Schools Organisational Change Policy

School/Academy Name:	Mayesbrook Park School
Date of Adoption:	6th of June 2026
Chair of Governors Signature	
Signature of Head Teacher:	

This Policy should not be amended by a School, except for entering details above. Any changes will invalidate the policy.

The Schools HR Advisory Service will automatically update this Policy/Procedure to comply with any changes to legislation or ACAS guidance, to make corrections or increase the understanding and notify schools of the amendments.

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1. Executive Summary

Purpose:

To manage changes to our School's staffing fairly, minimise redundancies, and support staff.

Policy Governance Statement:

Procedural steps that are fundamental to the fair and consistent application of this Policy are contained within the main body of the document. Appendices may offer supporting templates or guidance only; no employee rights, obligations, or procedural requirements will be located solely within an appendix.

Who's Covered:

All permanent and temporary staff with over two years' service. (Not Agency, Consultants, or Volunteers.)

Key Stages:

1. **Proposal:** School Leaders share plans for change.
2. **Consultation:** Staff and Trade Unions give feedback.
3. **Outcome:** Decisions are made and shared.
4. **Termination:** If redundancy is needed, notice and support are given.
5. **Appeals:** You can appeal redundancy or assimilation decisions.

Employees Rights:

- To be consulted and give feedback
- To be accompanied at meetings
- To appeal decisions
- To access support services

Responsibilities:

- **Staff:** Attend meetings, engage, and meet deadlines
- **Leaders:** Communicate clearly, consult fairly, and consider alternatives

Support:

Please contact the Schools HR Advisory Service, your Trade Union Representative, or your HR Provider if you need any support or guidance.

2. Introduction

The School/Academy will always seek to implement restructures and/or achieve staffing reductions in consultation with employees and the Recognised Trade Unions, and to minimise redundancies.

It is proposed that the procedures outlined in this document, which recognised Trade Unions have been consulted, will apply to all permanent substantive staff and temporary employees with over

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two years of continuous service with the London Borough of Barking and Dagenham, a Voluntary-Aided 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 Panel of the Governing Body who have delegated authority) can make the final decision on the outcome of a consultation on re-organisation or restructuring.

Adopting this Policy and Procedure will ensure that the Governing Body of a Community School continues to receive full support from the Local Authority when managing cases. However, if a Governing Body is considering an alternative Policy, a copy of that Policy, together with the reasons for proposing it should be submitted to the Commissioning Director, Education. The Commissioning Director will then inform the Local Secretaries of the recognised Trade Unions and Organisations.

Governing Bodies should note that they have a Statutory Obligation to engage in collective bargaining with the recognised Trade Unions on terms and conditions of their members and the School should ensure that negotiations are pursued with the Local Representatives of the recognised Trade Unions/Organisations, who will usually be the Local Trade Union/Association Secretaries. Contact details will be provided by the Commissioning Director Education or their Representative.

Governors must ensure that the adopted Policies are readily available to and understood by all members of Staff.

This Policy is designed to ensure compliance with Statutory Requirements and promote best practice within the School. It supports staff well-being, retention, and performance by providing clear processes and fair treatment.

Schools are asked to monitor and review the implementation of this Policy regularly, using measurable indicators such as staff retention rates, absence trends, and feedback from staff surveys.

Evidence of impact will be documented and available for inspection to demonstrate how this Policy contributes to improved teaching quality and positive outcomes for pupils.

3. Wellbeing and Support

- The School is committed to supporting staff wellbeing during Organisational Change.
- Staff affected by change can access support services, such as the Employee Assistance Programme.
- Head Teachers/Managers should communicate openly, provide timely information, and signpost staff to wellbeing resources.
- Staff are encouraged to seek help early if they feel stressed or need support.

For further details or to access support, contact Schools HR Advisory Service (or your alternate Provider) or your Line Manager.

4. Application of this Policy

4.4 This 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 follows ACAS guidance, as well as "Best Practice".

4.5 The Policy applies to all Support and Teaching Staff as referred to in 1 above.

4.6 The Head Teacher and the Governing Body/Trust (or the Panel 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 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.

4.7 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 Panel of the Governing Body/Trust who have delegated authority), with advice from the Schools HR Advisory Service (or your alternate Provider) or your Line Manager.

4.8 The Governing Body/Trust will delegate responsibility for Staffing reviews to a Panel of three Governors and the Head Teacher.

4.9 This Policy will be used when circumstances arise that could potentially lead to organisational change.

4.10 Examples of when this Policy 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.

4.11 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. Options to avoid redundancies may include:

- Process of natural wastage.

- Reviewing recruitment strategies and/or limiting recruitment to vacancies.
- Reducing or ceasing overtime working other than contractual or emergency overtime.

- Exploring alternative working arrangements e.g. part-time working, job sharing or a shorter working week (with the agreement of the employees affected).
- Reviewing the use of non-permanent Employees (including Casual and Temporary Employees, Consultants, Contractors, Agency Workers) and volunteers.
- Any other means the School may consider appropriate after consultation.

4.12 In applying this Policy, 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.

4.13 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.

4.14 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.

4.15 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.

4.16 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. General

5.1. Advice and Support

The Schools HR Advisory Service will support and advise Head Teachers and Governors considering changing their Schools Staffing structure to ensure that they are dealt with in accordance with this Policy, employment and equalities legislation, and “best practice”; where you buy-in to our Service.

5.2. Using Alternative HR Providers

Community and Voluntary-Controlled Schools using human resources providers other than the Local Authority recognised service provision must ensure that the Local Authority is notified in line with this Policy. Said provider must adhere to the agreed Policy, when providing support.

Where a School uses an alternative HR Provider, the Provider must ensure that all restructure, redundancy, consultation and dismissal-related documentation is shared with the Local Authority in accordance with Statutory monitoring, safeguarding oversight and governance duties.

In all cases, the Local Authority should receive notification of any proposed changes including the proposal and any associated documents to ensure that it is a legitimate redundancy situation.

In cases where a redundancy situation results in the termination of an employee’s contract, responsibility for issuing notice of dismissal rests with the employing body.

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In Community and Voluntary-Controlled Schools, the Local Authority is the employer and will formally issue notice of termination on behalf of the London Borough of Barking and Dagenham.

In Voluntary-Aided Schools and Academies, the Governing Body or Academy Trust is the employer and will be responsible for issuing notice of termination in accordance with their governance arrangements.

In all cases, where an appeal hearing is arranged, the Commissioning Director Education's Representative should be informed to ensure appropriate oversight, governance, and compliance with statutory and local requirements.

Where a School does not buy into the Schools HR Advisory Service (LBBD) charges are likely to apply.

5.3. Roles and Responsibilities

5.3.1. Head Teachers and Employees are required to comply with arrangements detailed in this Policy. These are designed to try and ensure that restructures and potential redundancy situations are dealt with fairly, objectively and consistently.

5.3.2. **Employees** are required to fully co-operate with the process and:

- Attend any meetings at the time and place designated.
- Comply with process and deadlines under the Assimilation Process and/or making applications or representations and for submitting appeals.

5.3.3. **Head Teachers** are required to fully co-operate with the process, and:

- Obtain approval from the Governing Body/Trust (or the Panel of the Governing Body/Trust who have delegated authority) to start formal consultation on proposed restructures and potential redundancies with Employees and Trade Unions.
- Consult all their Employees including those on maternity, adoption or shared parental leave, long-term sickness and secondments etc on the reasons for the proposals, including the timescales and proposed arrangements for achieving this.
- Seek advice from the Schools HR Advisory Service (or alternative Provider) on any necessary reasonable adjustments to the process to remove barriers for employees with a disability or a long-term physical or mental health condition.
- Consult the Schools HR Advisory Service (or alternative Provider) as to the process to be followed and the proposed method(s) for selection for redundancy.
- Where possible, notify the employee in person when they are to be issued notice of the termination of employment due to redundancy unless they choose not to attend.

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.

5.4. Pregnant Employees and those on Maternity, Adoption or Shared Parental Leave

Pregnant Employees and those on Maternity, Adoption or Shared Parental Leave are not exempt from redundancy where a genuine redundancy situation exists and the Policy has been followed.

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However, selecting an Employee for Redundancy because of Pregnancy, Maternity, Adoption or Shared Parental Absence is automatically unfair.

Under the ERA 2025 and associated legislation, Employees in these groups have an enhanced right to be offered any suitable alternative vacancy, ahead of other Employees at risk and without a competitive selection process.

This protection applies from the point the Employee notifies the Employer of their pregnancy and continues until 18 months after the expected week of childbirth or the end of the relevant period of family leave.

Selecting an Employee for redundancy because of their Pregnancy or Maternity Absence or a related reason is automatically unfair.

From 6 April 2024, the right of Employees on Maternity, Adoption, and Shared Parental Leave to be offered suitable alternative employment ahead of other employees at risk of redundancy was extended from 12 to 18 months for employees:

i) Whose Maternity Leave Ends on or after 6 April 2024.
ii) On Adoption Leave that ends on or after 6 April 2024.
iii) Who take a period of Shared Parental Leave of 6 weeks or more beginning on 6 April 2024 or later.

5.4.1. Employees whose posts are made Redundant while on Maternity, Adoption or Shared Parental Leave have the right to be offered any suitable alternative job, (even if other colleagues are more suitable for the role); when a suitable alternative job is identified i.e. a minimum 50% match (excluding generic terms), this should be offered to the employee(s) without putting them through a formal interview or selection process.

5.4.2. The obligation arises as soon as the role is identified as redundant. When restructuring, they must be offered any suitable post in the new structure before the assimilation process for the remaining posts. They are entitled to a suitable alternative vacancy/redeployment and not a choice of vacancies, or indeed any vacancy if more than one might be suitable, from the posts that are available at the time.

5.5. Redundancy

5.5.1. Whilst redundancies should be avoided, this is not always possible.

5.5.2. Under the Employment Rights Act 1996 a redundancy situation arises when employees are dismissed in the following circumstances:

(a) The Employer has ceased, or intends to cease:

i) to carry on the business for the purposes of which the Employee was employed by him; or
ii) to carry on the business in the place where staff were so employed; or

(b) The fact that the requirements of that business:

i) for Employees to carry out work of a particular kind; or

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ii) for employees to carry out work of a particular kind in the place where staff were employed; have ceased or diminished, are expected to cease or diminish.

For Schools, this may be because of any of the reasons listed at 2.7 above.

Notes for Compliance with the Employment Rights Act 2026

While the Statutory definition of redundancy remains unchanged, the Employment Rights Act 2026 introduces a number of additional protections that Schools must follow. Schools should ensure they are prepared to implement these requirements as they come into force, and the Policy will be updated accordingly. These include:

- strengthened requirements to ensure procedural fairness;
- extended protection periods for pregnant Employees and those returning from family-related leave;
- clearer duties to identify and offer suitable alternative employment at the earliest opportunity;
- enhanced expectations around consultation, evidence gathering and the transparency of decision-making.

These requirements should be reflected in the relevant sections of this Policy, particularly Selection, Consultation, and Family Leave Protections without altering the core statutory definition of redundancy.

5.6. Appeals

5.6.1. Employees, including those who accept voluntary redundancy terms, will have a formal right of appeal against the application of the selection criteria or redundancy.

5.6.2. Appeals against dismissal on the grounds of redundancy will be determined by the Governors' Appeals Panel.

5.6.3. Appeals will be heard by Governors who have had no prior involvement in the proposal, consultation, assimilation decision, selection process, or redundancy determination, in accordance with natural justice.

5.6.4. Employees should write to the Chair of Governors within 10 working days (excluding School closure periods) of the date of the notice of the termination of their employment, setting out the grounds for the appeal, using the proforma at **Appendix G**.

5.6.5. Staff may appeal against redundancy or assimilation decisions on the following grounds:

- Procedural error: The correct process was not followed.
- Unfair application of criteria: The selection or assimilation criteria were not applied fairly or consistently.
- New evidence: Relevant information was not considered or has come to light since the original decision.
- Discrimination: The decision was influenced by unlawful discrimination.

Examples:

"I believe my duties were not accurately reflected in the assimilation assessment."

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"I was not given the opportunity to provide feedback during consultation."
"Selection criteria were not applied consistently across staff."
"I have new evidence that affects my eligibility for assimilation."

5.6.6. The employee will be formally notified in writing of the arrangements for the appeal meeting.

6. The Schools Organisational Change Process

6.1 Stage One: The Proposal

6.1.1 When it becomes apparent that a restructuring exercise may be required, the Head Teacher should prepare a Staffing proposal report using the template at Appendix C for the Staffing Panel's consideration.

The Schools HR Advisory Service, or your alternative Schools' HR Provider, or where Relevant, a Diocesan Officer should be consulted when preparing the report. The report should set out, as appropriate:

- The reasons for the proposal
- Timescales including:
    - Dates for meetings with the recognised Trade Unions and affected Employees (online or in person), including any Employee(s) on Maternity, Adoption or Shared Parental Leave, Other Long-Term Absence, or Secondment.
    - Timescales for responding and/or follow-up action and obtaining estimates.
    - Date(s) for the Selection Panel and/or for interviews.
    - Dates and/or timescales for submitting and hearing appeals.
    - Dates for issuing notice.
- The numbers and Jobs affected
- The number and categories of employees affected
- The number of Agency Workers in the School and the type of work they are doing
- Charts showing both the existing and the proposed structures
- New evaluated job descriptions (regarding 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).
- Where the proposal may lead to 20 or more redundancies within a 90-day period, the employing body as defined within this Policy must submit an HR1 notification to the Secretary of State before beginning formal consultation, in accordance with statutory requirements.
- Measures to avoid the need for redundancies or keep the number of redundancies to a minimum - Compulsory redundancies should be avoided where possible.
- The School will meet its Public Sector Equality Duty under section 149 of the Equality Act 2010 by evidencing due regard to eliminating discrimination, advancing equality of opportunity and fostering good relations throughout the organisational change process.
- An equalities impact assessment should be undertaken to demonstrate if the proposal will have an impact on distinct groups of staff or not.
- The proposal must include evidence demonstrating the need for change, such as workload analysis, curriculum requirements, budget trends, pupil numbers, or School

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pressures. Assertions without supporting evidence may not be considered sufficient during consultation or appeals.

6.1.2 Using Equality Impact Assessment Findings

- **An Equality Impact Assessment (EIA) will be completed at the proposal stage and updated as the process progresses.**
  It will be treated as a live document and reviewed at each key decision point.
- **The EIA will consider the potential impact of proposed changes on Employees with Protected Characteristics**, including (but not limited to) age, disability, sex, gender reassignment, ethnicity, religion or belief, sexual orientation, pregnancy and maternity.
- **Where the EIA identifies any risk of adverse or disproportionate impact, the School will:**
  - Explore alternative approaches or reasonable adjustments to reduce or remove the impact.
  - Ensure that selection, assimilation and redundancy processes are applied fairly and consistently and do not disadvantage any group.
  - Monitor outcomes throughout the process to identify emerging patterns or concerns.
  - Record the actions taken in response to the EIA and share this information with staff and recognised Trade Union Representatives during consultation.
- **The Governing Body and Head Teacher will use the EIA findings to inform decision-making at each stage, including:**
  - The design of new roles and structures.
  - The application of objective selection or assimilation criteria.
  - The approach to redeployment, suitable alternative employment and redundancy.
- **The purpose of the EIA is to promote equality of opportunity, eliminate discrimination and foster good relations across the workforce.**
  The assessment must also consider any cumulative disadvantage, identify whether any group may be disproportionately affected, and provide clear, practical examples of reasonable adjustments where appropriate.

6.1.3 Following approval by the Staffing/Personnel Panel, the report and its proposals should be communicated to staff affected and recognised Trade Unions by the Head Teacher at the earliest opportunity.

6.2 Stage Two: Consultation

A. Initial Communication and Formal Launch

- Before the formal consultation meeting with affected staff, the Head Teacher must provide recognised Trade Union Representatives with the proposal and supporting documentation in sufficient time to consider the proposals and respond meaningfully. Where practicable, the Head Teacher will meet recognised Trade Union Representatives in advance of the staff launch meeting.
- The Head Teacher may give staff an informal advance notice (“heads up”) about the proposal.
- The Head Teacher must then formally meet with affected staff, who may be accompanied by their Trade Union Representatives, to begin the consultation process. This meeting will outline:
  - The proposal

  - The Policy to be followed
  - The criteria for selection
  - The consultation timetable
- Affected employees will be provided with a copy of the proposals and a covering letter, marking the start of a full, fair, and meaningful consultation.

B. Scope and Content of Consultation

Consultation will include genuine consideration of alternative proposals from staff and recognised Trade Unions, with responses provided before any final decisions are made.

Consultation will cover:

- Arrangements and timescales for filling posts in the new structure (assimilation, ringfencing, competitive interviews, or other selection methods as appropriate)
- The process for appeals (see the Assimilation Process section)

Managers must keep employees informed throughout the consultation, including:

- Progress updates and available support
- Any concerns or alternative proposals raised
- Any changes or developments affecting the proposals
- Proposals for assimilation to new posts and arrangements for appeals

C. Principles of Meaningful Consultation

Consultation is an opportunity to explore alternative options before decisions are made. Meaningful consultation means:

- Providing enough information and time for employees and Trade Unions to consider and respond
- Considering and responding to all feedback before making final decisions

D. Statutory Requirements for Redundancy Consultation

If there are 20 or more potential redundancies, the Head Teacher (on behalf of the Staffing/Personnel Panel) must send a “Section 188” letter to the trade unions within statutory timescales, as required by the Trade Union and Labour Relations (Consolidation) Act 1992:

- For fewer than 20 redundancies: no statutory timescale, but at least 15 working days’ notice (excluding School closure periods) must be given
- For 20 to 99 redundancies: consultation must begin at least 30 days before the first dismissal

Where the Employer proposes to make 20 or more redundancies within a 90-day period, there is a statutory requirement to submit an HR1 notification to the Secretary of State before consultation begins. Failure to submit an HR1 constitutes a criminal offence.

E. Objectives of Consultation

The objectives of consultation are to:

- Avoid disputes and reach agreement with affected employees and their Trade Union Representatives
- Avoid redundancies wherever possible
- Minimise the number of compulsory redundancies
- Agree on fair criteria for selecting employees for redundancy, if necessary

F. Trade Union Involvement

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Trade Union Representatives should receive the proposals from the Head Teacher, ideally at least 5 working days before the meeting, to allow time for preparation. They should also have the opportunity to meet with their members immediately after the meeting.

G. Meetings and Individual Support

- The purpose of the consultation meeting is to present the written case and proposed solution for organisational change. Any affected employee or Trade Union Representative unable to attend will be sent a copy of the proposal report. This includes staff on long-term sickness, maternity, adoption, or shared parental leave.
- Affected staff will be informed, both in the meeting and in writing, of their right to request a one-to-one meeting. The Head Teacher will arrange individual meetings for any staff member who requests one, and staff may be accompanied by a Workplace Colleague or Trade Union Representative. Every employee at risk of redundancy (i.e., those issued an "at risk" letter) will be offered an individual consultation meeting.
- Any meetings between the Head Teacher and Trade Union Representatives during consultation will be at the request of the Trade Union Representative, except for the initial meeting, which the Head Teacher will arrange.

H. Selection Criteria and Appeals

- Selection criteria must be clearly defined, measurable, and supported by objective evidence. Each criterion must include a weighting, a description of how scores will be evidenced, and a moderation process to ensure consistency and fairness. A formal moderation stage must take place before any selection decisions are finalised.
- Every effort will be made to agree fair, clear, and objective criteria for redundancy selection, in consultation with recognised Trade Unions.
- At the start of consultation, the Head Teacher will distribute an assimilation list and allow appeals to be made before the end of the consultation period. Any appeals may affect the outcome of the consultation.

6.3 Stage Three: Outcome of Consultation

6.3.1 Once the consultation process has been completed and all comments and concerns have been considered and questions answered, 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.

Comments should still be sought at this stage from the Schools HR Advisory Service, or your alternative Schools' HR Provider, or where Relevant, a Diocesan Officer should be consulted and Finance (if necessary), regarding any staffing and financial implications.

6.3.2 Once the final report is produced, formal approval for the change must be sought from and given by the Governing Body.

6.3.3 Once approved, all Staff and Trade Union Representatives should be informed of the agreed change in writing and an End of Consultation Meeting should be arranged.

6.3.4 All Staff affected must be written to individually to confirm any employment rights that may be affected.

6.3.5 Payroll should be informed of any pay-related changes affecting the Staff when they become effective.

6.3.6 As soon as a member of Staff has been issued a letter confirming they are at risk of redundancy they will be offered the opportunity to be placed on the Redeployment List with a view to trying to find suitable alternative employment where possible during the period of notice.

NB: Redeployment will be explored within the Employee's own School or Academy first.

Where appropriate, and with the agreement of the relevant Governing Bodies (for Community Schools this may include other Community Schools, and for Academies this may include Schools within the same Trust), or with the agreement of the Local Authority, redeployment may also be considered across other Community Schools where suitable vacancies exist.

Such arrangements can only proceed with the explicit agreement of each Governing Body involved, as every Governing Body has its own autonomy and the process can therefore be complex and time-consuming.

For Community Schools, Employees at risk will also be placed on the Local Authority's Redeployment List.

6.3.7 The new structure will be implemented in accordance with the final report.

6.4 Stage Four: Termination of employment

6.4.1 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 Panel and accompanied by their Trade Union Representative should they wish.

6.4.2 The Head Teacher will also notify the Schools HR Advisory Service (with regard to LBBD 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.

6.4.3 The Schools HR Advisory Service on behalf of LBBD 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.

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 in total.

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

NB: Notice may be paid in lieu, if necessary.

6.5 Stage Five: Redundancy Appeals

6.5.1 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.

6.5.2 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 process.

6.5.3 The Employee will receive written notification of the Appeal Panel's decision within 5 working days (excluding School closure periods).

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

8 Overlapping Grievance and Organisational Change Procedures

An employee may raise a grievance after the organisational change process 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 assimilation/redundancy.

If the grievance has been raised before the assimilation/redundancy appeal stages of the process and the matters of grievance are linked to those of the assimilation/redundancy, then the grievance should be considered within this process.

If the grievance relates to matters that are not connected to the organisational change process, it will need to be managed separately under the Grievance Policy.

8 Timescales

8.1 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.

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

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8.3 Timescales are indicative and may be adjusted where reasonable to ensure meaningful consultation and compliance with statutory obligations.

9. Timing of hearings

9.1 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 resolves speedily.

9.2. 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.

9.3. 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.

10. Inability of Employee to Attend Meetings or Hearings

10.2. Any meetings or hearings should take place during an Employee's normal working hours wherever possible.

10.3. If an Employee is unable to attend a formal meeting, 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.

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 date. 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 consultation period in the employee's absence.

11. Pay Protection Arrangements

11.1 The following pay protection arrangements will apply to all employees permanently appointed to a lower graded post as a direct result of organisational change, except Teachers where separate arrangements apply .

11.2 Where an employee is permanently appointed to a lower graded post as a direct result of organisational change, they will be appointed to the maximum of the new substantive pay scale where this is less than their existing salary point.

11.3 Where an employee is permanently appointed to a higher graded post as a result of organisational change, they will be appointed to the minimum of the new substantive pay scale where this is not less than their existing salary point.

11.4 Pay protection is limited to posts that are no more than 2 grades or 8 increments below the employee's substantive post.

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11.5 Employees who are permanently appointed to a post more than 2 grades or 8 increments below their substantive post will be placed on the maximum salary point of the new substantive post. In such cases, any protection will be limited to the maximum of 2 grades or 8 increments calculated from that point.

11.6 Eligible employees shall have the option of either of the following:

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

11.7 Pay protection will be implemented in accordance with the outcome of the formal consultation process, including the agreed duration or any lump sum arrangement, as applicable.

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

11.9 Teachers are not covered by the pay protection arrangements set out in paragraphs 11.1 to 11.5 above. Where organisational change affects a teacher's salary, including leadership pay, any salary safeguarding or other pay protection will be determined in accordance with the School Teachers' Pay and Conditions Document and any other applicable statutory or contractual provisions. The School will confirm in writing any applicable safeguarding arrangements, including eligibility, duration and the circumstances in which safeguarding will cease.

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Appendix A: Implementing a new staffing structure

The Head Teacher shall consult with Employees and their Trade Union Representatives before taking any proposed action, as set out in section **4** of the policy.

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

1 Assimilation

1.1 The assimilation process determines whether Employees whose posts are being deleted should move into posts in the new structure, by identifying where there is a substantial overlap between the duties in the old and those in the new post.

1.2 Only permanent Employees whose substantive posts are being deleted because of the restructuring will be considered for assimilation to posts in the new structure; this includes employees who were already in post before starting on a programme funded by the apprenticeship levy. To minimise the risk of avoidable redundancies the following are excluded:

- Agency workers, Placements (paid/unpaid) or Volunteers.
- Apprentices or trainees, unless there is an apprenticeship post in the new structure or they have been on an apprenticeship programme for 2 years or more.
- Employees on fixed-term contracts to cover maternity absence or to carry out a specific project etc; they will continue in that post until their contract expires e.g. on the return of the substantive post-holder or completion of the project etc, or it is terminated (in accordance with the terms of their contract).
- Employee on any other fixed-term contracts, unless they have either been - engaged for a minimum 12 months (at the date the formal consultation starts); or - contracted to and continuously covering (for a minimum 12 months) a vacant permanent post that will transfer to the new structure).
- Employees acting-up unless the person acting-up can clearly demonstrate that they have being doing the full range of the duties for more than 2 years.
- Employees on secondment who will return to their substantive post.

1.3 The process involves matching the items on the old and new job descriptions only, (excluding items that are common to all job descriptions, e.g. Equalities and Diversity, Health and Safety), and/or the time spent on specific tasks.

1.4 Matching is against the duties on the job descriptions, not grades or salary. Therefore, Head Teachers must ensure that their Employees either have a relevant, up-to-date job description or agree with the employee(s) a list of the duties and responsibilities being undertaken before starting the matching process. See **Appendix E**.

1.5 When a list of duties and responsibilities are agreed this process is solely for the purpose of assimilation and will not affect the substantive job description or grade.

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2 Ring fencing

2.1 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.

2.2 Ring fences will be interviewed in accordance with the School's Safer Recruitment and Selection Policy.

2.3 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.

3 Bumped Redundancy

3.1 This is when a member of staff becomes surplus to requirement but is transferred to another post where they displace 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 Panel agrees to release the "volunteer" on grounds of redundancy.

3.2 Any bumped redundancy arrangements will be at the discretion of the Staff Panel after taking advice from the Schools HR Advisory Service (or your alternate Provider .

4 Redundancy

4.1 There is no Council wide **voluntary redundancy** scheme and applications will only be considered in circumstances where there are:

i) more Employees than posts in the new structure, and/or
ii) more Employees with a 65% match for assimilation than posts in the new structure.

While there is no automatic right to voluntary redundancy, the School may invite expressions of interest from staff as part of the organisational change process.

Voluntary redundancy does not remove the requirement to apply fair and objective redundancy selection where necessary. All requests will be considered in consultation with recognised Trade Unions and assessed alongside the need to minimise compulsory redundancy.

The School will not accept a voluntary redundancy request where doing so would create a compulsory redundancy for another employee unless this has been considered, discussed and agreed during consultation.

All requests will be considered on a case-by-case basis, considering the operational needs of the School and the skills required for the future structure.

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Assessment Criteria:

- The School will consider the following when assessing voluntary redundancy requests:
  - Whether the role is at risk of redundancy
  - The impact of the individual's departure on the School's ability to deliver its services
  - The cost and savings associated with the redundancy
  - Whether accepting the request would avoid a compulsory redundancy elsewhere
  - The individual's skills, experience, and suitability for any roles in the new structure

Prioritisation:

- If more requests are received than can be accommodated, the school will prioritise based on:
  - The match between the individual's current role and roles in the new structure (assimilation score)
  - The potential to avoid compulsory redundancies
  - The needs of the school and the requirement to retain essential skills

Interaction with Assimilation:

- Staff who meet the assimilation threshold (e.g., 65% match) will normally be assimilated into the new role.
- Voluntary redundancy requests from assimilated staff will only be considered if this does not create a vacancy that would otherwise result in a compulsory redundancy for another staff member.
- Staff who do not meet the assimilation threshold may be considered for voluntary redundancy alongside other options.

Transparency:

- All applicants will be informed of the outcome of their request and the reasons for the decision.
- The process will be managed in consultation with staff and recognised unions.

4.2 **Compulsory Redundancy** may be resorted to when there are fewer new posts than the number of Employees for whom assimilation would otherwise be inappropriate.

4.3 Where Schools choose to conduct reorganisations or restructures to make efficiencies or improvements or to change their curriculum offer, **any** redundancy costs must be covered by the School.

4.4 Where an Employee is in the Local Government Pension Scheme and over 55, they will be entitled to immediate access to their LBBD Pension and if they are over 55 but under the state retirement age the School will also be required to cover the *capital cost of early retirement* as detailed on the redundancy estimate.

4.5 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).

5 Open Competition

5.1 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.

5.2 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.

5.3 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.

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Appendix B: Schools Organisational Change Flow Chart

Stage One: Proposal

- Draft Proposal
- Consult with Schools HR Advisory Service (if necessary)
- Governing Body initial approval (recommended Sub-Panel for initial approval)
- Review recommendations and resubmit for approval
- Consult Schools HR Advisory Service on next steps
- Invite Staff and Trade Unions to consultation

Stage Two: Consultation

- Begin Formal Consultation with Staff and Unions
  - Less than 20 people – no less than 15 working days
  - More than 20 people – no less than 30 days
- Carry out assimilation assessments and publish assimilation list.
- All Trade Union queries, questions, and counterproposals must be logged and responded to before finalising the structure or progressing to decision-making stages.
- Consider redeployment options
- Respond to any questions raised during the consultation
- Assimilation Appeals

Stage Three: Outcome of Consultation

- Amend proposal where necessary
- Consult with Schools HR Advisory Service (if necessary)
- Governing Body formal approval
- Once approved staff and Trade Unions should be informed of the changes in writing and an end of consultation meetings arranged
- Staff written to individually, confirming how that changes affect them
- Recruit to stay exercise/interviews/open or closed ring fences

Stage Four: Termination of Employment

- Head Teacher to confirm dismissal on the grounds of redundancy and right of appeal
- Head Teacher notifies Schools HR Advisory Service in writing of the names of those selected for redundancy for Community Schools
- Schools HR Advisory Service will issue notice on behalf of LBBD
- School should inform payroll of the related changes
- Employee will be supported with redeployment until the termination date

Stage Five: Redundancy Appeals

Grounds of appeal should be specified and state whether they relate to the reasonableness of the decision or to procedural matters.

Appendix C: Organisational Change/Restructuring Proposal Template

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

School:	Click or tap here to enter text.	
Department:	Click or tap here to enter text.	
Name of Person Leading the Review:	Click or tap here to enter text.	
Tel No:	Click or tap here to enter text.	
Proposed Timescale Overview for Review	**Start Date:**	**Target end date:**
	Click or tap to enter a date.	Click or tap to enter a date.
Policy to be used:	**Schools Organisational Change Policy May 2026**	
If any redundancies are required, will the School be able to fund?:	Click or tap here to enter text.	

Drivers for Change (select all that apply)

☐ Budget reduction
☐ Funding withdrawal
☐ Change in Pupil Numbers
☐ Curriculum Change
☐ Staffing Deployment Review
☐ Recruitment/Retention Issues
☐ School Closure/Amalgamation
☐ Efficiency Improvement
☐ Other: Click or tap here to enter text.

The Reasons for The Proposal:

Click or tap here to enter text.

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Evidence supporting the proposal (data, workload analysis, pupil numbers, budget, statutory changes):	
Click or tap here to enter text.	
The numbers and categories of employees affected by the change:	Click or tap here to enter text.
Number of agency workers engaged in the service and the type of work they are undertaking:	Click or tap here to enter text.
Equalities Impact Assessment:	
Click or tap here to enter text.	
Summary of Equality Risks Identified & Mitigation Actions:	
Click or tap here to enter text.	
The proposal for implementing the organisational change:	
Click or tap here to enter text.	
Consultation Process:	

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's Staffing Panel (or delegated Panel) will consider the proposal and all representations made during consultation. The Appeals Panel will consist of Governors with no prior involvement in the proposal, assimilation decisions, selection process, or redundancy determination.
d) The Governing Body will establish a Staff Dismissal Appeals Panel whose role is to consider appeals against the outcomes and determinations of the Resources Sub-Committee, including individual decisions on redundancy.
e) The Head Teacher will prepare the Business Case; advise both Sub-Committees and undertake consultation on behalf of The Governing Body's Staffing Panel (or delegated panel). 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 Trade 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 Governing Body's Staffing Panel (or delegated panel). 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.

j) Staff will be invited to volunteer for redundancy and/or a reduction in working hours to avoid having to make compulsory redundancies.

k) 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.

l) The School will, where consistent with the needs of the Department, 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.

Click or tap here to enter text.

If relevant, the proposed method of carrying out any redundancies together with the method of calculating redundancy payments.

(check if individuals will be affected by £95K cap)

Click or tap here to enter text.

Steps taken to avoid redundancies (with evidence)

Click or tap here to enter text.

Consultation and Implementation Period:

Action	Date
Proposal approved by Governing Panel Personnel/Staffing Sub-Committee	Click or tap to enter a date.
HR1 notification submitted (if required)	Click or tap to enter a date.
EIA completed	Click or tap to enter a date.
Assimilation/Matching Process completed (if applicable)	Click or tap to enter a date.
Proposed structure provided to Trade Unions	Click or tap to enter a date.
Proposed structure presented to Staff and Trade Unions – **Start of Consultation**	Click or tap to enter a date.
Individual meetings from:	Click or tap to enter a date.
Individual meetings to:	Click or tap to enter a date.
Deadline for VR requests (if applicable)	Click or tap to enter a date.
Deadline for assimilation appeals (if applicable)	Click or tap to enter a date.
Assimilation appeals (if applicable)	Click or tap to enter a date.
End of consultation	Click or tap to enter a date.
Outcome of consultation considered by Governing Body Personnel/Staffing Committee	Click or tap to enter a date.
End of Consultation Meeting	Click or tap to enter a date.
Appointment/Recruitment Activity from:	Click or tap to enter a date.
Appointment/Recruitment Activity to:	Click or tap to enter a date.
Redundancy Appeals (if required)	Click or tap to enter a date.
Notice issued	Click or tap to enter a date.
Implementation Date	Click or tap to enter a date.

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

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Job Title	Grade
• Click or tap here to enter text.	• Click or tap here to enter text.

Mandatory Assurance Checks

	Yes	No
Has the proposal been submitted to Schools Forum if redundancies are anticipated?	☐	☐
Have redundancy estimates been obtained?	☐	☐
Have those impacted been considered for voluntary redundancy?	☐	☐
Have staff who are subject to redundancy been placed on the Redeployment Register?	☐	☐
If you are using the Organisational Change Policy for Schools, have you fully complied with its requirements?	☐	☐

If no, how have you varied?

Click or tap here to enter text.

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Appendix D: Assimilation Process

This process has been agreed by the recognised Support Staff Trade Unions and may only be adapted by agreement with the recognised Support Staff Trade Unions and Employees to suit the circumstances of the restructure; this should be agreed before "matching" and may include:

- Volunteers for redundancy when there are more employees with a 65% match for assimilation than posts in the new structure.
- Arrangements for selection when two or more Employees are equally matched, and which should be appropriate to the level of the post e.g. for Employees at SO2 and below this may involve a practical skills assessment instead of a formal interview.
- Appeals e.g. what information may be made available (such as "anonymised" scores but not details of another employee's assessment, marks or scoring etc).
- Advertising posts where there is not a match, or which are not appointed to.

In all cases, it is important to note that:

i) Any queries or disputes as to the interpretation of the process must be referred to the Schools HR Advisory Service.

ii) Head Teachers must use the standard Pro-Forma Assimilation Matrix Form when matching posts. See **Appendix F**.

iii) The arrangements for any appeals are detailed in the outcome letter received after the assimilation has taken place.

iv) Head Teachers must retain securely all assimilation documentation i.e. written notes of meetings; the matching process and/or selection criteria (tests and interview scores) etc for 12 months after the process, to respond to any complaint of unfair treatment.

Additionally, the following rules apply:

- Employees assimilated into posts are not allowed to apply for other posts in the new structure. Any unfilled posts will be advertised at the appropriate time in accordance with the normal recruitment and selection procedures.

- Employees can be assimilated to posts up to 2 grades above or below their substantive posts e.g. from Scale 6 to SO2 or from PO5 to PO3.

- Employees cannot be assimilated directly into Chief Officer (JNC) posts as appointment at this level must be approved by the JNC Panel.

- Employees assimilated to a post at a higher grade will only be entitled to any allowances applicable to that role i.e. they will no longer receive any allowances or entitlements that may have applied to their previous (lower graded) post.

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- Employees moving from posts at PO6 and below to a post at PO7 and above will no longer be able to claim any compensation for additional hours working (flexi-time, TOIL or overtime etc) or work flexi-time.

- Employees matched for assimilation to a post in the new structure are not entitled to any redundancy or termination payment, (or to apply for redeployment). If they do not accept their assimilation, they would be resigning from their employment and there is no right of appeal.

1. Matching Process

1.1. The matching process will normally commence with the most senior post in the new structure first, with the remaining posts appointed to in order of seniority.

1.2. Employees on Maternity, Adoption or Shared Parental Absence whose substantive post are redundant must be offered any suitable alternative post in the new structure, i.e. where there is a minimum 50% match (excluding generic terms), before any other assimilations and without the need for an interview, as follows:

i) Where there is a 65% match the employee will be offered the post;
ii) Where there is a 50-64% match the employee will be offered the post subject to satisfactory completion of a 4-week trial period

NB: The entitlement is to a suitable alternative vacancy i.e.1 vacancy not a choice of vacancies.

1.3. Head Teachers will carry out an assessment of the duties in the new job description and/or time spent on these against those in the old job description, using the pro-forma assimilation matrix at **Appendix F** i.e. what percentage of the requirements of the new job (excluding items common to all) is covered in the old job description:

a) Where there is a 65% or more match i.e. the employee is assessed as carrying out 65% of the duties on the new job description (excluding items common to all), they will normally be assimilated directly into the post.

Where two or more are similarly matched, selection will be by interview or a selection process appropriate to the level of the post e.g. for employees at SO2 and below, this may involve a practical skills assessment instead of a formal interview, as agreed after consultation with the Schools HR Advisory Service (or your alternate Provider .

b) Where there are clear similarities between the duties of old and new job descriptions and/or the time spent on specific tasks of at least a 50% but less than a 65% match, the posts will be ringfenced and selection shall be by interview or a selection process appropriate to the level of the post. There is no right of appeal against the outcome of a ring-fenced interview.

c) Where there are posts not considered to be matched at a or b above, the employees and trade unions will be notified, and any representations first considered; the posts will then be advertised at the appropriate time in accordance with the normal recruitment and selection procedures.

1.4. Once the matching process has been completed and any employees on maternity, adoption or shared parental absence offered any suitable alternative post in the new structure,

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details of the remaining proposed assimilations (the Assimilation List) will be presented to Employees along with details of the arrangements for applying and/or to make representations or appeal.

1.5. Employees have the right of appeal against inclusion/non-inclusion on the Assimilation List. Appeals must be submitted to the Chair of Governors within 10 working days (excluding school closure periods) of the publication of the Assimilation List and detail the reason(s) for the appeal, (and if claiming a match for assimilation or a ring-fenced interview show how they meet this).

1.6. Appeals will be held within 5 working days (excluding School closure periods) of the deadline to appeal at 1.5 above and considered by a panel of at least 2 Governors with no previous involvement in the assimilation or matching process. Their decision on the proposed assimilations will be final.

1.7. Employees must have access to the documentation relied upon in their assimilation assessment, including duty lists, matching matrices, scores and selection evidence, subject to GDPR requirements.

NB:

i) The timescales for submitting and hearing appeals must be followed, as the outcome may have an impact on other employees and/or delay appointments to posts in the new structure.
ii) Employees will have the option of presenting a summary of their case in person to the panel considering the appeal.
iii) The Head Teacher who carried out the assimilation matching will attend the appeal hearing.

1.8. Depending on the outcome of the appeals, the Assimilation List will be amended as necessary and the final proposals notified to staff. There is no further right of appeal.

2. Assimilation into new posts

The process of assimilating Employees into posts will begin with the most senior post and a new contract issued, effective from the date the new structure is implemented; backdating is not allowed. Employees assimilated to a:

i) Higher graded post will be placed on the minimum salary point on the new scale (or their existing scale point if this is higher).

ii) Lower graded post will be eligible for pay protection as detailed at Paragraph 10 of the Schools Organisational Change Policy.

NB: Any position in the new structure may be subject to a trial period where appropriate; i.e. in circumstances where doubts over suitability for the role persist.

3. Unplaced staff/unfilled posts

3.1. Employees who are unplaced will be issued notice of the termination of their employment due to redundancy.

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They may re-apply for any unfilled posts advertised at the end of the assimilation process on the same basis as other redeployees.

3.2. Any posts not filled through assimilation or ring-fenced interviews will be advertised to redeployees first and then in accordance with the normal procedures.

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Appendix E: Assimilation Process – List of duties and responsibilities

(To be completed for the "matching" process where Employees do not have an up-to date job description.)

Part A: To be completed for all employees without an up-to-date job description	
General Accountabilities and Responsibilities are to be excluded, i.e.: ▪ Customer Care ▪ Project management ▪ General Accountabilities and Responsibilities (All roles)	
Job purpose	**Summary of the main purpose of the role (up to 5 points)**
Specific accountabilities	**List the specific accountabilities of the role, (up to 5 points). Do not list what is already including Job purpose do not and not each individual task undertaken)**
Statutory Requirements (where applicable)	**List any Statutory Requirements for the role (e.g. to have a professional accreditation, licence, qualification, or registration etc)**

Part B: Additional information to be completed for managers without an up-to-date job description				
Staff Management and / or Supervisory Responsibility (where applicable)	**Details of number of staff managed**		**Prime (P)* or Shared (S) responsibility**	**Comments (where applicable)**
	Permanent			
	Temporary *			
	Casual			
	Other			
	Total			
	* Includes apprentices and trainees		* Fully responsible for managing attendance and performance, setting targets, sickness absence reviews, "catch-ups" and PFD's etc	
Budget Responsibility (where applicable)	**Details of budget managed**		**Prime (P)* or Shared (S) responsibility**	**Comments (where applicable)**
	Salaries *			
	Grant funding			
	Contracts			
	Other			
	Total			

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	* Includes approval of employee expenses	* Designated budget holder and fully responsible for managing budget, procurement, and approving expenditure / invoices
The list of duties and responsibilities should be agreed with the employee before the "matching process". If the manager and employee cannot agree on the contents, these should be referred to the Director whose decision is final.		

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Appendix F: Assimilation Assessment Matrix

Assimilation Assessment Matrix

Job title of new post to be assessed for assimilation to:
Job title of old post:

Note: To be assimilated, there must be a 65% match against the key areas of responsibility and duties of the new post, (excluding the standard clauses that apply to all job descriptions including "Customer Care" and "General Accountabilities and Responsibilities" etc).

New Post			Old Post		Match	Comments
Key area of responsibility		**Col. 1 % *1**	**Duties matching key areas of responsibility of the new post**	**Col. 2 %*2**	**Col 1 x 2 % ** **	
Total *1				**Total ****		
			65% Match for assimilation (Y/N)			
			50% Match for ring-fenced interview (Y/N)			
Example **	People Management	60	Staff supervision	80%	48	60 x 80% = 48
	Managing delivery of service	25	Assisting in the delivery of service	10%	2.5	25 x 10% = 2.5
	Financial/Budget Management	10	Supervising stationery budget	5%	0.5	10 x 5% = 0.05
	Statutory	5	Statutory	-	0	
		-	Component 5 +	5%	0	
	Total *2	**100**	**Total ****		51	
			65% Match for assimilation (Y/N)		**N**	
			50% Match for ring-fenced interview (Y/N)		**Y**	

Notes	
	*1 Key responsibilities of new job must add up to 100%
	*2 How much (out of a 100) of the current/old job description appears against each component in Column 1. Assess each component individually.
	** There must be a minimum 65% match against the total of the key areas of responsibilities of the new post for assimilation
	+ Activities that appear on the old/current job description but are not on and/or relevant to the new post

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Date completed:	
Completed by:	
Signed:	

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 on page 1.

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 12 months after the completion of the assimilation process.

Assessment Process

<u>New JD</u>

1. Take the new JD and categorise it into its component parts.
   - Cut and paste the duties on the new JD on to the form under “Key area of responsibility”.
   - 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 (and do not double-count e.g. some responsibilities may be listed under ‘Purpose’ or then again under ‘Key/Main Activities’).
3. Weight each component of the new job in terms of its importance and time spent as a % in Column 1, **ensuring the total adds to 100% (and not over)**.
   Again, this must 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.

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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 under "Duties matching key areas of responsibility of the new post".
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 are not to 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 2) out of a hundred, and put the figure in column 3. This should be a 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, each component should be multiplied by the weighting figure which is a % figure, e.g.:
   - if the weighting for the first component is 40% (column 1) and the assessed match is 75 out of a hundred (column 2), then the figure to go in column 3 is 30 (40x75% = 30)
   - if the assessed match is 50, the outcome will be 20 and so on.

Once this exercise has been completed for each component, the outcome in column 5 should be added together and this gives the overall match between the two JD's.

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Appendix G: Redundancy and Assimilation Appeal Proforma

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REDUNDANCY/ASSIMILATION

NOTICE OF APPEAL

Section 1: Employee Details

		Contact no:	
		Location:	
ment:		School:	

Section 2: Employee Representative Details

Please detail the name of your representative.
(You are entitled to be represented by a trade union representative or a work colleague).

No:	
Trade Union (if applicable):	

Section 3: Appeal

i) Please indicate whether you are appealing against:

Inclusion/non-inclusion for assimilation ☐

Redundancy dismissal ☐

ii) Reason(s) for appeal

(Please continue onto a separate sheet if necessary)

Signed:	
Print Name:	
Date:	

Please return the completed form (after taking a copy for your records) to your Chair Of Governors.

***Note: Failure to respond by the deadline will be considered as acceptance of the assimilation/redundancy proposals**.