



Organisational Change and Consultation Policy

Applicable to employees appointed from 1 September 2025

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1 Policy Purpose

The aim of this policy is to provide a standard framework to manage changes within the Trust to ensure employees are fully consulted with. This policy sets out Initio Learning Trust's approach on managing organisational change within Initio Learning Trust to improve organisational effectiveness, including potential redundancy situations. Although our policy is to avoid redundancies wherever possible, the needs of the business may from time to time require a reduction in the overall number of employees employed, or organisational changes, including restructures, that result in some employees' positions being made redundant. Where redundancies are proposed the number of employees involved will determine how the process will be managed.

2 Policy Statement

The Organisational Change and Consultation Policy ensures we are just and equitable in the management of change within Initio Learning Trust to help promote fairness and consistency and ensure a person-centred approach. It is recognised that Organisational Change processes may impact employee wellbeing. An Equality Impact Assessment should be completed for all organisational change processes, to ensure there are no adverse equality implications.

Where the need for change arises, the Trust will seek to retain individuals in employment wherever possible and every effort will be made to find suitable alternative employment for those individuals affected. All decisions on appointment and selection procedures, identification of 'at risk' employees and redundancy criteria will be seen to be fair and transparent and will meet the requirements of both equal opportunities legislation and best practice. The Trust will endeavor to preserve the skills; experience and knowledge of employees involved in change and seek to ensure employees are given the opportunity, wherever possible, to develop their current skills.

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 the Trust, including a reorganisation of employees and/or a reduction in employee numbers, may become necessary.

2.1 Scope

This policy applies to all individuals employed by the Trust.

2.2 Application

This policy does not form part of any employee's contract of employment and may be amended at any time.

This policy was adopted by the Board of Directors of Initio Learning Trust on 25 September 2025 and applies to employees appointed from 1 September 2025.

As part of the application of this policy, the 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 (being the UK General Data Protection Regulation and 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. We will provide workforce data in

line with our employee Privacy Notice which sets out how we will gather, process and hold personal data of individuals during employment.

3 Step 1 - Planning and Proposals

The Trust will ensure that there is effective planning, financial management and resource allocation in place in the day-to-day and strategic management of the 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.

Our senior leadership team will provide information in relation to workforce planning and resources to our Trust as required.

Planning/Timing

(a) It should be recognised that achieving staffing reductions within the Trust legally and fairly requires considerable planning.

(b) As well as the time for meaningful consultation, and avoidance measures, any selection process for redundancy must include the full appeal procedure.

(c) In addition to proper consideration and counselling for employees, the contractual/statutory notice periods for staff must be taken into account if the Trust needs to achieve the reductions.

(d) Depending on the complexity of the consultation process, the time required to complete the process can be anything from 8-14 working weeks plus a Notice Period of up to 12 weeks depending on the individual's contract of employment and length of service.

(e) In the case of teachers, whose contracts can only be terminated at the end of a term, formal notice must be reached by the following dates (please note that by virtue of length of service some teachers may have accrued up to 12 weeks' notice under statute):

For redundancies at the end of the Summer term 31st August	3 months notice from 31st May
For redundancies at the end of the Autumn term 31st December	2 months notice from 31st October
For redundancies at the end of the Spring term 30th April	2 months notice from 28th February

3.1 Rationale for Change

Rationales for change can include but are not limited to:

- A. Restructures
- B. Changing curriculum requirements
- C. Introducing materially different or improved and efficient fit for purpose operating practices and models

- D. Strategic intent and programme influencing
- E. Changes to rosters or working hours
- F. Cost efficiencies
- G. Changes which affect terms and conditions of employment
- H. Service/school/function expansion
- I. Workforce modernisation and large changes to current processes of work
- J. Transfers into and out of the organisation –TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006)
- K. Mergers and acquisitions
- L. Local implementation of National Policy changes which directly affect employees and is not covered by another policy

Workforce planning activities to support this, include reviewing and analysing:

- A. current org structure
- B. skills/capabilities audit assessments for current employees potentially affected
- C. current job description evaluations, salaries and gradings
- D. overall employee costs
- E. impact assessments

3.2 Proposal for change / consultation paper

Before any organisational change commences, the appropriate business case and consultation paper will need to be prepared. A business case will need to be signed off prior to creating a consulting paper for employees.

The Headteacher/Line Manager should involve the People team in the development of their business case / consultation document. The final document must be reviewed by the People team and shared with the Director People and Culture who will then forward it to the CEO for approval.

Review

Once the Headteacher/Line Manager has decided what new structure is required, relevant job descriptions should be gathered along with person specifications as these are likely to change, with support from a member of the People Team. Headteachers/Line Managers should look to see if there are any common job descriptions and roles within the new structure as this is the time to standardise them. If any job description needs to be reviewed, Headteachers/Line Managers should send these to the People team for pay banding and job matching.

The Consultation Paper

Where a school / business function has identified a proposal for significant organisational change, they will need to complete and submit to the Executive Team/CEO, a 'consultation paper', detailing a concise, high-level business case including;

- The broad rationale informing the proposed change
- Outline financial considerations and costings
- Outline staffing/establishment considerations (with 'before' and 'after' organisational charts and job descriptions, salary & grade scales)
- Any alternative solutions considered and rejected
- Summary of any initial discussions within the school / business function
- Any obvious or apparent equality impacts or implications, such as; programme delivery, future salary promotions, recruitment activity, contracts

- Any obvious challenges, risk assessment implications
- Outline timeline schedule, including key milestone checkpoints
- If required, external Legal advice providers and costings
- Details of outsourcing providers, where appropriate
- Details of redundancy pools, where appropriate
- Holistic communication and engagement strategy with meaningful employee consultation at all timeline stages, including; pre, during, and post change

The Executive Team/CEO will carefully review the ‘consultation paper’ and will either approve or reject the paper, or potentially ask for revisions to be made before approving.

3.3 Equality and diversity

If there are equality and diversity issues that are relevant to the employees these should be made known to those involved and appropriate support provided by Initio Learning Trust. In the case of a disability or language issue an employee may be accompanied by an appropriate person to provide support.

Headteachers/Line Managers should check if there are any special arrangements, e.g. support for a disability, that an employee or their companion may require to enable them to participate fully in the procedure. Appropriate guidance may be sought from a member of the People Team. Correspondence in relation to this procedure will invite the employee to inform Initio Learning Trust if they require additional support.

3.4 At Risk - Role Holders

Employees who are attached to a position/role and are identified to be “at risk”, because of the position/role no longer existing in the new restructured organogram. The “at risk” status continues for the incumbent, during the various consultation processes.

3.5 At Risk Letter

The “At Risk” letter will be provided to employees whose roles are at risk because of the restructuring, the at-risk letter will outline the consultation processes with specific timelines.

4 Step 2 - Consultation and Redundancy Selection

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.

We will consult with all affected employees on an individual basis.

4.2 Companion

Employees are entitled to be accompanied by an accredited trade union representative, workplace friend or colleague employed currently at the Trust, at any formal meetings held under this Policy. It is the employee’s responsibility to make arrangements to be accompanied. The employee must be informed of this right at the commencement and all subsequent stages of this procedure.

The employee's choice of companion must be reasonable, depending on the circumstances of each individual case, however, it would not normally be reasonable for someone to attend whose presence would prejudice the meeting. Reasonable time off should be afforded to the workplace friend or colleague, in discussion with their Headteacher/Line Manager.

The companion may:

- address the meeting,
- confer with the employee during the meeting,
- put forward and summarise the employee's case,
- respond to any views expressed at the hearing.

The representative or workplace colleague or companion may not answer questions put directly to the employee at the meeting.

Any companion must maintain confidentiality during and after the application of this policy.

Colleagues who closely work with the affected employees in the School/Trust should be kept informed and communicated with regards to the change, even if they are not affected by the change.

We will also consult with representatives of our recognised trade unions or elected employee representatives where it is proposed to dismiss as redundant 20 or more employees at one establishment over a period of 90 days or less.

4.3 Consultation

Where appropriate and in accordance with clause/paragraph 4.2, 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 within a consultation document including:

The reasons for the proposals;

- The numbers and descriptions of employees it proposes to dismiss as redundant or who are at risk of redundancy;
- The total numbers of employees of that description employed at the establishment in question;
- The proposed method of selecting the employees who may be dismissed;
- The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect;
- The numbers of agency employee at the Trust, the areas that they are deployed in and the type of work they are undertaking;
- A timeline detailing each stage of the process .

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:

- Reviewing the use of agency employee;
- Restricting recruitment or a vacancy freeze in affected categories of employees and in those areas into which affected employees might be redeployed;
- Natural wastage;
- Retraining and/or redeployment within and across the Trust;
- Reducing overtime/additional hours;

- Offering reduced working time including job-sharing or other flexible working arrangements, where these are practicable;
- 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 Trust;
- Consideration of different working practices and working patterns; and
- Freezing salaries.

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

Any measures we adopt will not adversely affect the Trust and the quality of teaching and learning provided to our pupils.

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 time frame and as appropriate. A final response will be given at the end of consultation.

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 the proposals include changing terms and conditions, then we will ensure that through consultation it is made clear to employees the changes and how they may affect them.

4.4 Redundancy Selection

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, robust, transparent, non-discriminatory and fair, and based on the skills required to meet our existing and anticipated Trust needs. 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. Please see the redundancy procedure document.

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.

Employees on secondment or 'acting up' will be deemed to be in their substantive post for the purposes of any change process.

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 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.

Headteachers/Line Managers having confirmed the identified pool of eligible employees will assess the degree of job match between existing and new roles with support from the designated HR team member.

Employees will be notified how the change will be implemented for them, whether they will potentially be placed at risk if they are unsuccessful and of any changes which could affect their terms and conditions of employment. Should selection to available posts be applicable, guidance is provided to Headteachers/Line Managers.

Where there are changes to terms and conditions of employment, the period of notice before any change is implemented will be determined by the employee's contract. The exception will be where business needs prevent maximum notice to be given.

4.5 Slotting In / Job Matching

Where there is a Seventy Percent Plus (70%+) match between the skill sets / role competencies of the current job profile (JD) , to the new job profile (JD) - post restructure / change , and if the new job position lies within the same job grade, location and entity, the job is then classified as a job match and current incumbent can take on the role without going through a recruitment process and as a result will be 'slotted' in.

The following criteria will be used to determine the suitability of alternative employment: -

- Change in Job Title: The nature of the work, contractual entity
- Change in Skills, Knowledge & Experience: The formal qualifications, skills and experience required to carry out the work, and the aptitude or capability of the individual to undertake the work. Level of responsibility relative to previous role
- Change in Key Activities
- Change in Key Responsibilities
- Change in Job Grade
- Change in Salary
- Change in Location

Posts that are potentially eligible for slotting will be identified during the consultation process. The Headteacher/Senior Leader will determine which posts will slot and eligible employees will receive written confirmation of this usually at the end of the Formal Consultation stage. Wherever possible, slotted roles will be confirmed at the earliest opportunity to reduce uncertainty.

If an individual is slotted into a role, the employee will not be placed at risk. Employees will be notified of the outcome, including any right of appeal. However, if more than one person is deemed to be a match, then limited competition/ring-fencing would apply. The matching exercise should be completed for all grades before any ring-fencing commences.

4.6 Limited Competition / Ring-Fencing

All posts not filled by a job match/slotting in, will be available for eligible employees on a limited competition/ring-fencing basis. This will be a closed round of competition for employees currently doing similar work at a similar level. Only employees assigned to the appropriate pool will be eligible to apply at this stage. Adequate time will be afforded to employees to consider which posts to apply for and to prepare for interviews where these are necessitated.

If an employee wishes to make a case to change pools, this request should be made in writing to the Headteacher/Line manager leading the consultation process as a matter of urgency and certainly before interviews take place. Each case will be considered on the basis of individual circumstances.

In line with best practice, the interview and selection process will be based on the job description and person specification of the role, supported by a robust scoring system.

In exceptional circumstances the posts in the new structure may be at a higher band. In these cases, limited competition/ring-fenced interviews may take place for the higher banded post(s) involving eligible at risk employees, (which may include at risk employees from other consultations within the Trust). This will consider whether the individual(s) meets the essential qualifications, competence and requirements of the higher banded post(s).

Employees will be notified of the outcome, including any right of appeal. Employees offered a post in the new structure may consider their decision to accept this for a maximum of 7 calendar days. If they do not accept the post, they need to provide in writing the reasons for not deeming the post to be suitable alternative employment.

Until the outcome of these interviews is known individuals will not normally be placed at risk of redundancy or notice.

Individuals who are unsuccessful at interview will be formally placed 'at risk' in line with the provisions of the Trust redeployment process.

If no one from the slotting in or limited competition process is appointable, then any employee still "at risk" from within Trust would be given prior consideration status to any suitable posts still available within the new structure.

4.7 Open Competition

If none of the employees affected by consultation changes are slotted in or appointed into the remaining roles, then wider advertisement of the post will apply. In line with the Trust's redeployment process, the initial period of open competition may include considering employees of the same band or one band above or below from across the organisations who are at risk of redundancy (or seeking redeployment due to medical reasons) and on the 'at risk' register. If there are no candidates on the 'at risk' register and this stage has been exhausted, then the post can be advertised in the normal way.

4.8 Redundancy

Whilst the Trust is committed to avoiding compulsory redundancies as far as possible, this may become necessary in certain circumstances. Every effort will be made to help the employee secure suitable alternative employment, with additional support provided where appropriate. 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.

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 and written confirmation of the payments (and how it has been calculated) that they will receive (where applicable).

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. Please see paragraph 6 for the appeal process.

Depending on the circumstances, the Trust may waive its right to insist on employees working their notice and instead give a payment in lieu of notice.

Protection from redundancy applies to certain employees. We will offer suitable alternative employment (where available) in the following circumstances:

Circumstances	Length of protection
Pregnant employee taking maternity leave	Start: When the employer has been notified of pregnancy End: 18 months from the child's date of birth if notified to employer before the end of maternity leave (or 18 months from the Expected Week of Childbirth if not notified) (Includes any time spent in this period on maternity leave or other statutory leave)
Employee has suffered a miscarriage	Start: When the employer has been notified of pregnancy End: Two weeks after the end of the pregnancy, for pregnancies ending before 24 weeks. Note: Pregnancies ending after 24 weeks are classed as stillbirths and the employee would be entitled to statutory maternity leave (see above).
Employee taking adoption leave	Start: Beginning of adoption leave End: 18 months from date of placement or date of entry into Great Britain (if overseas adoption). (Includes any time spent in this period on adoption leave or other statutory leave)
Employee taking shared parental leave	Note: If the employee has also taken maternity or adoption leave, the above periods apply instead. Start: Beginning of SPL End: If less than six weeks of SPL is taken, at the end of SPL. If more than six continuous weeks of SPL is taken, 18 months from child's date of birth (inclusive of any time spent on statutory leave) or the date the child enters Great Britain if adopting from overseas.

4.9 Pay protection (pay safeguarding)

When as a result of a reorganisation within the Trust a post is downgraded or an employee is redeployed to a post attracting a lower grade within the Trust, the Trust will provide basic salary protection for up to 3 years for support and teachers following expiration of notice, provided the new post is deemed as suitable alternative employment, which would be one pay group grade lower than their current pay group grade.

In circumstances where teaching employees 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 up to 3 years. Safeguarding provisions for teachers are set out in the School Teachers' Pay and Conditions Document (STPCD).

During the 3 year Salary Protection period, the employee's pay will move to the pay rate of the new role and the difference in pay will be paid as a separate salary protection payment each month. If the employee receives a pay award during this period the pay increase will be applied to the new role's pay rate but the salary protection payment will reduce by the same amount.

After 3 years, the employee will revert to the substantive grade of the new post.

Employees are advised to take advice regarding any possible effect it may have on their pension.

Should the employee successfully apply for another position, the terms and conditions of that post will apply and the salary protection will be withdrawn.

4.10 Redeployment / Suitable Alternative Employment

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 until their termination date.

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, the Trust reserves the right to select the best available candidate in relation to any given vacancy. Employees selected for redundancy whilst pregnant, on maternity, adoption leave or Shared Parental Leave have a separate legal entitlement to be offered any suitable alternative.

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, depending on the reasons for refusal.

Reasonable alternative employment takes into account:

- Current grade/band and salary
- Reporting line and line management responsibilities
- Nature of work and job responsibilities
- Working times
- Location including additional travel time and cost, and travel arrangements including access to public transport
- Personal circumstances such as family or caring responsibilities
- Capacity to make reasonable adjustments (for someone with a disability)
- Status associated with their current role that may not be addressed even with pay protection.

Some degree of flexibility is expected on the part of both the employee and the Trust in this respect and it is important that each case is looked at on its own merits. However, the Trust would deem that a one grade higher or lower post could be a reasonable alternative position, to be considered.

If an individual does not wish to accept an alternative post it must be with good reason, which will be determined in discussion with their Headteacher/Line Manager. If a fair assessment has taken place and the role is deemed a suitable alternative and the individual chooses not to accept the position, this will be classed as a resignation.

Trial Period - If an employee is offered suitable alternative employment, employees have the right to a 4-week trial period. The 4-week period could be extended if the employee requires training, and any extension must be agreed in writing before the trial period starts.

Employees must inform their Headteacher/Line Manager and a member of the People Team should they decide the new job is not suitable. This will not affect their employment rights, including their right to statutory redundancy pay. However, employees will lose their right to claim statutory redundancy pay if they do not give notice within the 4-week trial period.

An employee will not be entitled to a redundancy payment if he/she/they unreasonably refuses 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.

4.11 Supporting you through change

Any employees who are at risk of redundancy or who have been issued a notice of redundancy or involved in a restructuring process will be able to access the Trust's confidential EAP counselling helpline. A member of the People team will provide these details to you, alternatively they can be found on the Trust's intranet site.

The Trust will consider if any form of re-training can be provided in order to assist employees at risk of redundancy to gain employment within the Trust.

The Trust will provide the option for CV writing and interview preparation support.

An employee under notice of redundancy 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 Headteacher/Line Manager and provide proof of attendance if requested to do so.

5 Step 3 - Implementation and Redundancy Payments

As an outcome of a restructuring process, when a position/role ceases to exist in the restructured organogram, the post is declared redundant. This outcome is not a reflection on the individual's performance or conduct.

5.1 Redundancy Pay

Employees with two or more years' service will be entitled to a statutory 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 statutory redundancy formula as per the [GOV.UK](https://www.gov.uk/redundancy-your-rights/redundancy-pay) website: (https://www.google.com/url?q=https://www.gov.uk/redundancy-your-rights/redundancy-pay&sa=D&source=docs&ust=1749651186163659&usg=AOvVaw1SYJiepfkTGI5rF_po-qG6)

Age and length of service:

- Employees under 22 receive half a week's pay for each full year of service.
- Employees aged 22 to 40 receive one week's pay for each full year of service.
- Employees aged 41 and over receive one and a half week's pay for each full year of service

Weekly Pay:

- The weekly pay used for the calculation is the average earnings over the 12 weeks before the redundancy notice
- This average is capped at £719 per week for redundancies after April 6 2025

Maximum Redundancy Pay:

- The maximum total statutory redundancy pay is £21,570, based on the £719 weekly pay cap

Redundancy pay is capped at the last 20 years of employment even if the employee has worked for longer.

Redundancy notice - The amount of the redundancy 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. The Redundancy Letter is a formal written notice provided to the employee whose post is declared redundant, and no job matching, alternative role/position is available to redeploy the affected post holder. The Redundancy letter is sent once the consultation process has been concluded.

Employees should be told of any outstanding leave which they must take during the notice period if this is at all possible. In the event that this is not possible, the employee will be paid in lieu for any outstanding leave not taken.

5.2 Embedding Change

Carrying out the implementation successfully does not in itself guarantee the success within the new structure. The Trust Executive team and Headteachers will therefore need to give consideration to the following:

- Any updating or retraining needs;
- Induction into new working practices, systems or procedures;
- Changes to the configuration of the School/Trusts 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.

Please refer to section 4.11 in ensuring employees affected receive continued support during the change process.

5.3 Monitoring & Evaluation

It is good practice to undertake a post-change review in order to:

- evaluate whether the original objectives have been met,
- identify areas where further work or support is required e.g. whether employee in the new structure have the skills and support required to undertake their roles,
- review employee wellbeing and identify any actions required,
- identify any lessons learnt for the future,
- celebrate successes.

The scope and scale of the review will depend upon the nature and scale of the change exercise, and the time and resources dedicated to a review will be consistent with the original scope and the desired output. It is also advisable to fully involve employees in problem solving and decision making when evaluating or reviewing a change process; this may involve for example setting up working groups to work on specific problem areas.

6 Appeals

An employee has the right to appeal against the decision to make their post redundant if they believe they were unfairly selected, or a fair redundancy process was not followed. They can submit an appeal stating their grounds in full, within ten working days of the receipt of the letter confirming

their post has been formally confirmed redundant. The appeal should be addressed to the named person in the confirmation of redundancy notice letter, who will not have been involved in the selection process and be impartial.

The employee will be invited to an appeal hearing where they can state their grounds in full within 10 working days of receipt of the appeal. Subsequent to the hearing the employee will be informed in writing of the outcome of the appeal hearing within five working days of the hearing taking place, or as soon as reasonably practicable. Any reinstatement that may take place because of an appeal, will take effect from the date of redundancy and previous continuous service with the Company will be counted. The employee will suffer no loss of entitlement to their contractual earnings.

The Appeal decision is final.

7 Review of policy

This policy is reviewed and amended on a 3-yearly basis by the Trust. We will monitor the application and outcomes of this policy to ensure it is working effectively.

8 Appendix 1 - Redundancy Procedure

Please refer to the Redundancy Procedure which sits alongside this policy.