

1. Business Case Template A - restructure without potential redundancies

Please note that these templates provide examples of what a business case should include. The actual content and level of detail will depend on the nature and extent of the restructure proposals.

Business Case Template A—restructure without potential redundancies

Straightforward proposals (i.e. an increase in the number of posts, increases in salary grades, re-grading of posts leading to promotion opportunities, consultation with unions is not obligatory)

Introduction

[Insert Name] School is consulting on a proposal [or proposals] to (state the purpose of the consultation)

Background

a) The reasons why the proposals are being considered are (state your reasons for the proposed changes. This may include change in how the curriculum is going to be delivered, budgetary constraints, changes in level of staffing required, school improvement priorities etc.)

b) State what areas of the school will be affected by the changes and how i.e. staffing, curriculum delivery, working hours or patterns

c) State what benefits will be achieved by the changes

Documentary evidence may need to be included where relevant i.e. budget and pupil levels for current, future and past years.

Details of Proposal

See item 3 in attached toolkit for the kinds of proposals which may come within re-structuring

State how your proposal will be achieved and what implications the new structure will have on distribution of posts, responsibilities and job descriptions, number of posts, savings and costs to the school budget both now and in the future (i.e. salary protection if applicable).

Establish which posts are new, or a combination of other posts or an exact match to roles under the existing staffing structure. Explain how the new posts would be filled, using assimilation and/or ring-fencing as appropriate.

You may also wish to include what other alternatives have been explored to achieve the required outcome - i.e. staff turnover, retirements etc. - and why these have not avoided the need for the re-structure.

Implementation Plan/Time-line

Include details of what will be done, when it will be done and by whom using headings such as “Date” and “Action”. Steps should be listed in chronological order and may include some or all of the suggestions below. In more complex re-structures that affect various different groups of staff within the school, it may be useful to split the plan into numbered stages and to deal with the most senior staff first and working down. Ensure that you have considered the timing of the implementation i.e. have you taken account of any known changes in staffing such as retirements and resignations, have you been clear about the budget implications for each year of the transition if the changes are to be phased? Does the plan identify the recruitment process for new and combined posts in the structure?

Pre-consultation steps

- MOC Procedure adopted by the governing body in full governing body meeting & minute made by Clerk for audit purposes;
- Explain to full governing body that proposals are being prepared which may affect the staffing structure of the school, the details of which will be shared with an appropriate HR representative and a separate OC committee prior to consultation starting. To ensure that subsequent OC proceedings are not compromised, the full governing body should not discuss the proposals in detail;
- Nominate a committee of 3 governors plus a reserve to support with the OC proposals or add the remit to an existing committee as appropriate (known as the OC Committee) and share terms of reference with them;
- Nominate a separate appeals committee of 3 governors plus a reserve to sit on any appeals panel as appropriate and share terms of reference;
- Prepare written business case and attachments and agree with HR and MOC Committee as basis for consultation with staff and/or Unions as appropriate.
- Prepare an Equality Impact Assessment with support from HR as appropriate, to ensure that the OC proposals do not discriminate against employees with particular protected characteristics as defined in the Equality Act 2010.

Consultation

- Head Teacher or appropriate manager shares copy of business case and appendices with all employees likely to be directly affected in group meeting.

This meeting will start the recommended consultation period of 10 working days. ***[Date of meeting – insert]***

- Employees should be invited to meet with the Head or another appropriate manager individually during the consultation period to discuss any ideas or suggestions that they may have ***[Dates of meeting – insert or confirm that no staff exercised their right to meet]***
- Following consultation meeting, details of proposals shared with the rest of the school staff, either in a staff meeting or via email, within the next day or two, unless there are exceptional circumstances ***[Date of meeting – insert]***
- Details of the proposals should also be supplied to all absent staff who are directly affected ***[Date completed – insert or confirm that no staff absent during consultation period]***
- Consultation period closes on [insert date 10 days from initial meeting with directly affected staff].
- Following the 10 day consultation period, the head teacher or appropriate manager should feedback any comments or suggestions made by staff to OC committee and decide if the original business case requires amendments as a result. It is important that the business case accurately reflects the next steps and potential impact on staff.
- The new structure should be implemented in line with the stages below.

Implementation

These steps will vary depending on nature of proposals so discuss with HR beforehand but may include:

- Inviting expressions of interest in new post(s) internally by a specified date
- Considering expressions of interest in new posts by a specified date
- Head Teacher or appropriate manager meeting with each affected member of staff to discuss new role, job description and person specification in more detail (including any training needs)
- Head Teacher or appropriate manager notifying HR Provider in writing of changes to posts and updating HR Portal as appropriate

Attachments to proposals

To include: before and after staffing structures, budget and pupil levels for current and future years, breakdown of costings/savings created by the proposed re-structure, job descriptions and job

evaluation where relevant (ensure that posts which are designated as TLRs meet the criteria in the School Teachers' Pay and Conditions Document).