



West Norfolk  
Academies Trust

# ORGANISATIONAL CHANGE POLICY

**Reviewed by: Trustees**

**Approved: February 2024**

**Next review date: February 2027**

**Consulted with recognised trade unions on 12 February 2024**

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## 1. Introduction

- 1.1 The Trust is committed to ensuring its workforce operates effectively and efficiently
- 1.2 The Trust will exercise good practice and regularly review its organisational structure to ensure that it is fit for purpose and delivers the best possible outcomes for pupils and is financially sustainable longer term.
- 1.3 The Trust aims to ensure the security and stability of employment as far as possible. However, in light of funding limitations, service delivery requirements and external factors, organisational change may be necessary.
- 1.4 Organisational change refers to strategic change which has the potential to affect jobs and may result in the redeployment of employees and redundancy.
- 1.5 The purpose of this policy is to provide a framework for organisational change to be planned and implemented in an open, fair and consistent manner.

### Definitions:

**Executive Headteacher** also refers, where appropriate to any other title used to identify the Executive Headteacher or other member of the Senior Leadership Team (SLT) delegated to deal with the matter by the Executive Headteacher.

**Headteacher** also refers to any other title used to identify the Headteacher where appropriate or other member of the Senior Leadership Team (SLT) delegated to deal with the matter by the Headteacher.

**Senior Manager/Senior Leadership Team (SLT)** also refers, where appropriate to any member of the Leadership Group, as defined by the School Teachers' Pay and Conditions Document, or a senior support manager in cases involving support staff, delegated to deal with the matter by the Headteacher or Executive Headteacher.

**Employee** refers to any member of staff, teaching and support, employed to work at the School/Trust

**Trust/WNAT** refers to the West Norfolk Academies Trust.

## 2. Scope of this Policy

- 2.1 This policy applies to all employees of the Trust.
- 2.2 This policy does not form part of the employee's contractual terms and conditions and may be amended from time to time.

## 3. Principles

- 3.1 When managing organisational change, the Trust will comply with all legislative requirements and operate in accordance with this policy.
- 3.2 The Trust is committed to a consistent and ongoing approach to resource planning. Non-pay spending will be continually reviewed in order to minimise budget-driven staffing changes.
- 3.3 Employees who are affected by organisational change will be provided with appropriate information and support in a timely manner. This includes employees who are absent from work for any reason.
- 3.4 Where organisational change may lead to redundancy, the Trust's Redundancy Policy will be followed at the appropriate time.

## **4. Scheme of Delegation**

- 4.1** Those responsible for managing organisational change will do so in accordance with the Trust's Scheme of Delegation.

## **5. Planning Organisational Change**

- 5.1** Organisational change will be planned carefully and with consideration to the Trust's Improvement Plan and wider organisational strategy.
- 5.2** Consideration will be given as to whether the aims of the required change can be achieved without a staffing restructure, for example, through non-pay related spend or a review of job descriptions and working practices.
- 5.3** It is recognised that the financial situation, or other factors, may change at any stage of the organisational change process and any such changes will be responded to.

## **6. Business Case**

- 6.1** A business case will be produced, and this will detail the proposed organisational change. The business case proposal will include the following:
- Rationale for change
  - Current and proposed staffing structure (including job descriptions, person specifications and salary levels)
  - Identification of new and changed posts.
  - Implementation plan including slotting in arrangements selection process.
  - Timeline
  - Any salary protection/safeguarding arrangements, as appropriate
  - Appeals process, including specific grounds of appeal.
  - Equalities Impact Assessment consideration or detail, as appropriate
- 6.2** The proposed new structure will be assessed for suitability and sustainability, particularly in terms of cost.
- 6.3** A job description and person specification will be created for new posts in the proposed structure. New roles should be assessed against the relevant job families/benchmarked or evaluated in line with the relevant job evaluation scheme, as appropriate.
- 6.4** Where potential redundancies are identified, the School/Trust will follow their Redundancy Policy and Procedure.
- 6.5** Formal approval will be gained on the proposals, in accordance with the School's/Trust's Scheme of Delegation, prior to the implementation of the organisational change

## **7. Implementation**

- 7.1** Normally a minimum period of 30 days formal consultation will be held with employees directly affected by the organisational change and the recognised trade unions.
- 7.2** All contractual changes will be confirmed in writing with appropriate notice.
- 7.3** Training needs will be discussed with employees who have a change to their role as a result of the organisational change process.
- 7.4** Any vacancies that arise during the organisational change process will be subject to normal recruitment procedures unless potential redundancies have been identified. Then the School/Trust will follow the provisions set out in their Redundancy Policy to recruit to the new structure.