

Organisational Change Policy

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1. Definitions

Headteacher also refers to any other title used to identify the Headteacher where appropriate.

Senior Manager refers to any Senior Manager within DEMAT. This may be either a Director/Senior Manager from the Central Team or within a constituent academy.

Employee refers to any member of staff, namely teaching, support and Central Team staff employed to work within DEMAT.

Lead Manager refers to any senior member of staff who is leading on the consultation, selection and/or implementation of the organisational change.

Representative refers to a person chosen by the employee to accompany the employee who shall be a trade union representative or a workplace colleague.

Adviser refers to any DEMAT Officer duly appointed to the role by the CEO.

Appeal Committee refers to the group of people that may be convened to hear an appeal.

In cases relating to employees within the DEMAT Central Team, the term 'Chair of Governors' or 'Governor' should be replaced by DEMAT Senior Manager. The CEO may exercise discretion in appointing a Senior Manager to deal with school-based issues relating to organisational change, depending on circumstances and subject to consultation as detailed below.

2. Application of this Policy

The policy is applicable to all employees (permanent and temporary) of DEMAT.

The above definitions are included for reference purposes for both School and Central Team staff to enable clarify and transparency when applying this policy.

3. Relationship with DEMAT Values

The application of this policy must be applied at all times in a way that reflects the values of DEMAT and our Christian Ethos:

Love – We engender love and tolerance between and for our staff, pupils and others to foster an inspiring atmosphere of mutual support.

Community – We are committed to ensuring our schools are a living part of the community and contribute positively to its needs.

Respect – We do everything to provide a caring, safe and secure place for our staff and pupils to be happy and respected in our schools so they may achieve their potential.

Trust – We acknowledge accountability and responsibility for our actions and ensure that we encourage each other to make brave decisions and then learn from any mistakes.

Ambition – We are determined that our schools offer a place for the joy of learning, enabling those of all abilities to thrive and go on to lead rewarding lives

4. Associated Policies and Documents

This Policy/Procedure should be read in conjunction with the following DEMAT Policies/Procedures and documents:

Flexible Working Policy
School Teachers Pay and Conditions (STPCD)
Green Book (support staff)

5. Version control

Policy type	DEMAT Trust Policy
Author	Helen Fisher, HR
Reviewed by	Helen Rothwell, Head of HR
Approved by	Adrian Ball, CEO Date: May 2024
Release date	May 2024
Review	ANNUAL Review May 2025 No Changes Policies will be reviewed in line with DEMAT's internal policy schedule and/or updated when new legislation comes into force.
Description of changes	The policy has been reviewed in line with legislation and best practice to provide clarity, greater consistency and support for Line Managers and staff. For further information regarding the specific changes please contact the HR Team at hrteam@demat.org.uk

This document will be reviewed on an annual basis.

For all questions in relation to this policy please contact the HR Team at hrteam@demat.org.uk

6. Purpose and Scope

- 6.1 In the changing world of education, there is a significant requirement to remain responsive and flexible to ensure the continuity of high-quality education to all pupils across DEMAT. This involves a commitment to a process of continuous review of how we are structured to meet our vision and goals. Change is a normal part of life and progression. As such, from time to time, there will be a need for organisational change such as the introduction of new technology or systems, strategy or structure changes that may impact on individuals or a group of employees. External factors may also necessitate the need for organisational change, such as change in government policy, legislation, and funding.
- 6.2 For the purposes of this Policy, “organisational change” refers to situations in which teams or services are restructured in such a way as to impact directly and significantly on the terms and conditions, scope and/or nature of individual roles. Organisational change can also include re-structuring or introducing materially different working practices eg changing the timetabled teaching day and how staff are deployed. In certain circumstances, the changes proposed may be significant and positions may be ‘at risk’ of redundancy.
- 6.3 Organisational change does not include minor changes, such as variations to the working environment and/or line management structures where there is no change to contractual terms and conditions, and where there is no material change to the employee’s role at work. It also does not cover an agreement between DEMAT and an individual employee to change their terms and conditions or employment outside of any restructure or an employee’s requests for change in their hours, eg requests for flexible working. Please refer to DEMATs flexible working policy. In these cases, a fair and reasonable process to agree the changes should be followed.
- 6.4 Where an employee has transferred into DEMAT via the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) any organisational change will take into account the law regarding the variation of contracts of employment under TUPE.

7. Policy Statement

- 7.1 DEMAT is committed to managing organisational change in a fair, consistent, and legally compliant manner. We are also committed to communicating openly and will undertake meaningful consultation with affected employees and their representatives, where applicable.
- 7.2 DEMAT will take all reasonable steps to support employees facing significant change, redundancy or redeployment to minimise adverse impacts of change and to ensure that employees are provided with the tools and support to cope with change effectively and maintain their wellbeing. In turn, employees are encouraged to recognise and understand the organisational requirements that drive change and the importance of being responsive, flexible and open to the need for change.

- 7.3 DEMAT is committed to mitigating the requirement to make compulsory redundancies wherever possible. However, the needs of the Trust may, from time to time, require a reduction in the overall number of staff employed that result in some employees being made redundant. Given the geographical spread of the Trust there may also be a more localised impact. In any event, DEMAT will, in conjunction with its employees and the recognised trade unions, seek to minimise and manage the impact of redundancies.
- 7.4 The Trust recognises it is important to develop and promote policies and systems to ensure that our pupils, staff and anyone associated with our Trust are not unlawfully discriminated against and we encourage a commitment to equality, diversity and fair treatment of all. We have therefore considered the impact of this policy, on those individuals with a protected characteristic(s).

8. Procedures

8.1 Step 1 – Planning and Proposal

8.1.1 Establishing the Need for Change

The first step in any organisational change process is to understand why change is necessary and the scale of the change required. This may involve a review of the current structure, an analysis of roles and activities currently undertaken and assessing how these needs will be met in the future, whilst also taking into account the need to avoid redundancies, wherever possible.

DEMAT will ensure that research is undertaken to review options for change and identifying possible solutions. Early assessment of equality issues will also take place, which may include undertaking an Equality Impact Assessment.

Effective communication with staff and trade unions at each stage of the process is critical. At this early-stage consideration should be given to informing staff and their trade unions about the review.

Advice must be sought from the HR team before any action is taken in relation to any proposed organisational change and or redundancy situation. The HR team can offer support and guidance at all stages of the change process.

Where required, a business case will be prepared which will include an outline timetable for the process and how consultation will be managed. The business case will be shared with the unions to ensure agreement on consultation and selection criteria ensuring that statutory notification requirements are met with support from HR.

8.1.2 Steps to Avoid

Redundancy

DEMAT will ensure that they make steps to avoid job losses by looking at alternative options available. Avoiding compulsory redundancy may be achieved by:

- Exploring flexible working options
- A recruitment freeze, where possible
- Natural turnover and employee resignations
- Limiting or stopping overtime
- Seeking agreement to reduce hours and/or flexible retirement options
- Redeployment to alternative positions within the Trust.
- Retraining to enable staff to work in other areas across the Trust.
- Offering voluntary redundancy or early retirement

8.1.3 Suitable Alternatives

To avoid redundancies DEMAT will seek to find suitable alternatives to the 'at risk' positions.

Suitable alternatives will be offered on the following basis:

- how similar the work is to your current job.
- the terms of the job being offered.
- your skills, abilities and circumstances in relation to the job.
- the pay (including benefits), status, hours and location.

If an employee unreasonably refuses an offer of suitable alternative employment, there is no entitlement to redundancy pay.

8.1.4 Preparing to consult

When the proposals for organisational change have been established, unless an early solution is found through agreement, formal consultation will need to take place with affected staff groups and their recognised trade if DEMAT is proposing to dismiss as redundant 20 or more employees at one establishment within a period of 90 days or less. By the end of the consultation planning stage, DEMAT will seek to be clear on a number of issues which will form the basis of the formal consultation. These are:-

- The reasons for the proposed changes
- Indicative timescales for implementing the proposed changes
- The number and descriptions of posts it is proposed should be dismissed by reason of redundancy.
- The total number of employees employed in such posts (ie, size of the selection pool)
- The selection criteria to be used including the method of applying the criteria and any weightings
- The method of carrying out the redundancies, including any agreed procedure and the intended date of any dismissals

- Ways in which the impact and number of redundancies can be reduced
- The proposed method of calculating redundancy pay.

8.1.5 Consultation

Effective consultation and communication is an important aspect of organisational change and should be handled sensitively and transparently. Consultation must be meaningful and

take place as soon as practicable whilst proposals are at the formative stage to allow feedback and comments on the proposals. Individual employees and any representatives should be encouraged to provide feedback so their views can be considered before making any final decisions. Consultation must be completed before employees are issued notice of redundancy.

Consultation with affected staff and their representatives should take place where the staffing structure of the school is being adjusted even if redundancy dismissal may not be involved (eg removal of Teaching and Learning Responsibility Payments, restructure of a group of support staff, etc).

If an organisation change is required as defined in section 1, then information on the reasons for reductions/changes, the proposals for change and timescale must be shared with affected staff and their representatives.

The purpose of consultation is to:

- make the affected employee group and their representatives aware of the proposals;
- provide information to help them understand why change needs to happen;
- consider any counter proposals;
- clarify any uncertainties and to reply fully to any written responses to the consultation.

Whilst DEMAT will think carefully about their proposal, other better solutions or reasonable amendments to proposals may be identified through the consultation. It is essential that commitment is given to the consultation process to ensure avoidable issues do not arise later that could cause delay to the process or distress to individuals who find themselves selected for redundancy.

DEMAT will ensure it discloses in writing to the appropriate representatives and employees the following information concerning proposals for redundancies so that they can play a constructive part in the consultation process:

- the reasons for the proposals

- the numbers and descriptions of employees it is proposed to dismiss as redundant.
- the total number of employees of any such description employed at the establishment in question.
- the way in which employees will be selected for redundancy.
- how the dismissals are to be carried out, taking account of any agreed procedure, including the period over which the dismissals are to take effect
- the method of calculating the amount of redundancy payments to be made to those who are dismissed by reason of redundancy.

Normally, formal consultation and the search for voluntary solutions will take place concurrently. In some cases, it may be possible to identify voluntary solutions early on, avoiding the need for a formal process to take place. Examples of this might include an approach from an employee to reduce their hours, or a decision by an employee to resign or retire.

In order that consultation is deemed meaningful, selection for redundancy should take place only when the consultation process has been completed (i.e. the formal consultation period has ended and any responses received have been considered and responded to). In managing this process, it is necessary to set a closing date for the completion of the consultation period. Following this consultation period, employees will be informed of the outcome and only then will employees be issued with notice in respect of any redundancies. The approach will be to ensure that staff have a reasonable consultation period and, in any event, be in line with the following:

- 20 to 99 redundancies - the consultation must start at least 30 days before any dismissals take effect.
- 100 or more redundancies - the consultation must start at least 45 days before any dismissals take effect.
- For less than 20 redundancies, consultation will be for an appropriate period considering the number of staff affected and the time needed to allow for meaningful consultation with staff in-scope and, where appropriate, their recognised TU / elected employee representatives.

Representatives for the purposes of collective consultation will either be:

- trade union representative(s), or
- elected employee representatives (if the employees in the affected staff group are not represented by a recognised trade union).

With a view to seeking agreement on how to proceed DEMAT will consider any formal representations made by the employee representatives, respond and, if any suggestions are rejected, give reasons.

In addition to consultation with employee representatives, DEMAT will carry out individual consultation with those employees selected for redundancy. The purpose of individual consultation is to consider any ways in which the proposed redundancy might be avoided and any other alternatives including any alternative employment. DEMAT are committed to seeking to establish consultation that is genuine and meaningful.

Where organisational change gives rise to proposed redundancies below the threshold numbers that require collective consultation, DEMAT will still conduct individual consultation with affected employees. Consultation will include consultation with the affected staff group over any proposed selection criteria and individual one-to-one

consultation with employees provisionally selected for redundancy in accordance with section 3.5.

8.1.6 Selection

Consultation must take place on the proposed criteria to be used to select an individual (or a number of individuals) from the wider 'at risk' group. This will form part of the main consultation as outlined above and be agreed prior to implementation. Only once consultation has ended can the process of selection be applied.

Selection criteria will be dependant upon the 'at risk' job roles, and any new roles that will feature in the proposed new structure. DEMAT are committed to ensuring that selection is not subject to bias or subjective judgement. It may include desk top selection, interviews and/or a skills matrix/assessment process.

In cases where the 'at risk' group consists of only one employee the proposal will be that selection will be based on nothing more than occupancy of the post to be removed. Examples of where such a selection process might apply include:

- A specific grant funded post, occupied by one individual, which has continued for a significant period of time, but is ending because the grant is to cease.
- A one-off post in the school which is deemed to no longer be required and is to be removed from the structure.

DEMAT's scheme of delegation indicates that it is essential for HR to be aware of any restructure. Therefore, advice must be taken from HR on the proposed selection criteria and whether any selection arising out of the application of the criteria is likely to be 'fair' and within the requirements of employment legislation, including the Equality Act 2010.

The lead manager will decide on the appropriate assessment method and selection criteria for allocating employees to roles in the new structure, having consulted with the affected staff and their representatives.

The methods for assessing employees might include:

- Competency based Interviews
 - relevant tests
 - written submissions
 - skills matrix/assessment process
 - management assessments
-
- consideration of individual employment records and or conduct including contribution to wider school/community and/or current disciplinary and/or performance record.
 - Consideration around absence (not including absences related to conditions that are covered under the Equality Act).

The manager will ensure that the assessment method is fair, objective and valid for the role(s) in question and that the selection criteria are applied consistently and do not discriminate against any particular groups of staff.

If the number of suitable alternative posts in the old and new structures remains the same and/or there is only one candidate in a pool then a management assessment may be sufficient.

If an employee is unable or unwilling to participate in a selection process or the manager is not reasonably able to adjust the approach (e.g. timescales involved prevent him or her from accommodating a particular individual's circumstances), the manager will make a decision on the most appropriate course of action based on the relevant information available. This could result in an employee being allocated to a job in the new structure or put at risk of redundancy.

For larger organisational changes where there are a number of selection panels moderation may be required if making appointments at the same role levels to ensure consistency of decision-making.

The lead manager (or nominated individual) will inform affected employees verbally of selection outcomes and, where appropriate, any remaining options to mitigate redundancy wherever possible. The employee will also receive written confirmation of the outcome and notice of redundancy in accordance with this Policy, if appropriate, after the conclusion of the consultation period.



Selection criteria not identifying an

individual

In some cases, the application of the chosen selection criteria may not separate two individuals at risk. Where this happens, it may be appropriate for selection to be made between those two individuals on the basis of Length of Service.

Unfair selection for redundancy

It would be unfair to select an employee for redundancy on grounds of age, gender, ethnicity, sexual orientation, disability, faith or religion, gender identity, marital status or pregnancy. Protection of employees against redundancy selection also extends to those taking periods of maternity, paternity, adoption or parental leave, or in the case of maternity have returned within 6 months. It also extends to trade union membership or activity. This does not mean it is unfair to select for redundancy an employee who falls

under one of these criteria, but the reason for selection must not be one of the criteria stated above.

8.2 Step 2 - Consultation and Communication

At the point, the consultation commences, any affected employees will receive notification of the consultation, advised that they are 'at risk' of redundancy and given information on how to take part in the consultation.

Consultation feedback will be collated from those affected and from unions. DEMAT will, at the close of the consultation, review all feedback and make a decision on the outcome and communicate this to unions and affected employees. Where possible this will be face to face, followed by written confirmation.

8.3 Step 3 – Implementation

8.3.1 Voluntary Redundancy

In order to reduce the need for compulsory redundancies, the Trust will invite requests from employees for voluntary redundancy. DEMAT are committed to ensuring a fair process takes place in terms of agreeing voluntary redundancy requests.

In the event that voluntary redundancy is offered it will not automatically be given and redundancy pay will only apply to employees with over two years' service.

Any employee who seeks information on the benefits available as a result of volunteering to be selected for redundancy will be entitled to do so without prejudice to his/her position.

DEMAT reserves the right to decline a request for voluntary redundancy at its discretion. Similarly, a request made by an employee for voluntary redundancy may be withdrawn at any point up to the start of any selection process for the employee's substantive post or a suitable alternative role.

8.3.2 Redeployment

DEMAT will do all that is reasonably practicable to assist staff at risk of redundancy, as a result of organisational change, to find suitable alternative employment within the Trust as early as possible.

Support in seeking redeployment will be offered to all employees who have been placed at risk of redundancy, including those employed on fixed-term contracts, as early as possible and for the full duration of the change period.

8.3.3 Reasonable Adjustments

Reasonable adjustments will be considered to accommodate individual needs throughout the organisational change process, including adjustments to the selection process or roles in the new structure.

Employees with a disability are encouraged to discuss with their manager what reasonable adjustments they would like the organisation to consider for them. The manager will determine what is reasonable under the specific circumstances. Further information and advice on reasonable adjustments can be found in the Guidance document that accompanies this policy or from the relevant HR School team.

8.3.4 Job Matching and Role Allocation to a New Structure

The following information explains the different ways in which employees can be matched and allocated to roles that will exist in new structure. Academies must contact the HR team when determining an appropriate selection method. There are five types of job matching:

(i) Assimilation

Assimilation applies where:

- there is little or no change between the role in the old and new structure; and
- the number of roles remains the same or there are more roles available than employees matched to roles.

In the above instances, the employee is automatically appointed to the role without an assessment process or trial period. If the employee declines the role, there is no entitlement to redundancy pay.

(ii) Ring-fencing (oversubscription)

Ring-fencing (oversubscription) applies where:

- there is no change between the role in the old and new structure; and
- there are fewer roles available than employees matched to the roles.

An assessment process is required to determine which employee(s) should be appointed to the role(s) but there is no requirement for a trial period. Following a successful selection process, the employee is automatically appointed to the role without a trial period. If the employee declines the role, there is no entitlement to redundancy pay.

(iii) Ring-fencing

Ring-fencing applies where the role in the new structure is not fundamentally the same but sufficiently similar in nature to be considered possible alternative employment. The manager will identify possible alternative roles based on the requirements of the employee's current role as compared with those of the duties, responsibilities, skills required and grade of the new role(s).

Support staff

Where a position is secured in the new structure, pay protection will be payable in line with section 4.3. Roles that are one grade higher than the employee's current role may be considered but only where the employee meets the requirements of the new role, with reasonable support and training.

Where these positions are offered, a trial period as per section 8.4.4 will be applicable.

Teaching staff

Salary safeguarding will apply where the employee can be redeployed to a different post within the Trust, this applies in circumstances where a Teacher moves to a lower paid role. This will usually apply to teachers in leadership roles moving to a UPS/MPS post.

Teachers who have passed through the threshold (in line with the STPCD) are unable to be deployed to a MPS teaching post as a result of a reorganisation.

In all instances, salary safeguarding will be determined with the STPCD

A selection process is required to assess an employee's suitability for the role(s) and the appointment is subject to a trial period. If an employee unreasonably refuses an offer of suitable alternative employment, there is no entitlement to redundancy pay.

(iv) Restricted Competitive Selection

Restricted competitive selection applies where the role is not considered suitable alternative employment for any employees in the affected staff group. In these circumstances, employees from the affected staff group will be given an opportunity to apply for the role

before it is advertised more widely in order to retain the employment of affected employees or as an additional way to mitigate redundancies.

A selection process is required to assess an employee's suitability for the role(s) and any appointment to the new role would be subject to a trial period, and the employee retaining their continuous service.

8.3.5 Provisional selection for redundancy

If an employee is subject to redundancy due to an outcome of collective consultation they will be informed without delay.

A one-to-one individual meeting will be convened which will include the employee being advised that their role is at risk of redundancy and confirm the start of individual consultation. The employee will be provided with selection stage documentation and their scores.

Individual consultation will include at least two consultation meetings with the employee. The employee will have a right to be accompanied at individual consultation meetings by a trade union representative or a work colleague. The employee should be asked who they

wish to be supported by at the meeting or hearing so they can be approached about their availability.

The employee will have the right to make representations, put forward any suggestions as to how the proposed redundancy might be avoided and suggest other alternatives. No final decision on the proposed redundancy will be made until consultation has been concluded.

If following the individual consultation there are no opportunities to avoid the proposed redundancy, no other alternatives have been found and the employee is unsuccessful in obtaining a position in a new structure, the employee will be invited to attend a redundancy dismissal meeting.

8.3.6 Redundancy dismissal meeting

The employee may be accompanied to the meeting by a trade union representative or a work colleague.

Once a suitable date has been identified, a formal letter must be issued to the employee providing the following: -

- who will be in attendance.
- the date, time and place of the hearing.
- reference to any key documents that may form part of the meeting. This would include copies of consultation and selection stage documentation.

- the right of the employee to be accompanied by a trade union representative or work colleague.
- a statement about the possible outcomes of the meeting.
- The employee must receive this letter at least five working days in advance of the meeting taking place.

Procedure at a redundancy dismissal meeting

At the redundancy dismissal meeting the employee will be informed that no opportunities to avoid the proposed redundancy and that no other alternatives have been found. It will also be confirmed that the employee is unsuccessful in obtaining a position in a new structure.

The employee will be informed that their employment will terminate by reason of redundancy. DEMAT will confirm the reasons for the dismissal and provided confirmation of the employee's redundancy pay and any notice/PILON entitlements.

The employee will be advised of their right to appeal the decision and be provided with details on who to appeal to within five working days.

8.4 Step 4 – Concluding the Change Period and Next Steps

8.4.1 Confirmation of Redundancy and PILON (Pay in Lieu of Notice)

On conclusion of the change period, the lead manager will confirm the following in writing to any employees that are to be made redundant as part of the change process:

- confirmation that the employee's post is redundant (if this has not already confirmed)
- details of any entitlement to redundancy pay
- details of any entitlement to notice/pay in lieu of notice (PILON) and any other monies owed, such as holiday pay
- details of the right of appeal.

For clarity, employment will terminate on the date specified in the notice of termination unless otherwise agreed, ensuring that contractual notice is given. In these circumstances it will be necessary for the notice period to be worked.

In some circumstances, at the discretion of DEMAT, early release from the Trust's employment with basic pay in lieu of notice (PILON) will be offered. Such payments will be subject to tax and NI.

8.4.2 Redundancy Pay

Employees whose employment is terminated by reason of redundancy following two or more years' continuous service will be eligible for a redundancy payment calculated on basis of the associated County Council redundancy terms applicable to the employee.

An employee whose role is redundant will not be entitled to a redundancy payment in circumstances where the employee:

- is dismissed for reasons of misconduct, with or without notice preceding their proposed last day of service.
- Commences suitable alternative employment with the Trust, either as part of the restructure or through redeployment, without a break or with a break not exceeding four weeks and completes a trial period satisfactorily where relevant (the offer of alternative employment must be made before the employee's employment under the previous contract ends).
- unreasonably refuses an offer of suitable alternative employment with DEMAT.
- leaves her/his employment before the expiry of contractual notice, unless this has been mutually agreed.

Employees should be mindful that alternative employment with another school or Local Authority may constitute continuous employment under the Modification Order, and

this may affect their redundancy payment, therefore this should be clarified with the new employer. Further information on this can be found by contacting the HR team or by visiting www.gov.uk.

8.4.3 Pay Protection

Pay protection for teachers will be in accordance with the safeguarding criteria as defined in the School Teachers Pay & Conditions document in force at the time.

For support staff, where an 'at risk' employee takes on a new or revised post as part of a restructure, they may be entitled to a measure of protected basic pay, if appointed to a post which carries a lower level of grade or remuneration. The protection will be payable for 18 months. The first 12 months will be 100% based on the following, and the remaining 6 months will be payable at 50% of the following:

- (i) the full difference between your current salary and the new salary where your new salary is up to one grade lower than your current 'at risk' salary.
- (ii) where there is more than one grade difference between your new salary and your current 'at risk' salary, you will receive the equivalent of protection for one grade below.

Pay protection will be payable (paid in monthly instalments), it excludes elements of variable pay and will be calculated based on the new hours of work. The level of protection given will be discussed prior to the employee accepting the new/revised post and will cease if the employee leaves the Trust.

8.4.4 Trial Periods

If suitable alternative employment is found within the Trust, the new position will be subject to a trial period. A trial period is an opportunity for both parties to assess the suitability of the role for the employee.

For support staff, a trial period will normally be four weeks, with the ability to extend. For teachers, a trial period will be at least four weeks but is likely to extend to one term.

Should an employee feel that the role is not suitable they should notify their manager immediately and preferably in writing, stating their reasons.

If at the conclusion of the trial period, the employee or DEMAT find the role to be unsuitable, the employee reverts to being "at risk". Should no other alternative be found, they may be made redundant and redundancy pay will be payable.

8.4.5 Implementation of Change

The nature of implementation will depend upon the type of the change being implemented but may include: re-launching activities and communications, introducing new services, arranging handover activities, arranging team building or training on new processes, making

arrangements with payroll for redundancy and PILON payments to be made to leavers etc. Further support can be obtained from HR.

DEMAT will undertake a post-change review which will include:

- evaluating whether the original objectives have been met
- identifying areas where further work or support is required eg whether staff in the new structure have the skills and support required to undertake their roles
- reviewing staff wellbeing and identify any actions required
- identifying any lessons learnt for the future
- celebrating 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 staff 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.

Hunting

For employees who have been continuously employed for 2 years by the date the notice ends, DEMAT will grant paid leave up to the value of 40% of one weeks' pay in order to attend interviews with other prospective employers. Notification of this should be provided to the line Manager in advance, preferably providing as much notice as possible.

8.4.7 Further On-going Support for Employees

It is recognised that some employees may require support during the selection period or if they have been subject to redundancy and if this is the case, they may contact the HR team for advice and support on CV writing and/or interview techniques.

It is also helpful to be mindful of the potential impact of change on all employees based at the school, particularly those performing new roles, those redeployed to new areas, and developing new skills or are working with new team members, systems or processes. Support for managing through change can be found on the HR hub and include advice regarding clear and regular communication, empathy and transformational leadership to rebuild morale and levels of engagement.

The following support services are also available:

- The Employee Assist Helpline can be contacted 24 hours a day, 365 days of the year on 0800 328 1437. Alternatively, an appointment can be arranged online at www.employeeassistance.org.uk. The login access code is diocese.
- Trade Union support
This includes support from NEU, NASUWT, GMB, UNISON, ASCL, NAHT and VOICE.

8.4.8 Appeals

An employee who wishes to appeal a redundancy dismissal should inform the Headteacher or Manager in writing, within five working days of receiving the decision in writing.

The employee must state the grounds for the appeal which may include process, evidence used or selection criteria.

The purpose of an appeal is to review the decision taken and to consider whether the procedure has been followed correctly.

An appeal panel will be subject to the scheme of delegation which may include up to two Trustees and HR will also be in attendance. Employees will have the right to be accompanied at the hearing.

The panel will confirm the outcome of the hearing, in writing, to the employee within five working days.

