



BFLPT

Brighter Futures Learning
Partnership Trust

Organisational Change Policy

Version 1

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Status	
Author	HR Manager
Name of Responsible Committee/Individual	Trust Board
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Review Date	September 2027

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Belonging

We build a culture where every child, colleague and community member feels safe, valued and included, creating a strong sense of family across our Trust.



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Flourishing

We enable every child and adult to flourish through rich opportunities, high quality education and exceptional care, so that all can achieve their full potential.



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1 Introduction

- 1.1 This policy sets out the BFLPT's approach on managing organisational change within the Trust to improve organisational effectiveness, including potential redundancy situations. Where redundancies are proposed, the number of employees involved will determine how the process will be managed.
- 1.2 This policy has been formally adopted by the Trust Board on [date].
- 1.3 This policy does not form part of any employee's contract of employment and may be amended at any time.
- 1.4 This policy takes account of all relevant legislation and statutory guidance applicable to organisational change and redundancy, as amended or updated from time to time. The [school/academy/trust] will also have regard to relevant Acas guidance on collective redundancy consultations and on handling all aspects of this process in a reasonable manner.

2 Scope and purpose of this policy

- 2.1 It is recognised that certain changes (for example, a fall in roll, curriculum changes, budget cuts and restraints, and outsourcing functions) may make it necessary to consider a restructure and reorganisation of staffing that may include a change in job roles, reporting lines, operational set up, changes to terms and conditions, and redundancies. The purpose of this policy is to have a clear framework in place that sets out what we will do whenever significant change within a school or the Trust, including a reorganisation of staff and/or a 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 treat part-time or fixed-term employees less favourably than comparable permanent employees.
- 2.3 The legal definition of redundancy is as follows:

An employee who is dismissed shall be taken to be dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to:

- The fact that the employer has ceased or intends to cease the business for the purposes of which the employee was employed, or to carry on that business in the place where the employee was so employed.
- The fact that the requirements of that business for employees to carry out work of a particular kind, or for employees to carry out work of a particular kind in the place where the employee was employed by the employer, have ceased or diminished or are expected to cease or diminish.

- 2.4 As part of the application of this policy, the school/Trust will collect, process and store personal data in accordance with our data protection policy. We will comply with the requirements of data protection legislation (including the UK General Data Protection



Regulation (UK GDPR), the Data Protection Act 2018) and any implementing laws, regulations and secondary legislation, as amended or updated from time to time), in relation to how we collect, hold and share this personal data. Records will be kept on the employee's personal file in accordance with our Trust Data Protection and Information Management Policy and in line with the requirements of data protection legislation.

3 Planning

- 3.1 The Trust Board will ensure that there is effective planning, financial management and resource allocation in place in the day-to-day and strategic management of the School/UTC or Trust. We will carry out workforce planning and regularly review our staffing structure to ensure it is fit for purpose, supports teaching and learning, and to minimise surplus staff situations.
- 3.2 The Central Executive Team will provide information in relation to workforce planning and resources to our Headteachers who will share the information with Local Governing Boards, as required.

4 Consultation

- 4.1 Where the changes proposed could result in redundancies and/or changes to terms and conditions, we will enter into meaningful consultation to provide the opportunity for all those concerned to discuss the problem and consider options or alternative ways of tackling the problem. Consultation should begin in good time and will be in accordance with statutory requirements for collective consultation, where applicable. Where the statutory requirements to collectively consult do not apply, we will determine a reasonable, meaningful consultation period is carried out based on the proposals.

The Trust will determine the appropriate level and form of consultation based on the nature and scale of the proposed change, the number of employees affected, and any applicable legal, contractual or collective bargaining obligations. Where a significant number of employees are affected (+10), or where collective consultation is required by law or an applicable agreement, we will consult with recognised trade unions and/or elected employee representatives as appropriate. For smaller-scale changes, consultation will normally be undertaken directly with the employees concerned.

Where proposed changes affect terms and conditions subject to collective bargaining or a collective agreement, we will follow any applicable collective bargaining or consultation procedure before implementing the changes. Nothing in this policy limits any statutory consultation obligations, including those relating to collective redundancies or dismissal and re-engagement.

- 4.2 Where appropriate and in accordance with paragraph 4.3, we will provide the recognised trade unions or elected employee representatives (or affected employees if, after being invited to elect employee representatives, the affected employees fail to do so within a reasonable period of time) with sufficient information in writing, including:

- 4.2.1 The reasons for the proposals.



- 4.2.2 The numbers and descriptions of employees it proposes to dismiss as redundant or who are at risk of redundancy.
- 4.2.3 The total numbers of employees of that description employed at the establishment in question.
- 4.2.4 The proposed method of selecting the employees who may be dismissed.
- 4.2.5 The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect.
- 4.2.6 [The proposed method of calculating the redundancy payments (other than statutory redundancy pay).]
- 4.2.7 The numbers of agency staff at the Schools/UTC or Trust, the areas that they are deployed in, and the type of work they are undertaking.
- 4.2.8 Any proposals with regard to changes in job roles, reporting lines, operational changes or structure.
- 4.2.9 A timeline detailing each stage of the process.
- 4.3 We will consult on ways that we could avoid or reduce the need to make compulsory redundancies, if that is possible, or to mitigate the consequence of any dismissals. Examples of such steps include:
 - 4.3.1 Reviewing the use of agency staff.
 - 4.3.2 Restricting recruitment, or a vacancy freeze [in affected categories of employees and], in those areas into which affected employees might be redeployed.
 - 4.3.3 Natural wastage.
 - 4.3.4 Retraining and/or redeployment within and across schools/UTC or Trust.
 - 4.3.5 Reducing overtime/additional hours.
 - 4.3.6 Offering reduced working time, including job sharing or other flexible working arrangements, and career breaks, where these are practicable.
 - 4.3.7 Inviting applications for early retirement or voluntary redundancy. In all cases, the decision to release an employee under such schemes will be at the absolute discretion of the Headteacher/CEO.
 - 4.3.8 Consideration of different working practices and working patterns.
 - 4.3.9 Freezing or reducing salaries.
 - 4.3.10 Lay-offs, suspending work for a temporary period.
- 4.4 Where teaching posts are at risk of redundancy, sufficient time will be given for consultation and for teachers' notice periods to expire before the proposed

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implementation date. To implement at the beginning of the following term, notice must be given by the end of October, February, or May.

- 4.5 Any measures we adopt will not adversely affect schools/UTC or Trust and the quality of teaching and learning provided to our pupils.
- 4.6 Employees and, where appropriate, trade unions or elected representatives will be advised of the arrangements for them to respond to the proposals. When issues are raised during the consultation period, they will need to be actively considered and responded to with an explanation for the nature of the response given within a reasonable timeframe, and as appropriate. A final response will be given at the end of consultation.
- 4.7 Employees who are absent from work due to maternity/paternity/adoption leave, long-term sickness, or secondment, but whose substantive post is affected by the proposals, will be included in any consultation process. If face-to-face meetings are not possible, we will conduct the consultation process remotely.
- 4.8 If the proposals include changing terms and conditions then we will ensure that, through consultation, it is made clear to employees what the changes are and how they may affect them.

5 Selection

- 5.1 In order to identify how many roles are potentially redundant, we will create a pool of employees from which those who are to be made redundant will be selected. The selection pool will normally consist of employees who carry out the same or similar work and perform jobs that are interchangeable. Selection pools are not necessary when redundancies are expected to involve the whole schools/UTC or Trust or just one specific role.
- 5.2 Where a process of selection is required to either identify which employees within a pool are at risk of redundancy or for application for alternative posts, the criteria used to select will be objective, measurable, robust, transparent and fair, and based on the skills required to meet our existing and anticipated school/UTC or Trust needs. Selection criteria will be developed and applied in a non-discriminatory manner and in accordance with our obligations under relevant equality legislation.
- 5.3 We will consider the most appropriate method of selection in relation to the circumstances surrounding the specific restructuring and/or redundancy situation, and the proposed selection criteria will be consulted on during the consultation process. In a redundancy situation where there are the same number of incumbents as there are roles proposed to be reduced, then the selection criteria will be on the basis that they occupy that role.
- 5.4 Employees on secondment or “acting up” will be deemed to be in their substantive post for the purposes of any change process.
- 5.5 Individual employees who are provisionally selected for redundancy following the application of the selection criteria will be informed, and (where appropriate) invited to a meeting at which they will be given an opportunity to make representations that the application of the criteria is unfair or has been applied incorrectly as part of the

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consultation process. Note that, under the Protection from Redundancy (Pregnancy and Family Leave) Act 2023, employers will be required to offer pregnant women and new parents returning from family leave a suitable alternative vacancy, if possible.

6 Making compulsory redundancies

- 6.1 Every effort will be made to mitigate job losses, where possible. When it is not possible to avoid making compulsory redundancies, employees who remain at risk of redundancy will be invited to a compulsory redundancy hearing to consider redundancy.
- 6.2 Where selection for redundancy is confirmed, employees selected for redundancy will be given notice of termination of employment in accordance with their contract of employment or minimum statutory notice period (whichever is greater), and written confirmation of the payments (and how they have been calculated) that they will receive (where applicable).
- 6.3 Employees will be given the opportunity to appeal against this decision. Details of the appeals process will be provided to the employees in writing following the decision being made.
- 6.4 Depending on the circumstances, the schools/UTC or Trust may waive its right to insist on employees working their notice and, instead, give a payment in lieu of notice.
- 6.5 Protection from redundancy applies to certain employees who are pregnant, on certain types of statutory family leave, or who have recently returned from such leave. We will offer suitable alternative employment (where available) in the following circumstances in priority over other employees selected for redundancy:

Circumstances	Start of protected period	End of protected period
Pregnant employee or employee on or returning from maternity leave	When the employer has been notified of pregnancy.	18 months from the child's date of birth, or 18 months from the Expected Week of Childbirth, if the date of birth has not been notified).
Employee has suffered a miscarriage (before 24 weeks of pregnancy) or stillbirth (after 24 weeks of pregnancy)	When the employer has been notified of pregnancy. Note: Pregnancies ending after 24 weeks are classed as stillbirths and the employee would be entitled to statutory	Miscarriage: Two weeks after the end of the pregnancy Stillbirth: 18 months from the date of the birth

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	maternity leave (see above).	
Employee taking adoption leave	Beginning of adoption leave.	18 months from date of placement or date of entry into Great Britain (if overseas adoption).
Employee on or returning from shared parental leave, neonatal care leave or bereaved partner's paternity leave. Note: If the employee has also taken maternity or adoption leave in relation to the same child, the protected period for that leave applies instead. For bereaved partner's paternity leave, if the employee has also taken shared parental or neonatal care leave in relation to the same child, the protected period for that leave applies instead	Beginning of the relevant period of leave.	If less than six consecutive weeks of leave is taken, at the end of each period of leave. If six or more continuous weeks of leave is taken, 18 months from child's date of birth or placement for adoption, or the date the child enters Great Britain (if adopting from overseas), as applicable.

7 Pay protection

In circumstances where teaching staff are offered a role with less responsibility or requirement of a TLR, they will receive safeguarding protection for the TLR payment for a period of three years. Safeguarding provisions for teachers are set out in the School Teachers' Pay and Conditions Document.

8 Support mechanisms

Alternative work/retraining

- 8.1 We will make every effort to redeploy any employee who is selected for redundancy and inform them of any vacancies that we have ring-fenced in the proposed structure or elsewhere in the Trust and can offer as a redeployment opportunity, up until their termination date. We will provide details of the application process, when applicable, and will ensure the selection of candidates for redeployment opportunities and alternative posts are conducted fairly.
- 8.2 The manner in which redundant employees will be invited to apply for and be interviewed for vacancies will be organised depending on the circumstances existing at the time. While priority will be given wherever possible to employees under threat of redundancy,

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the [school/academy/trust] reserves the right to select the best available candidate in relation to any given vacancy. Employees who are within the redundancy protected period set out in paragraph 6.5 above who are selected for redundancy have a separate legal entitlement to be offered any suitable alternative post in preference to other employees who have been selected for redundancy.

- 8.3 An individual who is redeployed into a suitable alternative post is entitled to a trial period of four weeks in the new job. This may be extended by mutual agreement for training purposes. If the redeployment opportunity is found to be unsuitable by either party following the trial, employment may be terminated on grounds of redundancy on the original terms, dependent on the reasons for refusal.
- 8.4 An employee will not be entitled to a redundancy payment if they unreasonably refuse an offer of suitable alternative employment. In this situation, the employee's contract would still be terminated by reason of redundancy, but no redundancy payment will be made.
- 8.5 The Trust will consider if any form of retraining can be provided in order to assist employees at risk of redundancy to gain employment within the Trust.

Counselling service

- 8.6 Any employees who are at risk of redundancy, who have been issued a notice of redundancy, or are involved in a restructuring process, will be able to access the counselling services through the Trust Westfield Healthcare package, this is the responsibility of individuals.

Time off

- 8.7 An employee under notice of redundancy [with at least two years' service] will be entitled to a reasonable amount of paid time off to look for alternative work, attend interviews, or to undertake training. Employees wishing to take advantage of this right should make the appropriate arrangements with their CEO/Headteacher/Principal and provide proof of attendance, if requested to do so.

9 Redundancy payments

- 9.1 Employees with two or more years' service will be entitled to a [statutory or contractual] redundancy payment. The period of continuous service will be calculated with reference to the Employment Rights Act and the Redundancy Modification Order. The Trust's redundancy payments are calculated using the following formula:

9.1.1 Will be in line with the NJC Terms and Conditions or Teachers Pay and Conditions.

9.1.2 The amount of this payment will be confirmed when the employee is selected for redundancy, and the sum will be paid along with the employee's final salary payment or payment in lieu of notice.

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10 Embedding the change

Carrying out the implementation successfully does not, in itself, guarantee the success within the new structure. The [headteacher/principal/CEO] will therefore need to give consideration to the following:

- Any updating or retraining needs.
- Team building.
- Induction into new working practices, systems or procedures.
- Changes to the configuration of the Trust's meeting structures and methods of communication.
- Changes to appraisal arrangements.
- Notifying other employees and stakeholders, such as parents, of the changes that may affect them.

11 Review of policy

This policy is reviewed and amended by Trust Board. We will monitor the application and outcomes of this policy to ensure it is working effectively and is compliant with applicable legislation.

Organisational Change Policy Version 1 agreed Trust Board September 2026

