

School Reorganisation Consultation {Insert restructure title}

Guidance for Head teachers/managers

Briefing to Staff – Launch of the “To Be” structure proposals

A briefing should to be given to all employees in the area/function affected to launch the proposals.

The briefing is not to be confined to those employees who may be directly affected by the proposals, because other employees may be indirectly affected and, in any event, the proposals may change as a result of consultation.

The briefing is for employees and **not** agency workers. If you are unsure who to deliver the briefing to, or what grouping they fall within (see below), please contact your HR Adviser as soon as possible.

There are two groups within the school/service area who must receive the briefings i.e.:

- Group 1
- Group 2

The briefings **must** be delivered in that order e.g. Group 1 first.

Identify which manager is speaking to these Groups and when. This has to be on {day 1 of the consultation launch}.

Employees in Group 1

Where a post is being deleted.

and/or

Where a different operating model is proposed i.e. deleting all posts or re-creating a new structure.

and/or

Where there are more employees in posts of a broadly similar nature in the “As Is” than the proposed “To Be” structures.

Employees in Group 2

All other employees in the service areas, not otherwise covered by Group 1.

Below are bullet points of the messages that need to be covered during the briefing. Keep in mind that this is your proposal and needs to be said in your own words.

Heads teachers/managers need to be transparent, fair and honest at all times.

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Timetable for Briefings

Group 1 post holders must be seen first thing on **(day 1 of the consultation launch)** by Head teacher/manager **on a one to one basis or as a group**. Set aside time in the diary to do this, but do not contact the employees in advance of the launch date to discuss. Keep the title general i.e. 'proposal affecting this school/service'.

After Group 1 meetings have been conducted, Group 2 meetings should take place as soon as possible after **day 1 of the consultation launch** and **day 5 of the consultation launch** at the very latest.

If staff are absent because they are on sick leave, paternity or maternity leave or a career break or are absent long term for any other reason, ask the your HR Adviser how best to communicate with these staff about proposed changes.

Keep a record of which staff you have actually briefed and when (and not just a record of who has been invited to briefings). Give this information to your HR Adviser so that they can keep track of who has received which information.

If staff are absent short term when you carry out a briefing (for example, because they are on holiday or are sick for a few days), you must make sure you give them the briefing as soon as they return to work.

If you manage staff who have a disability you may need to make a reasonable adjustment in relation to how information is given to them. If you are unsure, speak to your HR Adviser about this.

Reminder: keep communicating with staff throughout the period.

Dealing with emotional reactions

Depending on the individual and his/her previous relationship with his/her Line Manager it may affect the reaction of the individual receiving the information. However the immediate emotional reaction of being put **potentially** "at risk" of redundancy can be that of shock and denial.

Individuals who are in shock do not hear things straight away. The head teacher/manager conducting the conversation needs to keep the message simple and give plenty of time for Q&A. Repeating the core message helps receivers absorb the information and think of any questions.

Appendix 8

All Groups must be delivered the following core messages:

Group 1 - Core Messages

- Proposals are being developed to reorganise your service/department.
- We want to make sure you are told directly by a manager if a proposal may personally affect you.
- The purpose of this meeting is to tell you about the rationale and next steps and answer any questions.
- The proposals are being shared with you, because there is a proposal to reduce the number of posts of a broadly similar nature to your own in the school/service and/or to change the model of school/service delivery for your service for the following reasons:

The “To Be” structure charts are being shared with you before other employees whose posts are not directly affected by the proposals.
- As a consequence, your post(s) is affected by the reorganisation.
- Consultation with the trade unions commenced on **day 1 of the consultation launch**, by them being provided with the consultation documentation.
- Trade union consultation on the proposals will be for a minimum of 30 days, and so will not end before **(insert date)** Regular meetings will be held with the trade unions.
- The proposed “To Be” structures will be available to view on **(insert date)** early in the afternoon ...e.g. On the schools intranet or hard copy – provide location.
- In addition to posts currently proposed for deletion, there are a range of other proposed changes that may affect posts in the “To Be” structures e.g. a change in line management arrangements, status or grade, activities or emphasis.
- All the proposed changes, including the proposals for potential deletion, **may change** during, or after, the consultation period, as a result of the consultation.
- This is because the aim of consultation is to reach agreement on the proposals. Therefore, no decisions can be made on the proposals during the consultation period.
- **No** posts or staff are ‘at risk’ at this stage or at any time during the formal consultation period.
- We are unable to indicate during the consultation period whether or not you will ultimately be personally affected or ‘at risk’.

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- At the end of the consultation period, a final decision will be made whether or not to implement any of the proposals or any alternative proposals received from the trade unions or individuals.
- The final decision will be made by school governors. It is anticipated the decision will be made in **(insert date)**.
- If your post is still proposed for deletion following trade union consultation and the final decisions, **at that point** you will be advised how it will affect you and your employment status. All affected staff will have individual consultation meetings to discuss their situation **at that point**. For any employee whose post is identified **at that point** for deletion, there will be a range of options designed to ensure compulsory redundancies are kept to a minimum.
- If **the school governors** decide to implement any of the proposals or alternative proposals following trade union consultation, the School proposes to use the document Organisation Change Policy when dealing with assimilation, ring fencing, redeployment and redundancy situations. However, the trade unions may seek changes to this document during the course of consultation.
- Staff are encouraged to put forward alternative proposals, formal responses to, and ask questions about the proposals. Any member of staff wishing to do this should complete and submit the consultation feedback form, as provided in hard copy during the briefing, as early as possible during the consultation period and by **(insert date)** at the latest. (Appendix 9).
- Alternatively, staff can channel their comments through their trade unions.
- If you have any informal queries about this proposal please let me know.
- The school's HR Advisor will answer any questions related to the consultation process.
- I'll keep communicating with you throughout the period and don't hesitate to ask any questions at any time.

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Group 2 – Core Messages

- Proposals are being developed to reorganise your service/department.
- These proposals do not affect you personally.
- The purpose of this meeting is to tell you about some changes that are being proposed in your service, the reasons why and answer any questions.
- The proposals and “To Be” structures charts have already been shared with staff whose posts are directly affected.
- The following changes are being proposed in your department/service for these reasons:
- As a consequence, your post is **not** affected by the reorganisation.
- If you have any informal queries about this proposal please let me know by completing the Questions and further information form – (Appendix 10).
- I'll keep communicating with you throughout the period and don't hesitate to ask any questions at any time.

Details of the schedule and additional information

- Consultation with the trade unions commenced on **(insert date)**, by them being provided with the consultation documentation.
- Trade union consultation on the proposals will be for a minimum of 21 days, and so will not end before **(insert date)**. Regular meetings will be held with the trade unions.
- The proposed “To Be” structures will be available to view on **(insert date) (school intranet/staff room etc.) – insert title)**”.
- In addition to posts currently proposed for deletion, there are a range of other proposed changes that may affect posts in the “To Be” structures e.g. a change in line management arrangements, status or grade, activities or emphasis.
- All the proposed changes, including the proposals for potential deletion, **may change** during, or after, the consultation period, as a result of the consultation.
- This is because the aim of consultation is to reach agreement on the proposals. Therefore, no decisions can be made on the proposals during the consultation period.
- **No** posts or staff are ‘at risk’ at this stage or at any time during the formal consultation period.
- We are unable to indicate during the consultation period whether or not staff will ultimately be personally affected or ‘at risk’.
- At the end of the consultation period, a final decision will be made whether or not to implement any of the proposals or any alternative proposals received from the trade unions or individuals.
- The final decision will be made by the appropriate decision-making body of the school. It is anticipated in **(insert date)**.