




LIGHTHOUSE SCHOOLS PARTNERSHIP


ORGANISATIONAL CHANGE POLICY

Policy Approved by the Board of Trustees

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ORGANISATIONAL CHANGE POLICY

1. Introduction

The purpose of this policy is to ensure that The Trust delivers services in the most efficient and effective way possible, particularly in the light of changing demands and restricted funding regimes.

- 1.1 It is the responsibility of the Local Governing Body (LGB) to determine the staffing complement of the School and take responsibility for appointment procedures within The Trust's scheme of delegations. Situations may arise where the number of permanent staff in post cannot be reconciled with budget availability.
- 1.2 The need to reduce staffing levels can occur due a number of situations, including:
 - Changes to national and local priorities and initiatives
 - Reduction of budgets and grant funding
 - Restructuring to make the best use of resources
 - Implementation of new partnership requirements
- 1.3 Any such changes should be achieved within legislative requirements, and should also be designed to cause minimum disruption and to accord with best practice.
- 1.4 Proper meaningful consultation processes with employees and Trade Unions and Professional Associations must be followed.
- 1.5 It is also imperative that The Trust adopts consistent procedures that follow a transparent, equitable and systematic change process, so that the risk of any legal challenge through employment tribunals is minimised.
- 1.6 The purpose of the associated guidelines is to provide a flexible framework in which differing redundancy situations can be dealt with. It is important that these guidelines are followed if claims of unfair practise are to be avoided.
- 1.7 The Local Governing Body must ensure The Trust is notified at the earliest opportunity of any potential redundancies, so that all possible steps within The Trust's powers can be taken to avoid redundancies. The ultimate decision to make a post redundant within a School lies with the CEO and Board of Trustees.
- 1.8 This Policy applies to all employees of the Trust, for Headteacher/CEO posts, decisions would be taken by the Board of Trustees.

2. Scope of the Policy

- 2.1 It is recognised that certain changes (for example, a fall in roll, curriculum changes and budget reductions) may make it necessary to consider redundancies. The purpose of this policy is to have a clear framework in place that sets out what we will do whenever reduction in employee numbers may become necessary.
- 2.2 We will consider ways to avoid compulsory redundancy, if possible and where we are unable to avoid reducing employee numbers, we will try to minimise the effect of redundancies through the steps set out in this policy. In doing so, we will not discriminate directly or indirectly on the grounds of any protected characteristic or against part-time or fixed-term employees.

3. Measures to Avoid Redundancies

3.1 To try to minimise the risk of having to make redundancies, the Trust will regularly review its needs with regard to staffing. This will include regular vacancy management so that whenever a vacancy occurs through retirement or resignations of staff, an assessment of the ongoing needs of the Trust will be undertaken prior to any posts being filled.

3.2 When the Trust receives its indicative budget, if this indicates a deficit, the Board of Trustees will explore other measures to avoid compulsory redundancies, if financial constraints demand this.

3.3 Measures could include:

- long term pupil and budget expectations
- realignment of business objectives and needs
- virement from other budget headings
- utilising funds from the previous year's budget to meet any temporary shortfall
- generation of cash into the budget from other sources
- restricting the recruitment of permanent staff in affected departments
- reducing the use of temporary staff without infringing employment rights
- reducing an employee's contractual hours - where agreed with the employee or allowed for in the contract of employment
- reducing an employee's contractual responsibilities where agreed with the employee
- concluding fixed term contracts that were put in place in contemplation of such a situation
- filling vacancies from among existing employees
- providing training or retraining opportunities to existing staff, to promote a more flexible workforce
- voluntary redeployment of employees within the Trust
- releasing of staff before the contractual resignation date
- seeking volunteers for early retirement/redundancy as part of the consultation
- Recruitment freeze.

3.4 Redeployment

3.5 Redeployment procedures are to be used to place any potentially redundant or displaced employees. The procedures may also be used in circumstances where there may be a requirement to seek a suitable job alternative e.g. for a disabled employee, in which case a skills matching process may apply and any reasonable adjustments taken into account.

3.6 To ensure that the redeployment procedure is as effective as possible;

The Trust will: -

- Match employees against any vacancies within the Trust
- Seek redeployment opportunities within other Schools in the Trust and support individuals to find alternative posts within the Trust. If a suitable alternative redeployment opportunity is matched to the skills set of an At Risk employee, this employee will be redeployed into that post within the geographical area of The Lighthouse Schools Partnership.

3.7 The Trust cannot guarantee that all displaced employees will be offered a suitable alternative position, nor is there a minimum number of alternative offers. However, every effort will be made, up to and including the last day of service to identify a

suitable redeployment opportunity and if successful, redundancy notice will be withdrawn.

4. Roles and Responsibilities

- 4.1 The Trustees have delegated responsibility for determining the staffing structure of the Trust and as such must agree all proposals to change the staffing structure prior to any change being implemented. The responsibility for the management of this process is delegated to the CEO, and he/she may delegate this to the Headteachers.
- 4.2 The authority to implement Trustee decisions regarding staff dismissals under this procedure has been delegated to the CEO, and he/she may delegate to the Headteachers.
- 4.3 The Headteacher will discuss staffing changes with their Local Governing body, resulting in providing a recommended proposal to the CEO. The proposal will be discussed with the Executive Team. The CEO will delegate to the Headteacher and the Local Governing Body to lead on organisational change regarding decisions on whether to continue with the proposal or any changes required. The CEO will inform the Board of Trustees Staffing & Pay Committee of the possibility of reductions in staffing levels before any formal procedures commence.
- 4.4 The Schools Local Governing Body must decide at a full governing body meeting who a dismissal panel will consist of.

5. Headteacher Responsibilities

- 5.1 The Headteacher leading and managing the organisational change must ensure that the following measures are implemented: -
 - That this Policy is followed at all stages.
 - that there is a business case which sets out the basis for the proposals including anticipated improvement / benefits, risks, estimated costs, timescales
 - ensuring advice has been sought from the Local Governing Body at the earliest possible point
 - designing the staffing structure and leading the consultation process under the direction of the Trustees Staffing & Pay Committee
 - that appropriate communication happens between and with the Headteachers, CEO and LSP HR at the right stages through the process
 - ensuring the consultation process allows alternative proposals to be put forward and considered to avoid, or, where this is not possible, reduce the need for redundancy
 - consulting on voluntary measures to avoid, or, where this is not possible, reduce the need for compulsory redundancy
 - determining the selection criteria under stage 4 of the procedure
 - ensuring that employees and nominated trade union representatives are notified of the proposals for change in writing and consultation meetings are held with a view to seeking agreement on the proposals, any selection criteria for workforce reductions and the methods of appointment / ring fences to jobs in the new structure
 - that statutory consultation periods are complied with if redundancies are anticipated that there is appropriate help and guidance (as identified by employees or their representatives) to support staff through the change process and that effective communication arrangements are in place
 - that in the case of redundancies, consultation with employees and trade unions complies with the law

- the necessary new job documentation is produced
- presenting the management's case to a hearing

6. Proposal Document

- 6.1 When the Headteacher identifies that there may be a need to consider staff reductions, a proposal document will be produced.
- 6.2 This will include:
- the reason for the proposal; including financial information
 - benefits of the proposed option
 - current staffing levels, including the numbers of staff in each type of staff group potentially affected
 - details of proposed staffing levels, identifying the working groups from which the reductions are proposed to be made and the reason for this and the type and number of posts or hours that it is proposed to reduce by
 - measures already taken or planned to minimise possible redundancies
 - the proposed method of achieving the reduction including any selection matrix
 - voluntary options considered
 - framework for consultation including timescales and facilities.
 - details of redundancy entitlements (statutory redundancy pay applies)
 - the proposed date by when the reductions will need to have taken place; and
 - if pay protection will apply
- 6.3 Where 5 or more redundancies are possible the Headteacher will collectively consult and will inform, in writing, the recognised trade unions for the work groups affected of the following:
- the reasons for the proposals, including relevant budget information
 - the number and descriptions of employees the employer proposes to dismiss as redundant
 - the total number of employees of that description employed at the establishment in question
 - the proposed method of selecting the employees who may be dismissed; the proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect
 - the proposed method of calculating the amount of any severance payments to be made (other than statutory redundancy pay) to employees who may be dismissed
- 6.4 The Headteacher will present the proposal at a Trustee Staffing & Pay Committee meeting to ask for approval to start consultation with staff and trade unions. The Headteacher will carry this out in conjunction with the Trust Head if HR.

7. Consultation

- 7.1 The objectives of consultation are to:
- seek the views of employees and their representatives on the proposals
 - where avoidance of redundancies is not possible seek to reduce the number of employees who are to be made redundant to a minimum and to avoid where possible
 - share proposed criteria to be used to select employees for redundancy.
- 7.2 Consultation will take place in two phases. Firstly, the Trust will consult over the proposals, which may require staff reductions. Once the proposed staffing structure

has been consulted on and finalised, the Trust will then consult with staff and trade unions on the process of implementation of the new staffing structure.

8. Phase 1 Consultation

To ensure that staff and trade union representatives are provided with the opportunity of reasonable time for consultation and sufficient information to understand the requirement to reduce the workforce the Trust will ensure that:

- 8.1 Following the Trustee Staffing Committee meeting, all staff directly affected by the proposals will be invited to attend a meeting to hear the proposals. Trade union representatives will also be invited to this meeting and then given the opportunity to meet staff separately after the meeting on request to the Headteacher, or be briefed at a separate meeting. The Headteacher will do this in conjunction with the Trust Head of HR.
- 8.2 On meeting with staff and trade unions, the Headteacher in conjunction with the Trust Head of HR, will share the proposal document and fully explain the consultation process and what the outcomes of the proposals could be. Staff will be provided with the framework for consultation including timescales and facilities and informed of the requirement for the Trustee to ratify the new staffing structure/ reduction in staffing numbers. Staff and trade unions will also be briefed on:
 - how they can give feedback on the proposals
 - how they can access support.
- 8.3 Following meeting with staff collectively, the Headteacher in conjunction with the Trust Head of HR will offer individual consultation meetings.
- 8.4 There is no time limit for how long a consultation period should be:
 - for redundancies of less than 20 employees, a reasonable time for consultation will be discussed, agreed and confirmed at the first meeting with staff, the Headteacher, and Trust Head of HR (See Time Line)
 - for proposed redundancies of 20-99 employees there will be a minimum consultation period of 30 day from the date of the formal notification to the professional Associations/unions
 - for proposed redundancies of 100 or more employees there will be a minimum consultation period of 45 days from the date of the formal notification to the professional Associations/unions
 - These periods may be extended by mutual agreement.
- 8.5 At least 45 days written notification must be given to the Department for Business, Innovation and Skills if 100 or more employees are to be made redundant, and at least 30 days for 20 to 99 employees. For less than 20 employees, no notification to the Department is required.

9. Consideration of Consultation Feedback/Ratification of Proposal by Trustees

- 9.1 At the end of this first stage of consultation with staff and trade unions the Headteacher will represent any written representations from the trade unions and staff on the proposals, if required. This will be done in conjunction with the Trust Head of HR,

- 9.2 If there are significant changes to the proposal the Headteacher will need to agree the changes with their Local Governing Body and submit the amended proposal to the Trust CEO to ratify the proposal, with or without amendments in the light of the views of staff and their representatives.
- 9.3 Following ratification the Headteacher will meet all relevant staff and trade unions in conjunction with the Trust Head of HR to inform them of the outcome of any amendments as soon as practicable and subject to the availability of relevant parties.

10. Phase 2 Consultation

Once the final staffing structure has been determined, the Trust will consult with relevant staff and the trade unions on the process of implementation i.e. the process by which individuals are considered for posts in the new structure.

11. Voluntary Redundancy / Early Retirement

- 11.1 Whilst there is no automatic right to early retirement/voluntary redundancy the Trust may seek expressions of interest in early retirement / voluntary redundancy in certain work groups. General details of redundancy and pension / severance entitlements (that is to say: methods of calculation) will be circulated to employees at the beginning of the consultation process. Those who express an interest in early retirement / voluntary redundancy will receive an estimate of their individual entitlement as soon as possible after the date they formally express an interest. In all cases the decision to release an employee under such schemes will be at the absolute discretion of the Trust.
- 11.2 If more employees volunteer for redundancy than are required to meet the reduction in staffing structure, the Headteacher and the Trust Head of HR will seek to develop in consultation with the trade unions criteria for determining which staff need to be retained to best maintain the balance of expertise the Trust requires.
- 11.3 Where the Trust is asking the Education Funding Agency to meet the redundancy costs it will seek the approval of relevant Trustees prior to the decision being finalised. Where approval for the payment of a redundancy compensation payment is granted the Headteacher in conjunction with the Trust Head of HR will write to the individual(s) to confirm that their request for voluntary redundancy has been approved and that they will receive a dismissal letter from the Trustees. The individual has the opportunity to withdraw their request at this point, if they have changed their mind.
- 11.4 Voluntary solutions have been fully explored, if they do not meet the required reduction in staffing, the Headteacher will report back to the CEO setting out the measures taken to avoid compulsory redundancies and the impact of these measures and seeking approval to commence consultation with respect to compulsory redundancies.
- 11.5 Voluntary redundancy is available only until the compulsory against criteria has been completed by the Headteacher and the identification of posts has been identified.

12. Identification of Posts

- 12.1 In determining whether an individual is at risk of redundancy the Headteacher in conjunction with the Trust Head of HR will classify an individual according to whether their post is unchanged, changed or deleted and whether there are any new posts on the staffing structure. The process of classification posts in this way will be the

subject of consultation with staff and the trade unions. Factors that may be taken into account include:

- the grade of the job
- the similarity / difference between the current and new job descriptions and whether or not the differences are significant / relate to key elements
- Unchanged – i.e. where the individual's job content remains more or less the same on the new staffing structure. Where this is the case, the employee will not be considered at risk of redundancy, unless the number of like posts are reduced on the new staffing structure resulting in there being too many individuals than posts.
- Changed – i.e. where the individual's job content is significantly different. Where this is the case, the Trust will determine appropriate selection criteria; ring fencing arrangements and an appointment process in consultation with staff and the trade unions.
- Deleted – i.e. where the individual's post ceases to exist on the new staffing structure for example where a service or work of a particular kind is being discontinued or reduced.
- New – i.e. a new job where there is no equivalent in the current structure. New posts may be the subject of ring fence arrangements.

12.2 It is for the Headteacher in conjunction with the Trust Head of HR to decide whether a post is unchanged or changed following consultation with affected post holders and recognised trade union representatives. Factors that may be taken into account include:

- the grade of the job
- the similarity/difference between the current and new job descriptions and whether the differences relate to key elements or minor ones
- the "actual" role that the post holder has been undertaking and for how long.

13. Returning to Work

13.1 Employees who are in a ring fence will be required to undergo a selection process. This can be undertaken using one or more of the following objective selection methods based on the requirements of the Trust improvement plan:

- on a competitive basis through an interview and / or appropriate assessment method to assess skills ,competencies and qualifications
- performance management records
- disciplinary records
- attendance records (subject to the Equality Act 2010); and/or
- through volunteers for redeployment.

13.2 If there is only one employee in the ring fence, the Headteacher or representative will meet with them to determine whether their skills and experiences match the essential requirements of the job (allowing for the possibility of re-training where practicable). This provision will also be extended to ring fences of 2 candidates for 2 jobs, 3 for 3 etc.

14. Selection Processes and Ring Fences

14.1 The Headteacher in conjunction with the Trust Head of HR will write to trade union representatives to inform them of the need to move to compulsory selection for redundancy. This notification will include details of the selection criteria defined by the Headteacher in conjunction with the Trust Head of HR and will seek their views and comments.

- 14.2 Headteacher in conjunction with the Trust Head of HR and in consultation with the trade unions, will design fair and objective selection criteria based on skills, expertise and job performance. The aim of this selection method is to enable the Trust to retain the balance of skills and expertise it needs. The normal method of selection will be to match the skills profile of each member of staff against the needs arising from the Trust Development Plan.
- 14.3 The Headteacher in conjunction with the Trust Head of HR will consult all potentially affected staff on the application of the framework.
- 14.4 *Acting up/ Secondment* - An employee who is acting-up/seconded to a post and who has another job in the Trust that is their substantive post (i.e. not an acting up or secondment position) will be assessed against the criteria in relation to their substantive post, not the acting-up or seconded post.
- 14.5 *Support Staff* - Where the reductions include support staff the Headteacher in conjunction with the Trust Head of HR will determine the core and specialist requirements of the Trust for the affected staff group, including particular skills, training, qualifications and expertise relevant to the roles. Support staff on fixed term contracts with named pupils may be excluded from the redundancy pool if appropriate.
- 14.6 *Teachers* - Where the reductions include Teachers the Headteacher in conjunction with the Trust Head of HR will use the framework set out below to determine criteria against which the selection for potential redundancy will be made. This is a 'model' framework and may be adapted dependent on the proposals.
- **Level one – core organisational and managerial requirements**
 - These will include the need for a Headteacher, Deputy Headteacher and key management roles as dictated by the staffing structure
 - **Level two - specialist requirements**
 - These will focus on core curriculum needs and any specific specialism requirements.
 - **Level three - general needs**
 - At this stage the Headteacher in conjunction with the Trust Head of HR should identify any other requirements. In most cases this will be expressed as the Trust needing to retain teachers with the broadest range of skills and expertise in the particular subject area(s). It could also involve consideration of staffs records; live Disciplinary warnings, current Capability processes and Attendance warnings (being mindful of Disability Discrimination under the Equality Act 2010)

15. Selection against Criteria

- 15.1 To facilitate the selection exercise, each member of staff will be asked to complete a short skills audit form on which they should outline their key skills, qualifications, training and expertise.
- 15.2 **Staff** - The Headteacher in conjunction with the Trust Head of HR will conduct an analysis against the proposed staffing structure by comparing the skills and expertise of existing staff against the selection criteria. Current disciplinary, capability and/or attendance records may also be taken into account.
- 15.3 **Teachers** Individuals' skills and expertise will be assessed against the three levels of criteria, as set out below
- *Level one* - analysis will identify teachers who should be retained to deliver key managerial and organisational requirements and who will not therefore be subject to any further analysis

- *Level two* - consideration will be given to retaining the broadest range of subject expertise. Consideration will be given to a teacher's:
 - current actual teaching and/or past actual teaching
 - recent in-service or other training and development
 - qualifications and specialist skills
- Analysis at this level will identify staff who should be retained and placed alongside those already defined to meet core requirements. They will not be subject to any further analysis.
- *Level three* - the Trust will consider its general requirements across the whole Trust or within an area or department. At this stage particular reference will be given to the suitability of the remaining teachers to teach children over a wide age range and/or spectrum of curriculum areas as evidenced by:
 - current actual practice and or past actual practice
 - qualifications
 - recent in-service or other training
 - current disciplinary, capability and/or attendance records.

16. Consideration of Termination of Employment – Initial dismissal meeting (IDM)

- 16.1 Once the selection criteria have been applied and the individual(s) to be selected for redundancy identified, these staff will be notified of this in writing by the Headteacher in conjunction with the Trust Head of HR and invited to attend an initial dismissal meeting (IDM). The IDM will consist of the Trust Head of HR, the elected member of the Local Governing Body and /or the Headteacher. The purpose of the meeting will be to discuss with the individual the basis on which they have been selected for redundancy, the termination of the individual's employment and provide the individual with an opportunity to make representations about their proposed selection for redundancy.
- 16.2 The individual employee has the right to be accompanied at the meeting by a trade union representative or a work colleague.
- 16.3 Where, following this meeting, the decision is to dismiss the individual on the grounds of redundancy, the Trust Head of HR will write informing them of their decision and that they have the right to appeal against this decision.
- 16.4 Once notified of the above decision the Trust Head of HR will issue letters to relevant employees giving formal notice of redundancy.
- 16.5 The Trust will ensure that efforts to help the individual to secure alternative employment continue up to the date of termination of the individual's employment. Where suitable alternative employment is found and this proves to be acceptable to relevant parties within a 4 week trial period of the individual commencing the new post, the notice of termination of employment will be withdrawn.
- 16.6 Notice Periods – Teachers
- As defined under the School Teachers' Pay and Conditions Document (STPCD), Teachers are under a minimum of two months' notice and in the summer term three months terminating at the end of a Trust term. Headteachers are under a minimum of three months' notice and in the summer term four months terminating at the end of a Trust term. Teachers that have been continuously employed for more than 8 years are entitled to receive additional notice up to a maximum of 12 weeks.
- 16.7 Notice Periods - Support Staff

Support Staff are entitled to a maximum of 12 weeks' notice (dependent on length of service).

<i>Period of Continuous Employment</i>	<i>Minimum Notice</i>
One month or more but less than 2 years	- 1 week
Two years or more but less than 12 years employment	- 1 week for each year of continuous employment
12 years or more	- Not less than 12 weeks' notice

16.8 Pay Protection - Teachers

Teachers are subject to the School Teachers' Pay and Conditions Document (STPCD) who are redeployed in to a lower graded job covered by the STPCD, will receive pay protection in accordance with the provisions of the STPCD. An assessment of the differential in pay will be made at the outset of the process, and in the event that the differential is deemed to be so large that it is detrimental to the cost saving exercise, pay protection will not apply and redundancy offered in these circumstances. The Trust will be clear where this may apply in any proposal document (see Section 7.1 above).

16.9 Pay Protection – Support Staff

Support Staff are subject to National Joint Council (NJC) Pay and Conditions Document who are redeployed in to a lower graded job covered by NJC Conditions will receive pay protection in accordance with the rules published in the Trust's Pay Policy. An assessment of the differential in pay will be made at the outset of the process, and in the event that the differential is deemed to be so large that it is detrimental to the cost saving exercise, pay protection will not apply and redundancy offered in these circumstances. The Trust will be clear where this may apply in any proposal document.

16.10 Severance Payments and Early Retirement

If an employee is dismissed on the grounds of redundancy they will be eligible to receive a redundancy payment in accordance with the Governments statutory redundancy entitlement: <https://www.gov.uk/redundant-your-rights/redundancy-pay>. This is in accordance with the Trusts Pay Policy and calculations can be found within the Pay Policy document.

16.11 If the employee is aged 55 or over and a member of the Local Government Pension Scheme they will receive their occupational pension, if they meet the qualification requirements of the scheme.

16.12 In respect of members of the Teachers' Pension Scheme, the employer has discretion to allow early release of pension if the teacher is aged 55 or over.

17. Gardening Leave

The Trust may require an employee to work their notice as a period of garden leave, If such a requirement is a condition of any severance or redundancy situation, this will be discussed with the individual postholder at the time of the identification of posts (Section 13).

18. Provision of Information

18.1 The Trade Unions will be provided with information on all potential redundancy situations including:

- the reason for the proposal
- timescales over which any dismissals are likely to take effect
- number and types of employees likely to be dismissed
- total number and types of employees employed at any particular establishment
- the proposed selection method of employees for redundancy the proposed method of implementing any redundancies
- the proposed method of calculating any redundancy payments to be made.

18.2 There will be no public statement or press releases concerning redundancies until the employees affected and the relevant trades unions have been informed.

19. Employee Support and Assistance

19.1 The Trust will allow reasonable time off to employees under notice of redundancy to enable them to seek alternative work or undertake training for future employment. Any requests for time off should be made as far in advance as possible to the employees' manager.

19.2 The Trust recognises the potential trauma and stress that employees face in such situations and will do everything possible to support them. Support offered may include the following areas, and will utilise internal and external expertise wherever possible as appropriate;

- information on pensions and other benefits
- redundancy payments
- financial advice
- assistance with applications / interviews, etc.
- training guidance and support
- pre-retirement programmes
- individual advice / guidance and or counselling

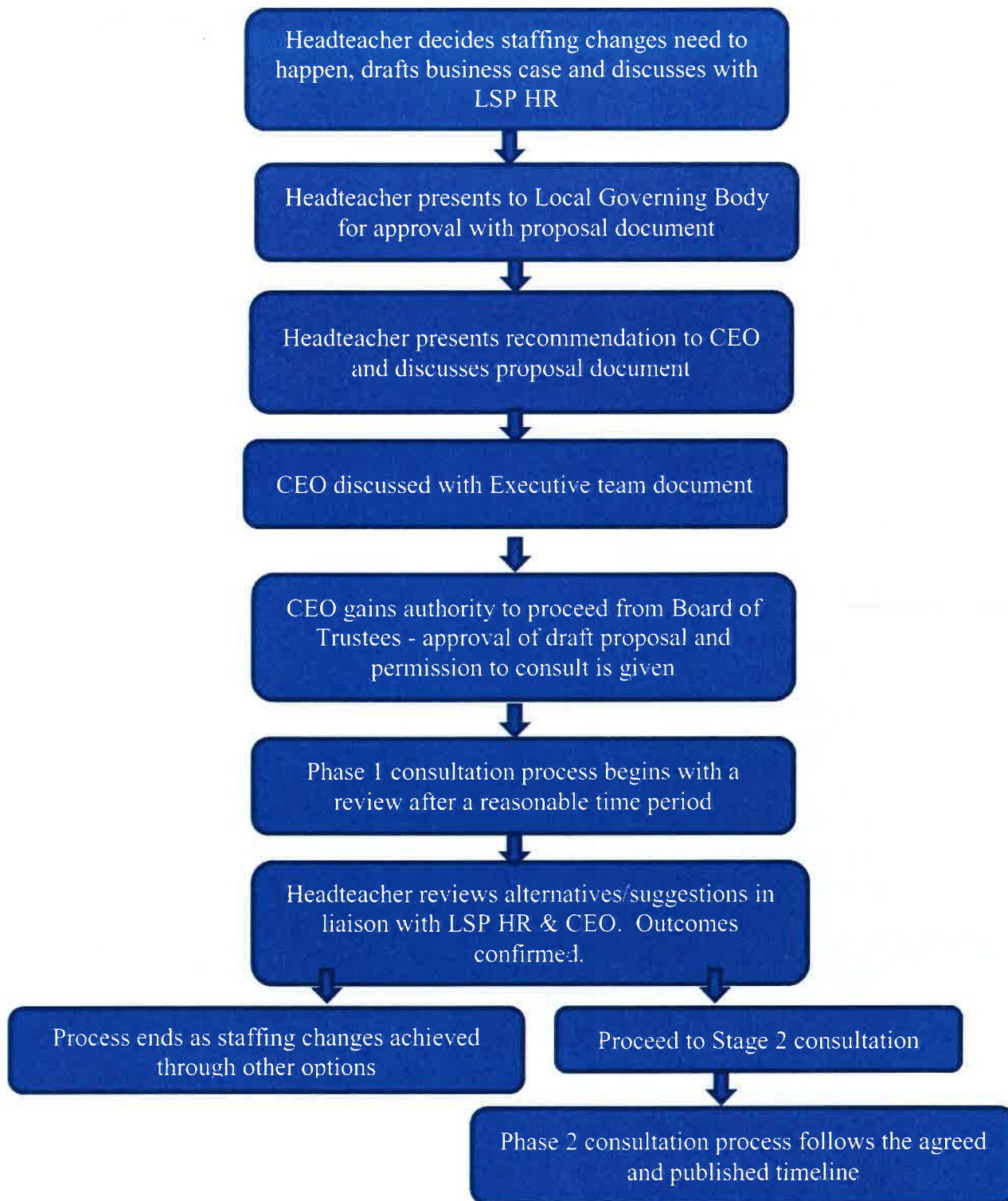
20. Appeal

20.1 An employee dismissed on the grounds of redundancy will have a right of appeal to the Chair of the Local Governing Body of the School. They will be required to lodge an appeal within 10 working days of receiving written confirmation of dismissal, setting out the grounds for their appeal.

20.2 A Panel of Trustee's will convene to hear any appeal. All hearings should be held in accordance with the Guidelines for the Conduct of Hearings and Appeal.

20.3 The appeal decision is final, and there is no further right of appeal to the Trustees.

**APPENDIX ONE:
PROCESS FOR DECISION MAKING RE ORGANISATIONAL CHANGE:**



**APPENDIX TWO:
TIMELINE FOR ORGANISATIONAL CHANGE:**

Date	Action	Stakeholder	Communication	Achieved
PROPOSAL DOCUMENT				
	Headteacher in conjunction with the Trust Head of HR decides a reduction is necessary to the whole school staffing headcount	Headteacher Trust Head of HR	Meeting	
	Headteacher informs Local Governing Body (LGB) agree in principle the proposal for change. Headteacher informs CEO who liaises with executive team. LGB to elect an Initial Dismissal Meeting (IDM) panel at a full LGB	Headteacher LGB Trust Head of HR	Meeting Meeting Meeting	
	CEO / Exec Team/ Trustee Staffing & Pay Committee agree changes to staffing/curriculum model if appropriate	CEO/ Exec team/Trustees	Meeting	
	CEO / Exec Team /Trustee Staffing and Pay Committee approve proposal for change	CEO/ Exec team/Trustees	Email / Meeting	
CONSULTATION - PHASE ONE				
	Where appropriate Unions advised of change management - email invite to meeting onsite led by Headteacher and Trust Head of HR Meeting with affected staff to advise staff of consultation process and invite to formal meeting on XX to discuss proposal document	Headteacher/ HR/ Staff/Unions	Meeting & letters/emails	
	Meeting with affected staff and unions to	Headteacher/ HR/ Staff/Unions	Meeting	

	present proposal document			
	Opportunity for individual meetings and their union representatives with Headteacher/HR Manager	Staff/Unions	Meetings	
	Formal feedback meeting with affected staff, Unions and Headteacher and HR on XX Email advice issued on XX to all stakeholders	Staff / Unions	Meeting	
	Following statutory timescales OR a 'reasonable time': Feedback review of any alternatives from Phase 1 consultation	Headteacher/HR	Meeting & letters	
	Headteacher and Trust Head of HR decision on above alternatives and/or final proposal	Headteacher / HR	Previous proposal becomes formal proposal either revised or not as appropriate	
CONSULTATION - PHASE TWO				
	If approve Phase 2 consultation & proposal document is received, Headteacher in conjunction with HR will issue Notice to Unions/Staff Voluntary Redundancy (VR) explored fully with a confirmed End date to expressions of interest agreed. Alternatives to the above redundancy explored fully possibly including: current recruitment, redeployment, vacancy management	Headteacher and HR / Staff / Unions	Meeting & letters Support for staff VR written enquiry form to be available with deadline submission date	
	Headteacher and HR to meet affected staff and unions to confirm how selection will occur including matrix; formal	Headteacher / HR/ Staff	Meeting Selection document: matrix	

	(revised) change document issued to affected staff along with any other details e.g. job descriptions, advert of new posts etc. on XX		Adverts/ Job details/recruitment strategies if appropriate etc.	
	Deadline for expressions of interest against any current vacancies/VR/person specifications to be on XX Headteacher and HR selection of identified posts / staff against matrix, for ring-fenced posts and any other applications from affected staff or external candidates if appropriate.	Headteacher / HR	Meeting	
	Headteacher and HR meet staff identified as at risk individually	Headteacher and HR / Staff	Individual meetings	
	Interviews take place for Student Support Worker posts - appointments made.	Headteacher	Meeting	
	Headteacher and HR staff individual meetings and letters to staff are issued confirming changes	Headteacher and HR	Letters / notice	
	Notice period commences for affected staff - letters issued by Headteacher and HR	Headteacher and HR	Letters / notice	
	IDM meeting held by a member of the Schools LGB and HR. Meetings are held with individual staff members with a view to confirm CR or VR	LGB and HR	Meeting	
	Staff informed of the decision orally by Headteacher no longer than 2 days after the IDM	Headteacher	Meeting	
	Appeal Hearings to be heard by Trustees. End of right of appeal.	Trustees / Staff / Headteacher	Appeal outcome letters issued	

			Final decision letters	
	New structure in place			

