



West Norfolk
Academies Trust

ORGANISATIONAL CHANGE POLICY AND PROCEDURE

Reviewed by: Trustees

Approved: December 2020

Next review date: December 2023

Consulted with recognised trade unions on
2nd December 2020

Contents

1. Introduction	1
2. Terms of Reference	1
3. Scope	1
4. Principles	2
5. Scheme of Delegation	2
6. Planning Organisational Change	2
7. Implementation	2

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.

2. Terms of Reference

2.1 Definitions:

- “Executive Headteacher” also refers to any other title used to identify the Executive Headteacher, where appropriate, or other senior manager delegated to deal with the matter by the Executive Headteacher.
- “Headteacher/Senior Manager” refers, where appropriate, to any other title used to identify the Headteacher/Senior Manager.
- “Employee” refers to any employee, teaching and support, employed to work at the School/Trust
- “Companion” refers to a person chosen by the employee to accompany him/her at a formal meeting, who shall be a trade union representative or a workplace colleague. A companion is entitled to speak to the employee during any meeting, and confer privately, but may not answer questions on the employee’s behalf.
- “WNAT” refers to the West Norfolk Academies Trust.

3. Scope

- 3.1** This policy applies to all employees of the Trust, excluding the Executive Headteacher.
- 3.2** In the event of the Executive Headteacher post being in scope for reorganisation or redundancy, a parallel process as identified in this policy will be undertaken but reference to the Executive Headteacher will be replaced by Trustees who will lead the process.
- 3.3** This policy does not form part of the employee’s contractual terms and conditions and may be amended from time to time.

4. Principles

- 4.1** When managing organisational change, the Trust will comply with all legislative requirements and operate in accordance with this policy.
- 4.2** 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.
- 4.3** 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.
- 4.4** Where organisational change may lead to redundancy, the Trust's Redundancy Policy will be followed at the appropriate time.

5. Scheme of Delegation

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

6. Planning Organisational Change

- 6.1** Organisational change will be planned carefully and with consideration to the Trust's Improvement Plan and wider organisational strategy.
- 6.2** 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.
- 6.3** 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.

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.