



Organisational Change Policy

Version 1.3

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POLICY STATEMENT

We are here to make great schools and happier, stronger communities so that people have better lives. We do this by:

- Always doing what is right
- Trusting in each other and standing shoulder to shoulder
- Doing what we know makes the difference

Doing what is right means always acting with integrity, in the interests of others and being honest, open and transparent.

It is the policy of the Education Alliance (the trust) to ensure, as far as possible, the security of employment for its employees. It is recognised that service redesign and local, regional and national developments may have a significant impact on our staff. The aim of the trust and its recognised trade unions, is to safeguard the current and future employment of staff wherever possible through careful workforce planning and jointly agreed change management processes.

The trust, in consultation with recognised trade unions, will seek to minimise the potential negative effects change can have on staff through the provision of sufficient time and effort to engage with staff, consulting at a formative stage of development, seeking staff input and seeking suitable alternative employment for staff at risk of redundancy wherever possible. Where organisational change results in potential redundancies, the trust will manage the change in a fair, consistent and sympathetic way, aiming to minimise any possible hardship wherever possible.

1. PURPOSE AND SCOPE

This policy provides a framework and guidance for managers to follow when approaching organisational change. The HR Department will support and guide managers through organisational changes to ensure this policy is understood, adhered to and that organisational change is managed in a systematic, structured, fair and transparent way.

This policy applies to all staff affected directly and indirectly by organisational change across the trust.

2. ROLES AND RESPONSIBILITIES

The **Board of Trustees** is responsible for approving organisational changes across the trust and the Board is responsible for approving this policy, monitoring its effectiveness and ensuring that adequate resources are available to support the implementation of this policy. **LGBs** are responsible for approving and overseeing organisational changes within their respective schools.

The **CEO** is responsible for ensuring that staff are treated fairly and consistently in the application of this policy and associated policies and procedures.

The **Human Resources Department** is responsible for ensuring that managers leading organisational changes are aware of, understand and apply this policy in a systematic, fair and transparent way, engaging with trade unions and staff from a formative stage of development and ensuring trade unions and staff are regularly consulted with throughout periods of change. The HR team will also ensure that the policy is implemented fairly and consistently and that staff are treated with dignity and respect.

Managers and Leaders must ensure they carry out their responsibilities fairly and consistently in accordance with this policy. They should seek support from the HR Department at the formative stage of organisational change, working closely to understand cost and workforce implications, managing the change effectively, sympathetically and inclusively.

Staff are encouraged to engage with opportunities for communication and involvement when facing potential organisational changes. They should also be proactive in managing their own future career direction. Staff must engage in all efforts to secure a post where their employment is at risk, having a flexible, honest approach in their search for suitable alternative employment. Staff should also seek advice and support as required and the trust encourages staff to seek support from their trade unions.

3. EQUALITY AND DIVERSITY

The Education Alliance is committed to:

- Promoting equality and diversity in its policies, procedures and guidelines
- Delivering high quality teaching and services that meet the diverse needs of its student population and its workforce, ensuring that no individual or group is disadvantaged
- Adhering to the Equality Act 2010
- Undertaking equality impact assessments associated with organisational changes

4. PLANNING ORGANISATIONAL CHANGE

Organisational change may be necessary because of a range of issues, such as the achievement of the strategic plan, economic or financial changes, technological changes, external or internal pressures or government changes or initiatives. All organisations are in a state of flux and the trust exists within a dynamic, changing environment. It is vital that to continue to perform as a leader in education, the trust must be proactive, horizon scanning, planning for change and being readily able to adapt in an agile positive way.

Managers must be able to introduce and manage change to ensure the strategic plan and organisational objectives are achieved, gaining commitment from staff during and after the change, whilst also ensuring student learning and the student experience isn't negatively affected. It is therefore crucial that the way change is managed within the trust is carefully planned and whilst each change is uniquely different, there is a systematic approach to follow with a number of common themes that provide managers and staff with the greatest chance of successful change management.

Planning, project management, communication and consideration are crucial in effective change management. The vision must be articulated in a meaningful way to staff to ensure the context for change is shared and the change is clearly connected to the strategic direction and cultural ethos of the trust. Managers must plan for change, provide leadership throughout the change and ensure they work closely with the HR Department to ensure the change is managed fairly, systematically, sympathetically and in line with legislative requirements.

There are templates that HR will utilise to support managers with the planning process for organisational change, considering the activities, timelines, people and resources required for effective change management.

5. CONSULTATION

The trust will consult with recognised trade unions via the joint consultative committee, at the formative stage of organisational change and throughout the process. Managers should work with the HR Department to ensure staff consultation takes place in a timely, effective manner throughout the period of change. The process for managing change includes trade union and staff consultation commencing when a proposal for change has been approved by the Board. The proposal should include the rationale and drivers for change, the option appraisal, workforce and cost implications, a clear risk assessment and recommendations.

The consultation period will normally be no less than 2 working weeks to allow managers, trade unions and staff time to fully explore the proposal and for staff and trade unions to share their views, any concerns and to highlight any gaps or alternative options they wish to be considered. Following the period of consultation, the manager and the HR Department will collate and analyse the feedback received. A frequently asked questions sheet may be developed and shared with staff where appropriate and the proposal may be changed in light of feedback received. A final proposal will be taken to the Board/LGB and the manager will share the Board/LGB's decision regarding the organisational change with affected staff, sharing the plan for implementation, which will include individual consultation with staff, and ongoing updates to ensure all affected staff and trade unions remain informed, involved and supported throughout the period of change.

Whilst there is a consultation period, which is normally no less than 2 working weeks, it is crucial that managers remain visible and accessible to staff throughout the period of change, seeking feedback, providing clarity, guidance, a sounding board for staff emotions and enabling managers to support staff through the change cycle whilst also reviewing progress against the plan.

6. MONITORING AND REVIEW OF THE POLICY

This policy will be reviewed within 2 years of the date of implementation, with trade unions via the trust's joint consultative committee.

7. ASSOCIATED DOCUMENTATION

- Trust's Redundancy Policy
- Trust's Redeployment Procedure
- CIPD Change Management Factsheet [www.cipd.co.uk]
- ACAS – How to manage change guide