



QUANTOCK

EDUCATION TRUST

Organisational Change Policy

LINKS: None

ADOPTED ON: November 2025

POSTHOLDER RESPONSIBLE: Trust HR Director

TRUSTEE COMMITTEE: People, Pay & Recruitment

DATE RATIFIED BY TRUSTEES: November 2025

AUDIENCE: All Trust Staff

This policy will be reviewed every two years on or before 30 November 2027

Summary of Changes

Version	Section	Description of Changes
July 23	All	Baseline document
April 24	6.5	New paragraph to include changes introduced by the Protection from Redundancy (Pregnancy and Family Leave) Act
June 2025	All	No Changes
Sept 2025	All	Updated in line with Brown Jacobson template

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1 Introduction

- 1.1 This policy sets out Quantock Education Trust's approach onto managing organisational change in a way that supports improvement and effectiveness across within the Trust to improve organisational effectiveness, including situations where potential redundancies may need to be considered. Where redundancies are proposed, the number of employees involved will determine how the process will be managed.
- 1.2 This policy has been developed in consultation with the recognised trade unions.
- 1.3 This policy does not form part of any employee's contract of employment and may be amended at any time.

2 Scope and purpose of this policy

- 2.1 We recognise that certain changes such as a fall in pupil numbers, curriculum developments, budget cuts and restraints or outsourcing functions may make it necessary to review and reorganise staffing structures. This could include changes to job roles, reporting lines, operational arrangements, changes to terms and conditions and in some cases redundancies. The purpose of this policy is to provide a clear and fair framework for managing significant change within the Trust, including a reorganisation of staff and/or a reduction in employee numbers.
- 2.2 We will always seek to avoid compulsory redundancies wherever possible. Where reductions in staffing cannot be avoided, we will take steps to minimise the impact on individuals and teams as outlined in this policy. In doing so, we will act fairly and consistently, without discrimination on the grounds of any protected characteristic or against part-time or fixed-term employees.
- 2.3 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 Workforce Privacy Notice which sets out how we will gather, process and hold personal data of individuals during employment.

3 Planning

- 3.1 The Trust is committed to effective planning, financial management and resource allocation in both day-to-day operations and strategic decision making. 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.

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

4 Consultation

- 4.1 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.
- 4.2 We will consult with all affected employees on an individual basis in respect of their own individual circumstances.
- 4.3 We will also consult with representatives of our recognised trade unions or elected employee representatives irrespective of the number of employees at risk of redundancy and regardless of the changes to terms and conditions proposed.
- 4.4 Where appropriate and in accordance with 4.3, 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, including:
- 4.4.1 The reasons for the proposals;
 - 4.4.2 The numbers and descriptions of employees it proposes to dismiss as redundant or who are at risk of redundancy;
 - 4.4.3 The total numbers of employees of that description employed at the establishment in question;
 - 4.4.4 The proposed method of selecting the employees who may be dismissed;
 - 4.4.5 The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect; and
 - 4.4.6 The numbers of agency staff at the School, the areas that they are deployed in and the type of work they are undertaking.
 - 4.4.7 Any proposals with regard to changes in job roles, reporting lines, operational changes or structure
 - 4.4.8 A timeline detailing each stage of the process

- 4.5 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:
- 4.5.1 Reviewing the use of agency staff;
 - 4.5.2 Restricting recruitment or a vacancy freeze in affected categories of employees and in those areas into which affected employees might be redeployed;
 - 4.5.3 Natural wastage;
 - 4.5.4 Retraining and/or redeployment within and across the Trust;
 - 4.5.5 Reducing overtime/additional hours;
 - 4.5.6 Offering reduced working time including job-sharing or other flexible working arrangements, and career breaks, where these are practicable; and
 - 4.5.7 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.
 - 4.5.8 Consideration of different working practices and working patterns.
 - 4.5.9 Freezing or reducing salaries.
 - 4.5.10 Lay-offs — suspending work for a temporary period.
- 4.6 Where teaching posts are at risk of redundancy sufficient time will be given for consultation and for teacher's 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.
- 4.7 Any measures we adopt will not adversely affect the Trust and the quality of teaching and learning provided to our pupils.
- 4.8 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.
- 4.9 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 face-to-face meetings are not possible, we will conduct the consultation process remotely.

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

5 Selection

- 5.1 In order to identify how many roles are potentially redundant, we will create a pool of employees from which those who are to be made redundant will be selected. The selection pool will normally consist of employees who carry out the same or similar work and perform jobs that are interchangeable. Selection pools are not necessary when redundancies are expected to involve the whole Trust or just one specific role.
- 5.2 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, measurable, 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. 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.
- 5.3 Employees on secondment or 'acting up' will be deemed to be in their substantive post for the purposes of any change process. policy.
- 5.4 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.

6 Making compulsory redundancies

- 6.1 Every effort will be made to mitigate job losses where possible. 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.
- 6.2 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 or minimum statutory notice period (whichever is greater), and written confirmation of the payments (and how they have been calculated) that they will receive (where applicable).
- 6.3 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.

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

6.4 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 the 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 the date of placement or date of entry into Great Britain (if overseas adoption). (Includes any time spent in this period on adoption 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 the 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.

7 Pay protection

7.1 In circumstances where teaching staff 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 3 years. Safeguarding provisions for teachers are set out in the School Teachers' Pay and Conditions Document.

8 Support mechanisms

Alternative work/retraining

- 8.1 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. We will provide details of the application process, when applicable, and will ensure the selection of candidates for redeployment opportunities and alternative posts are conducted fairly.
- 8.2 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 on maternity/adoption leave or Shared Parental Leave have separate legal entitlement to be offered any suitable post in preference to other employees who have been selected for redundancy.
- 8.3 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 from either party following the trial, employment may be terminated on grounds of redundancy on the original terms, dependent on the reasons for refusal.
- 8.4 An employee will not be entitled to a redundancy payment if he or she 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. Notwithstanding this, the Trust would always seek to understand the reasons why the employee refuses an offer of suitable alternative employment prior to terminating their contract for reason of redundancy and withholding redundancy pay.
- 8.5 The Trust will consider if any form or re-training can be provided in order to assist employees at risk of redundancy to gain employment within the Trust.

Counselling service

- 8.6 Any employees who are at risk of redundancy or who have been issued a notice of redundancy or are involved in a restructuring process will be able to access the Trust's confidential counselling help line. The contact details are as follows: 0800 028 0199

Time off

- 8.7 An employee under notice of redundancy will be entitled to a reasonable amount of paid time off to look for alternative work, attend interviews, etc. Employees wishing to take advantage of this right should make the appropriate arrangements with their line manager.

9 Redundancy payments

9.1 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 formula:

- half a week's pay for each full year you were under 22
- one week's pay for each full year you were 22 or older, but under 41
- one and half week's pay for each full year you were 41 or older

9.2 Length of service is capped at 20 years.

9.3 Weekly pay is the average earned per week over the 12 weeks before the day redundancy notice is issued.

9.4 The amount of this 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.

10 Embedding the Change

Successfully implementing a new structure is only the first step. Its success depends on how well people adapt and feel supported during the transition therefore the Headteacher should give careful consideration to the following:

- Any updating or retraining needs to ensure staff have the skills and confidence to thrive in their roles
- Team building to foster collaboration and a sense of community within the new structure
- Induction into new working practices, systems or procedures to provide clear guidance and support to help staff settle into changes
- Adjustments to the School's meeting structures and methods of communication to promote open, respectful and effective communication
- Changes to appraisal arrangements to align performance development with the new structure while maintaining fairness and equity
- Notifying other employees and stakeholders such as parents of the changes that may affect them to ensure transparency and to build trust across the wider community.

11 Review of policy

- 11.1 This policy is reviewed and amended every two years in consultation with the recognised trade unions. We will monitor the application and outcomes of this policy to ensure it is working effectively.