



TITLE		REF	VERSION
Organisational Change Procedure		HRPRO001	2.0
DEPARTMENT			
HR			
DATE		REVIEW DATE	
13 th March 2024			1 st April 2026

ORGANISATIONAL CHANGE PROCEDURE

Procedure Statement

Activate Learning recognises that change is an integral part of organisational life and is committed to managing change effectively in an open, transparent and sensitive manner. This procedure aims to help alleviate the disruption of such a process through careful preparation and a sympathetic approach, whilst ensuring legal compliance. This procedure will be followed on those occasions when an **organisational change** is being proposed and will outline the steps taken. An organisational change is one which has a profound impact on a small number of staff or one which has a significant impact on a large number of staff, including, but not limited to, a significant change in job content, a significant change in permanent work location and/or a reduction in number and grade of posts. This procedure will apply in any scenario where a change in grade, fraction or where redundancy is a possibility. Relatively minor changes which affect a large number of people would not require the use of this procedure.

1.0 Steps within the Procedure

- Development and initial approval of a proposed change
- Preparation and publication of a consultation proposal
- Consultation with staff representatives
- Consultation with affected members of staff including notification of risk of redundancy
- Redundancy selection process
- Appeal against selection for redundancy
- Seeking alternative employment within Activate Learning
- Offers of alternative employment
- Support in seeking alternative employment outside Activate Learning

2.0 Development and Initial Approval of a Proposed Change

When a significant organisational change is being considered a detailed proposal will be developed and submitted for consideration by the Group Executive Team (GET). When GET has considered the proposal and made any necessary amendments to it they will instruct the senior manager responsible for the area affected to develop a consultation proposal.

3.0 Preparation and Publication of a Consultation Proposal

When the GET has given initial approval to a proposed change the senior manager responsible for the area will develop a consultation proposal. Where the proposed change may lead to redundancies the proposal will include the following items:

- the reasons for redundancies
- the numbers and categories of employees involved
- the numbers of employees in each category
- the proposed method of selecting employees for redundancy
- the proposed method of implementing redundancies
- the method of calculating redundancy payments

4.0 Consultation with Staff Representatives

Where 20 or more redundancies are envisaged, a meeting will be held with employee representatives (including the relevant recognised trade unions) to discuss the proposal and to respond to any initial questions. Where the proposed change may lead to redundancies, this meeting will mark the start of the formal collective consultation process. The duration of the consultation period will be that set out in s.188 (1A) of the Trade Union and Labour Relations (Consolidation) Act 1992. At the start of the collective consultation process the date on which the consultation period will expire (the expiry date) will be confirmed. In accordance with the requirements of the act no redundancies will take effect before the expiry date.

The purpose of the consultation is to consider ways in which the need for redundancies can be reduced or eliminated. As a result the consultation discussions will usually include the following:

The reasons why redundancies may be needed including the numbers and categories of employees involved and the numbers of employees in each category

- Measures to reduce or eliminate the need for compulsory redundancies
- Possible offer of a voluntary severance programme
- Method of selection for redundancies
- Calculation of redundancy payments

The collective consultation discussions will continue until the points raised by employees and their representatives have been properly considered and responded to. At this point the proposal will be reviewed in the light of the consultation discussions and, if appropriate, a revised version will be published. The collective consultation period may be brought to a conclusion before the expiry date by the agreement of the participants. However, as noted above, no redundancies will take effect before the expiry date.

5.0 Consultation with Affected Members of Staff including Notification of Risk of Redundancy

Meetings will also be held with the staff who may be affected by the proposal. Individual meetings will be held with staff who may be directly affected, and group meetings may be held with all staff in the affected area.

The purpose of the initial meeting with staff who may be affected by the proposal is to give them detailed information about the proposal and to respond to any questions they may have. Further meetings will be held to respond to questions and provide information. As part of this process the members of staff concerned will be notified that they are at risk of redundancy.

Further consultation meetings will be held with the members of staff concerned throughout the process.

6.0 Redundancy Selection Process

As part of the collective consultation discussions the proposed redundancy selection process will be reviewed and may be amended if appropriate. In previous redundancy policies it has been agreed that it is preferable to determine selection criteria appropriate to a particular situation rather than specify criteria to be applied in each and every situation. However, on each occasion, Activate Learning will utilise criteria which are fair and objective.

7.0 Appeal Against Selection for Redundancy

All employees will have the right to appeal against dismissal for reasons of redundancy and to exercise this right must lodge an appeal with the Group Director of People and Development within five working days.

Employees who appeal will have the right to be accompanied by a workforce representative (trade union representative or a workplace colleague) who will have the right to speak on behalf of the employee.

The appeal will normally be heard by a senior manager who has not been involved in the detail of the redundancy decision. The outcome of an appeal against dismissal on the grounds of redundancy will be given in writing within five working days.

8.0 Redundancy Payments and Notice Periods

Employees who have been selected for redundancy will be given notice of termination in accordance with their contract of employment and may be expected to work during their notice period. They will receive a statutory redundancy payment if they are eligible.

Activate Learning may make redundancy payments in excess of statutory redundancy pay.

9.0 Seeking Alternative Employment within Activate Learning

Where an employee has been given notice of redundancy support will be provided to them to find alternative employment within Activate Learning where possible. This support will continue throughout the duration of the employees' notice period.

10.0 Offers of Alternative Employment

Where an employee who has been given notice of redundancy is offered an alternative post within Activate Learning the offer will be made on the basis of a four-week trial period during which they can assess the suitability of the role. In addition, the manager of the new post can assess the employee's suitability for it. It

should be noted that employees who unreasonably refuse an offer of suitable alternative employment will lose their right to a redundancy payment.

11.0 Support in Seeking Alternative Employment Outside Activate Learning

Employees under notice of redundancy will be given reasonable time off to seek alternative employment

12.0 Changing nature of jobs, roles and responsibilities.

Minor changes may fall outside the scope of this procedure. However, Activate Learning will still refer to the principles that underpin the procedure, but on a more informal basis which will typically include shorter timescales. The aim being to help ensure staff feel the changes have been communicated effectively and to support their wellbeing through any organisational changes.

An initial discussion must take place with the HR Business Partner as part of the planning process for any change and the manager should not initiate the process without consultation with the HR Business Partner.

Activate Learning expects managers to review activities they are responsible for on a regular basis and in some cases, it will be necessary to document a proposal for change. Such instances include but are not limited to, the duties, roles or working practice of individual employees or group of employees. In such circumstances managers should discuss the proposed reason for change with their staff, either individually and/or collectively and record a summary of the meeting. To ensure that the changes and rationale for them are effectively communicated it will be appropriate for the changes to be communicated both orally and in writing with staff provided with the opportunity to provide feedback on the proposed changes.

If a proposed change in duties requires skills not currently possessed by the employee(s) concerned, training and development may be appropriate, and advice should be sought from the HR Business Partner.

Where changes to roles, responsibilities and activities detailed in job descriptions are required, a formal updated Job Description must be produced and advice sought from the relevant HR Business Partner to ensure that the grade of the role remains correct.

References

Grievance Procedure
Recruitment Policy

Appendices

N/A