance on the possible redundancy. If the grievance has been raised before the appeal Stage of the Procedure and the matters of grievance are linked to those of the redundancy, then the grievance should be considered within this Procedure. If the grievance concerns matters that are unrelated to the redundancy, then a separate process under the Grievance Procedure will need to start.

7.0 **Timescales**

7.1 Allowing sufficient time for a re-organisation, including those that include a redundancy process is extremely important. There are statutory timescales for consultation in redundancy situations. However, it is essential to consider the notice period to which an employee is entitled in accordance with their contractual and statutory provisions. The timescales laid down by statute for consultation must therefore be extended by the period of notice, to allow appropriate time to affect any potential dismissal.

7.2 Where consultation on potential redundancy involves a large staff restructuring, a longer time period may be required.

8.0 **Timing of hearings**

8.1 Hearings should take place during an employee's normal working hours wherever possible. It is expected that employees will make all reasonable efforts to attend hearings, in order that matters can be resolved speedily. Employees cannot be required to attend a hearing outside their normal contractual working hours or teachers' directed time. If an employee is requested and is willing to do so, in order to resolve matters quickly, time off in lieu or paid overtime for attendance outside their normal contractual hours may be given. Trade Union representatives must be given the opportunity to meet and discuss the proposals with their members. Appropriate facilities and time off to attend such meetings should be given subject to the needs of the service.

9.0 Inability of employee to attend meetings or hearings

9.1 Hearings should take place during an employee's normal working hours wherever possible.

9.2 If an employee is unable to attend a formal interview, hearing or appeal they may choose to provide written permission to the effect that their representative may act on full authority and they will accept any decision that their representative has been party to. The employee may also choose to provide a written response.

9.2 Alternatively, if the employee cannot attend for a genuine reason and is not willing for their representative to act on their behalf, it may be reasonable to arrange another interview. However, if the employee fails to attend for a second time, the Head Teacher may make a recommendation based on the facts and evidence gathered during the review period in the employee's absence.

10 Pay protection arrangements (permanent redeployment only)

10.1 Redeployees who are permanently redeployed to a post at:

- a lower grade will be appointed to the maximum of the new substantive pay scale where this is less than their existing salary point.
- a higher grade will be appointed to the minimum of the new substantive pay scale where this is not less than their existing salary point.

10.2 The following pay protection will apply to all redeployees except teachers where separate arrangements apply, (see Note ii) below).

Pay protection is limited to posts that are no more than 2 grades or 8 increments below the employee's substantive post, (see Note i) below) and eligible redeployees shall have the option of either of the following:

- To receive protection equal to the annual difference between old and new salary for a period of 1 year, subject to i) below; or
- To receive a one-off lump sum, payment equivalent to 75% of the total difference between your old and new salary.

Pay protection relates to basic pay only and not to additional allowances or leave entitlement.

Note:

- Pay protection will be limited to redeployment to posts that are no more than 2 grades or 8 increments below the redeployee's substantive post.

Redeployees may apply for redeployment to posts more than 2 grades or 8 increments below. In those cases, and if appointed, the redeployee will be placed on the maximum salary point of the new substantive post; protection up to the maximum 2 grades or 8 increments will be calculated from that point.

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- ii) Where agreed by the manager and successful redeployee, pay protection will be effective from the commencement of the trial period.
- iii) The pay protection arrangements for teachers are as detailed in the Teachers Pay and Conditions Document

Final

Appendix A: Implementing a new staffing structure/job roles

The Head Teacher shall consult with employees and their trade union representatives before taking any proposed action, as set out in section 5.2 of the procedure.

The implementation of a new or changed structure will usually be achieved by the following method/s, as agreed: -

1. Assimilation -

A list of posts should be compiled indicating which staff have assimilation rights. Both staff and trade unions should be consulted on this. Slotting in employees by assimilation to a new post may be used in clearly defined circumstances i.e.

- Where the post(s) is (are) substantially unchanged
- Where the number of postholders is the same as or less than the number of posts
(please see below)

Ring fencing

This process may be used where the new post and post which has been deleted are not identical but have sufficient elements in common to give the employee an opportunity to be considered for the new post before open competition.

Ring fences will be interviewed in accordance with the school's recruitment and selection policy.

Any unsuccessful applicants will be offered redeployment elsewhere within the school in the first instance. If this is not possible, every effort will be made to facilitate redeployment by the employer.

Backfilling

This is when a member of staff becomes surplus to requirement but is transferred to another post where s/he displaces another employee who volunteers for redundancy. Where posts are identified as suitable for redeployment of displaced employees; either within a school department (if appropriate) or within the school itself then the Staff Committee agrees to release the "volunteer" on grounds of redundancy. Any bumped redundancy arrangements will be at the discretion of the Staff Committee after taking advice from HR Services.

Open Competition

An open competitive process may be used when both assimilation and ring fencing are not appropriate in the circumstances or when ring fencing has failed to fill the vacant post(s) in the new structure.

Refusal by an employee to accept suitable alternative employment by assimilation or to apply for a suitable ring-fenced job may be considered by the school as a resignation and the employee's employment may be terminated at the end of their contractual notice period and no redundancy payment made.

When the recruitment process for existing employees has been concluded, the Head Teacher shall confirm the outcome in writing to those employees (and their representatives) affected by the organisational change.

Redundancy

Compulsory redundancy may be resorted to when there are fewer new posts than the number of employees for whom assimilation would otherwise be inappropriate.

Where schools chose to conduct reorganisations or restructures to make efficiencies or improvements or to change their curriculum offer these are the responsibility of the school.

Please refer to the Schools' Forum Report, dated 18 June 2019 which indicates that this will need to be found from within wider DSG funding. Initially this *could* be from Schools Facing Financial Difficulties Fund (SFFDF).

Guidance on Assimilation Assessments.

The objective of the assessment is for managers to assess how much of the new Job Description appears in the old or current job description. This is an estimate and needs to take account that the job description format may vary over time and according to department.

In most cases, the outcome is likely to be clear and conclusive, e.g., a very high or low match and then a desktop exercise may only need to be undertaken. Where the outcome is not clear and/or there may be competition or an appeal, managers should complete the formal assessment.

NB. Employees have a right of appeal against inclusion/non-inclusion on the assimilation list, and therefore the paperwork including the assessment should be retained for six months after the completion of the assimilation process.

Assessment Process

New JD

- 1. Take the new JD and categorise it into its component parts. - Either cut and past the duties on the new JD on to the form (1st column) or codify on the JD. - Do not include generic duties that appear on most JD's e.g., H&S, unless it appears as a specific duty in the main activities of the job.*
- 2. Ensure that all the main components of the new job are fairly and adequately reflected in the matching exercise. These may be repeated between the 'Purpose' or 'Key/Main Activities' of the JD.*
- 3. Weight each component of the new job in terms of its importance and time spent as a %, ensuring it adds to 100 (2nd column of the form). Again, this has to be an assessment and reflect in a fair and appropriate manner, the balance between duties, some of which may be undertaken frequently, some infrequently and all with potentially different degrees of importance in respect of the impact on the performance of the job.*

Old/Current JD

- 1. Take the old/current JD and identify each duty that corresponds to the component parts set out for the new JD. Again, these may be cut and pasted on to the form (column 3) or codified on the old/current JD.*
- 2. Each duty should be examined and allocated to a component part of the new JD as far as possible. Duties on the old/current JD that do not relate to the new JD should be marked as such but cannot be included in the matching exercise.*

Assessment (Matching)

- 1. For each component set out in the new JD (column 1), assess how much appears in the old/current JD (column 3) out of a hundred, and put the figure in column 4. This should be a*

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separate exercise for each of the components. If the old/current JD has no duties in one or more components of the new JD, then the answer is zero for this/these components.

- 2. Once each of the components has been assessed in terms of the degree of match, the figure for each component should be multiplied by the weighting figure which is a % figure. For example, if the weighting for the first component is 40% (column 2) and the assessed match is 100 out of a hundred, then the figure to go in column 5 is 40, if the assessed match is 75, the outcome will be 30, if 50, 20 and so on.*
- 3. Once this exercise has been completed for each component, each outcome in column 5 should be added together and this gives the overall match between the two JD's*

Final

Appendix B: Organisational Change/Restructuring Proposal Template

**Barking &
Dagenham**

Organisational Change/Restructuring Proposal

Report of the Head Teacher to the Governing Body and Staff Consultation

The aim of this consultation document is to openly set out the reasons for organisation change for employees and their recognised Trade Union representatives, who will have the opportunity to respond during the consultation period.

All sections need to be fully completed; more information is likely to be required where redundancies are being considered.

*(Please take the time to read the '**Organisational Change Policy**', we will advise, but there may be specifics that only you will know about your school's organisational change)*

School/Department:	???	
Name of Person Leading the Review:	???	Tel No: ???
Proposed Timescale Overview for Review	Start Date:	Target end date of review: (Please ensure that you consider holiday periods when setting your timescales.)
	???	???
Policy to be used:	Organisational Change Policy for Schools January 2022	
If any redundancies, will the School be able to fund:		
The Reasons for The Proposals:		
<ul style="list-style-type: none"> ▪ A reduction in the budget ▪ A restructuring of roles and responsibilities within establishment ▪ A specific funding allocation or grant that has been or will shortly be withdrawn ▪ Any other circumstances which give rise to a change in staffing levels or responsibilities 		

<p>???</p>	
<p>The numbers and categories of employees affected by the change.</p>	<p>???</p> <p>(Attach current and proposed organisation charts)</p>
<p>The proposal for implementing the organisational change, Include method/s for consultation</p>	<p>???</p>
<p>Consultation Process</p>	<ul style="list-style-type: none"> a. The school is committed to consulting with the Trade Unions and staff on the proposed changes with a view to reaching agreement. The Governing Body and Head Teacher are conscious that any proposals affecting an organisation produce a degree of uncertainty for employees about how the changes will affect their future role or job security. b. The business case outlines the proposed changes and the process of moving from the current staffing structure to the proposed structure. This business case forms the basis of the consultation with the Trade Union Representatives and staff. c. The Governing Body will delegate to its Leadership and Management Committee the function of considering and agreeing the business case and subsequently to consider representations made by staff, their representatives and by the Head Teacher. The Leadership and Management Committee will determine a course of action including selection for any redundancies that may be required. d. The Governing Body will establish a Staff Dismissal Appeals committee whose role is to consider appeals against the outcomes and determinations of the Resources Committee, including individual decisions on redundancy. e. The Head Teacher will prepare the Business Case; advise both Committees and undertake consultation on behalf of the Leadership and Management Committee. The Head Teacher will also recommend the specific proposals and changes required to meet the situation at the end of the consultation process.

- f. It is proposed that a 15-day formal consultation process is undertaken, commencing with a meeting with the trade union representatives and staff. The proposed structure will be outlined and the rationale for the proposals will be explained. The Head Teacher will engage in the consultation process with a view to reaching agreement. The process of consultation is essentially a dialogue around a proposal and final decisions will only be made at the end of the consultation period.
- g. The Head Teacher will hold meetings with staff to explain the process and the rationale for the changes and all relevant information will be shared with those concerned. A union representative or work colleague may also attend the staff meetings. Further one to one/small group meetings will be arranged, if necessary.
- h. At the end of the consultation process all comments will be collated and considered by the Head Teacher and the Governor's Leadership and Management Committee. As a result, changes may be made to the original proposals and communicated to employees and their representatives accordingly.
- i. The School will consider what steps can be taken to avoid redundancies and explore ways of minimising job losses where possible. These ways include:
- Natural wastage.
 - Restrictions upon recruitment.
 - Review of casual, agency and temporary staff with less than 12 months of continuous service.
 - Alternative working arrangements e.g., part time working, job share, flexible working.
 - Voluntary reduction of hours.
 - Redeployment of staff to other jobs.
 - Voluntary redundancies.
 - Staff will be invited to volunteer for redundancy and/or a reduction in working hours to avoid having to make compulsory redundancies.
- j. staff who are absent from the School on long term sickness and maternity leave will be included in any selection exercise, making reasonable adjustments as necessary to help facilitate the process.
- k. The School will, where consistent with the needs of the service, endeavour to impose a recruitment freeze during this process to afford staff the opportunity for redeployment into other areas of the School and staff will be placed on the Borough's Redeployment List when advised by the School. If there is a particular skill requirement the School will exercise its right to recruit externally in order to secure its operation.

<p>If relevant, the proposed method of carrying out any redundancies together with the method of calculating redundancy payments.</p> <p>Also, include:</p> <ul style="list-style-type: none"> • Steps that have/are being taken to avoid the need for redundancies wherever possible • Steps that have/are being taken to reduce the number of employees who are to be made redundant to a minimum ??? • When necessary, to determine the criteria to be used to select employees for redundancy • Where redundancies are unavoidable, at what stage will voluntary redundancy be offered • When did the school start reviewing whether recruitment was necessary? • When did the school cease or reduce the number of agency staff 	
<p>Equalities Impact Assessment</p> <ul style="list-style-type: none"> • How will the profile of the school be affected? <ul style="list-style-type: none"> • Ethnicity • Gender • Disability • Age • Religion and belief (if known) • Sexual orientation (if known) • Socio economic (if known) • Pregnant and Nursing Mothers (if known) ??? • Provide figures for the department effected? Or if the whole school is under review look at department by department. • How will this process promote equality and eliminate discrimination 	
Consultation and Implementation Period	
Action	Date
<p>Proposed structure approved by Governing Body Personnel/Staffing Committee (prior to the proposal being presented to staff and Professional Association Representatives)</p>	<p>???</p>

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Proposed structure presented to Name of School Staff/Start of Consultation	???
Meeting with Professional Association Representatives during the consultation	???
Equalities Impact Assessment Undertaken	???
Consultation End Date	???
Outcome of consultation considered by Governing Body Personnel/Staffing Committee	???
Implementation Date:	???

New job description/s that are available (if any), are listed below:

Job Title	Grade
???	???
???	???
???	???
???	???
???	???
???	???

Please ensure where necessary, that the job description/s have been evaluated.

Has the proposal been submitted to Schools Forum if redundancies are anticipated? ✓▪	Yes	No
Have staff who are subject to redundancy been placed on the Redeployment Register? ✓▪	Yes	No
If you are using the Organisational Change Policy for Schools, have you fully complied with its requirements? ✓▪	Yes	No
If no, how have you varied?		
Has the Assimilation exercise taken place, if required?	Yes	No

Appendix C: Schools Organisational Change Flow Chart

