

Managing Change

This policy gives guidance to schools and colleges on the way in which the County Council expects change to be managed.

The policy applies only to employees working in schools

Key points

- **This policy will enable schools and colleges to respond effectively to change in order to maintain a highly skilled workforce delivering a quality service.**
- **The management of change should be conducted in full consultation with staff and trade unions**
- **Where there are staff reductions, alternative employment should be sought wherever possible**
- **Principles of equality and fairness will always be maintained.**
- **This policy should be used in conjunction with the School's Personnel Handbook policies, in particular, Redundancy, Restructure, Redeployment and Benefits and Compensation on Termination of Employment policies.**
- **The Change Management Toolkit is available for reference**

1 Introduction

1.1 Why change?

The pace of change is now more rapid than ever. East Sussex County Council is committed to supporting schools and colleges in developing strategies which will enable them to respond flexibly to the challenges and opportunities they face and to make best use of staff and resources.

2. Statement of intent

- 2.1 The most significant and valuable asset of a school/college is its staff and providing job security for its employees is a high priority. The County Council recognises that it is important to have the optimum level of staff

with the right skills mix and expertise to deliver excellent services in schools and colleges. In order to achieve this, workforce plans are developed which help to determine the future workforce requirements.

2.2 Where staffing levels need to be reduced the following principles will be applied:

- full consultation with the appropriate trade unions
- compliance with the relevant legislation
- selection criteria for redundancy will be agreed by governors with advice from Personnel and Training in consultation with trade unions
- where possible suitable alternative employment will be sought for staff at risk of redundancy
- recruitment within the school or college will be restricted during the period of restructure
- ways of reassuring staff in order to maintain morale will be sought.

3 Managing change effectively

3.1 It is important to identify the staffing implications that arise from any proposals for change, at the earliest possible opportunity.

3.2 Managing change successfully is complex and the approach to change will be influenced by the specific needs of individual schools.

4 Equality and diversity

4.1. The County Council has a legal duty to:

- eliminate unlawful discrimination
- promote equality of opportunity

and

- promote good relations.

4.2 Headteachers and principals must ensure that managing change does not have the effect of discriminating directly or indirectly against employees on the grounds of:

- gender
- gender identity
- civil partnership status
- marital status
- sexual orientation
- race, language, ethnic or national origins
- faith or religion
- disability

- medical condition, including living with HIV or AIDS
- age
- trade union membership or activity
- political view or affiliation.

For more information you can refer to [Promoting Diversity and Equality of Opportunity Policy](#)

5 Consultation

- 5.1 There is a general duty to consult with employees over changes to organisational structures and jobs and a statutory duty to consult with staff over proposals that may result in redundancies.
- 5.2 Staff and recognised trade unions must be made aware of proposals for organisational change and the rationale, at the earliest possible opportunity, regardless of whether any redundancies are likely to occur.
- 5.3 Where significant changes or redundancies are anticipated, county trade union representatives or regional officials should be involved.
- 5.4 Where redundancies are anticipated, including redundancies arising from the non renewal of a fixed term or temporary contract of one year or more please refer to the [Redundancy Policy and Redeployment of Staff – Code of Practice for Schools](#).

6 Support from Personnel & Training

- 6.1 PAT should be consulted as soon as the need for change is anticipated so that the impact on staff can be identified and guidance offered to headteachers/principals throughout the change management process.

Date last reviewed	April 2006
--------------------	------------