

# Managing Organisational Change Toolkit

**Owner** Birmingham City Council

**Version** 1.0

**Date Approved** 01/07/2025

**Date of Review** 30/06/2026

## CONTENTS

|                                                                                                                                                                                                    |    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 1.0 Invitation to the recognised unions to attend the first consultation meeting .....                                                                                                             | 3  |
| 2.0 Letter confirming outcome of consultation meeting between the redundancy committee and the recognised trade unions .....                                                                       | 4  |
| 3.0 Letter invite to One to One consultation .....                                                                                                                                                 | 4  |
| 4.0 Invitation to express interest in voluntary redundancy.....                                                                                                                                    | 5  |
| 5.0 Letter to employee who has expressed an interest in voluntary redundancy.....                                                                                                                  | 7  |
| 6.0 Acceptance of Voluntary Redundancy .....                                                                                                                                                       | 8  |
| 7.0 Voluntary Redundancy – Refusal.....                                                                                                                                                            | 9  |
| 8.0 Invitation to the recognised unions to attend Second Consultation Meeting.....                                                                                                                 | 10 |
| 9.0 Letter confirming outcome of consultation meeting between the redundancy committee and the recognised unions.....                                                                              | 11 |
| 10.0 Successful Selection Process .....                                                                                                                                                            | 12 |
| 11.0 Letter to employee provisionally selected for Redundancy and giving opportunity to meeting before OC committee .....                                                                          | 13 |
| 12.0 Invitation to attend a meeting with OC committee .....                                                                                                                                        | 15 |
| 13.0 Letter confirming outcome of meeting before the OC committee in Community, Community Special, Voluntary Controlled and Maintained Schools.....                                                | 16 |
| 14.0 Letter to employee not exercising the right to make representations about selection for redundancy in Community, Community Special, Voluntary Controlled and Maintained Nursery Schools ..... | 18 |
| 17.0 Invitation to a hearing by appeal committee .....                                                                                                                                             | 20 |
| 18.0 Outcome of Appeal .....                                                                                                                                                                       | 22 |
| 19.0 Notification to Local Authority of Successful Appeal .....                                                                                                                                    | 23 |
| 20.0 Outcome of consultation process for Recognised Trade Unions .....                                                                                                                             | 24 |

## 1.0 Invitation to the recognised unions to attend the first consultation meeting

Dear Colleagues

### **Statutory consultation on organisational change at [school name]**

The Governing Body's Organisational Change (OC) committee has authorised me to open statutory consultations with all recognised trade unions on the basis of the attached proposals. I am therefore inviting all recognised trade unions to a meeting for this purpose.

At the meeting, there will be an opportunity for a meaningful discussion regarding the proposed change and to respond to any suggestions made by the trade union representatives.

I can offer the following dates for this meeting and would be grateful if you could contact myself on [email address] by no later than [Insert Date] confirming which is the most convenient time and date for you:

**[Insert a maximum of 3 dates and times].**

As soon as I have heard from all recognised trade unions, I will contact you again to confirm the date and time of the meeting.

Yours sincerely

Head Teacher

## 2.0 Letter confirming outcome of consultation meeting between the headteacher and the recognised trade unions

Dear Colleagues,

### Outcome of first consultation meeting

Thank you for all your contributions at the recent consultation meeting. A copy of the minutes from that meeting and the final business case is attached.

### EITHER

In the light of the discussions with the employees during the consultation period, the headteacher has concluded that redundancies can be avoided at this stage because **[insert reasons]**. The headteacher would like to thank you for your contribution to these consultations to date.

### OR

Although the headteacher remains committed to avoiding compulsory redundancies wherever possible, having considered very seriously all of the matters raised at the consultation meeting the headteacher has reluctantly concluded at this stage that it needs to continue with the next stages of the redundancy process in accordance with the managing organisational change procedure adopted by the school.

I confirm, therefore, that the headteacher has been asked to write on behalf of the Committee to invite expressions of interest for voluntary redundancy from **[insert group(s) of staff]**.

In the event that compulsory redundancies are still needed, all recognised trade unions will be invited to a second consultation meeting in accordance with the managing organisational change procedure adopted by the school.

On behalf of the headteacher, I would like to thank you for your ongoing contribution to these matters during a particularly sensitive time.

Yours sincerely

Chair of OC Committee/Headteacher

Copy - Employee Relations Team

## 3.0 Letter invite to One to One consultation

Type the date here

Name

Address line one

Address line two

Address line three

Birmingham

Postcode

### **One to One Consultation meeting invitation**

I write to invite you to a formal one to one consultation meeting as you are affected by the implementation of the new organisational change.

The purpose of the meeting is an opportunity for you to raise any questions, queries or concerns you have regarding the proposals and their implementation.

Your consultation meeting will be held on the **[date]** at **[time]** at **[venue]**. Your trade union representative or workplace colleague are also invited. Please can you email me, if you are unable to attend and wish to rearrange the meeting for a later date.

I would like to make you aware that you can access the Employee Assistance Programme through **[insert employee assistance programme contact details]**.

Finally, I would like to thank you for your continued professionalism during this time of change.

Yours sincerely

Headteacher

## **4.0 Invitation to express interest in voluntary redundancy**

Type the date here

Name

Address line one

Address line two

Address line three

Birmingham

Postcode

### **Potential redundancy situation – expressions of interest in voluntary redundancy**

As you are aware, we have been in discussion with employee and representatives from the recognised trade unions in order to consult upon the potential need to reduce the number of **[Insert type of staff i.e. Teaching Assistants]** in the school by **[insert number, e.g. 3]**.

To date, it has not been possible to achieve the reduction of posts and therefore the School's Organisational Change Committee has concluded that it is necessary to proceed to the next stage of the redundancy process.

Whilst the Committee is hopeful that the necessary reduction in staffing can be achieved through voluntary means, it was agreed at the first consultation meeting, that **[insert group(s) of staff]** would be asked if they wished to express an interest in voluntary redundancy.

If you express an interest in voluntary redundancy, you will receive an estimate of the redundancy payment that you would be entitled to, if you subsequently decide to apply for voluntary redundancy and that application is accepted by the school.

Any expressions of interest will be without commitment by either side and does not mean that there is any expectation that you will be applying for voluntary redundancy. Equally, by providing you with a redundancy estimate, the school is not committed to having to accept a request for voluntary redundancy.

A copy of the School's Managing Organisational Change Procedure and supporting business case can be located **[location e.g., shared drive]**. **(Any employees absent from work due to suspension, maternity or sickness should be emailed a copy of all the documentation).**

You are encouraged to seek information on the implications for your pension and, if you are 55 years of age or older, on the pension options available to you if you were made redundant.

Should you wish to express an interest in voluntary redundancy and obtain an estimate of your redundancy pay please write to me requesting the estimate by **[insert date]**.

After the redundancy estimate has been provided to you and you have had the opportunity to resolve any outstanding questions, those employees who have expressed an interest will be invited to confirm whether or not they wish to proceed with their applications based on the estimates received.

If an insufficient number of staff volunteer for redundancy, then regrettably, the School will have to proceed to selection for compulsory redundancy.

I would like to make you aware that you can access the Employee Assistance Programme through **[insert employee assistance programme contact details]**.

Yours sincerely

## **5.0 Letter to employee who has expressed an interest in voluntary redundancy**

Type the date here

Name  
Address line one  
Address line two  
Address line three  
Birmingham  
Postcode

### Expression of Voluntary Redundancy

Dear

Thank you for your recent expression of interest in voluntary redundancy.

Enclosed is an estimate of the redundancy payment which would be made to you if you were made redundant by **[date]**.

You should be aware that you would not be entitled to a redundancy payment if you are offered suitable alternative employment with the same employer, or an associated employer, the offer being made before the termination of your current contract and taking effect within four weeks of the dismissal. An associated employer would include any other maintained school, , or local authority as well as certain other public bodies. Please let me know if you would like any further information.

I would be grateful if you could confirm in writing to me by no later than **[Date]** whether or not you still wish to be considered for voluntary redundancy. I will then discuss your application with the Committee that has been appointed by the governing body of the school and confirm whether or not your application has been approved.

I would like to make you aware that you can access the Employee Assistance Programme through **[insert employee assistance programme contact details]**.

If you have any further queries in this regard, please feel free to contact me.

Yours sincerely

Head Teacher

## 6.0 Acceptance of Voluntary Redundancy

Type the date here

Name  
Address line one  
Address line two  
Address line three  
Birmingham  
Postcode

### Your expression of interest in Voluntary Redundancy

Dear

Following your application for voluntary redundancy I am writing to confirm that the OC Committee has confirmed your application and has determined that you should cease to work at the school with effect from **[Insert Date]**

The Local Authority will be informed of this determination and within fourteen days, as required by regulation, will terminate your contract with due contractual notice.

You will be entitled to a redundancy payment estimated as **[Amount]**.

This will be paid as soon as possible after the termination of your employment, unless you are offered suitable alternative employment with the same employer, or an associated employer before the termination of your contract and taking effect within four weeks of the dismissal.

**[Either]** You are entitled to **[X]** weeks' notice which will be paid in lieu in one lump sum on your termination date. Any pay for annual leave due and not taken before the termination date will also be paid to you.

**[OR]** You will be required to work your notice period of **[X]** weeks. Any pay for annual leave due and not taken before the termination date will also be paid to you.

**[OR]** You are entitled to a total of **[X]** weeks' notice. As there are **[X]** week's left before your termination date you are entitled to a payment in lieu of notice in one lump sum for the remainder which is **[X]** weeks' notice and will be paid on your termination date.

I would like to make you aware that you can access the Employee Assistance Programme through **[insert employee assistance programme contact details]**.

You may appeal against this dismissal by notifying me, in writing, at **[address]** within 10 working days of receipt of this letter. You should state all of the grounds upon which the appeal is based. An appeal would be heard by the governing body's appeal committee.

Yours sincerely

Head Teacher

## 7.0 Voluntary Redundancy – Refusal

Type the date here

Name

Address line one  
Address line two  
Address line three  
Birmingham  
Postcode

### Your expression of interest in voluntary redundancy

Dear

As you are aware, I have been in discussion with staff and representatives from the Trade Unions and Professional Associations in order to consult upon the potential need to **[reduce the number of Teaching Assistants]** in the school by **[insert number, e.g. 3]**.

To date, it has not been possible to achieve the reduction through other alternatives and during a formal consultation meeting on **[date]**, the School's Managing Organisational Change Committee ("the Committee") concluded that it was necessary to proceed to the next stage of the redundancy process; namely to invite expressions of interest in voluntary redundancy.

The Committee recently met to consider your application for voluntary redundancy, taking into account the associated costs to the school and to the Local Authority.

Unfortunately, the Committee has determined that you have not met the criteria for voluntary redundancy on this occasion. Due to the impact this would have on the school if it were to be accepted. **[Insert the reasons here – cannot be solely financial reasons]**

I appreciate that this is a very unsettling time for you and would like to thank you for your continuing professionalism and patience whilst we seek to resolve this matter.

I would encourage you to continue to seek support from your trade union during this process.

I would like to make you aware that you can access the Employee Assistance Programme through **[insert employee assistance programme contact details]**.

Yours sincerely

Clerk to Governors

## 8.0 Invitation to the recognised unions to attend Second Consultation Meeting

Dear Colleagues

### **Second consultation meeting on organisational change at [school name]**

Following the first consultation meeting, there is now a requirement for further consultation for potential compulsory redundancies. On behalf of the OC committee, I am therefore inviting you to a second consultation meeting. I attach a copy of the final business case and supporting documents.

At the meeting, there will be an opportunity for a meaningful discussion regarding the proposed change and to respond to any suggestions made by the trade union representatives.

As agreed in the first consultation, the following provisional dates for this meeting are xx, xx and xx.

I would be grateful if you could contact myself on [email address] by no later than [Insert Date] confirming which is the most convenient time and date for you.

As soon as I have heard from all recognised trade unions, I will contact you again to confirm the date and time of the meeting.

Yours sincerely

Head Teacher

## **9.0 Letter confirming outcome of consultation meeting between the OC committee and the recognised unions**

[Date]

Dear [ ]

### **Outcome of second consultation meeting**

Thank you for all your contributions at the recent consultation meeting. A copy of the minutes from that meeting are attached.

Although the OC Committee remains committed to avoiding compulsory redundancies wherever possible, having considered very seriously all of the matters raised at the consultation meetings the Committee has reluctantly concluded at this stage that it needs to continue with the next stages of the redundancy process in accordance with the managing organisational change procedure adopted by the school.

I confirm, therefore, that the Head Teacher has been asked to write on behalf of the Committee to invite the employees to complete the selection criteria process in accordance with the procedure.

On behalf of the Committee, I would like to thank you for your ongoing contribution to these matters during a particularly sensitive time.

Yours sincerely

Chair of OC Committee/Headteacher

Copy - Employee Relations Team

## 10.0 Successful Selection Process

Type the date here

Name

Address line one

Address line two

Address line three

Birmingham  
Postcode

### Successful selection process

Further to our conversation I am pleased to confirm that following the assessment and selection process you have been appointed to the position of **[insert position title]**.

*Complete and delete below as applicable (delete)*

- As discussed with you this appointment is on a permanent basis with effect from **[start date]**.
- As discussed with you, this appointment is offered on a fixed term basis commencing on **[start date]** and expiring on **[end date]** **(where applicable and with ER advice)** without the need for notice and subject to business need (unless terminated earlier by either party giving not less than the appropriate notice in writing to the other as set out in your contract of employment. The purpose of the fixed term contract is **[insert FTC reason]**. For clarity this does not affect your statutory rights, length of service or affect existing terms and conditions of employment with the Local Authority.
- Your grade will be GR[X] scp[X].

All other terms and conditions remain unchanged.

I would like to thank you for your cooperation during this process and wish you well in your new role.

Yours Sincerely,

## 11.0 Letter to employee provisionally selected for Redundancy and giving opportunity to meeting before OC committee

Type the date here

Name  
Address line one  
Address line two  
Address line three

Birmingham  
Postcode

### Meeting before OC Committee

Dear

I am writing following the recent meeting in which staff were informed of the outcome of the consultation with the unions on the possibility of redundancy or redundancies. As explained at that meeting, the OC Committee reluctantly reached the conclusion that redundancy appeared to be unavoidable and, although it would continue to look for ways of achieving the reduction in staff by voluntary means, it would continue with the redundancy procedure.

As you know, the OC Committee established that the first criterion for selection for redundancy would be voluntary redundancy. However, an insufficient number of suitable volunteers came forward.

As a result, the staff whose jobs have been identified as being at risk of redundancy have now been assessed against the agreed criteria by a panel of scorers, using the scoring arrangement previously notified to you. At this stage, I regret to inform you that you have been given a score of **[insert number]** out of a possible maximum score of **[insert number]**. This means that you have been provisionally selected for redundancy.

A copy of your assessment documentation and individual score is attached. If you wish to be provided with an anonymised breakdown of other employees' scores within the selection pool, please let me know by **[insert date]**.

You now have the option of attending a meeting before the OC Committee opposing your provisional selection for redundancy. This will also give you an opportunity to discuss how your score was assessed by the panel. If you wish to exercise your right to make representations, you should write to me within 5 working days of receipt of this letter. If you do not exercise your right to make representations the OC Committee will be asked to make you redundant.

The school has explored and will continue to explore, the options within the school for alternative employment for you. Unfortunately, as yet, the school has not been able to identify another position in which to accommodate you.

In the meantime, the local authority has been informed of the OC Committee's decision and will be writing to you to confirm the estimate of your entitlement to a redundancy payment. The Committee would also welcome any suggestions or proposals that you have to offer for avoiding your redundancy and will continue to give due consideration to these during the consultation period.

Yours sincerely

Clerk to Governors

## 12.0 Invitation to attend a meeting with OC committee

Type the date here

Name

Address line one

Address line two

Address line three

Birmingham

Postcode

### Invite to Meeting with OC Committee

Dear

I am writing to confirm that you are invited to attend a meeting on **[date]** at **[time]** in **[venue]** and will be before the OC Committee. The meeting will be chaired by **[name]** and other members of the committee will be **[name]** and **[name]**.

The meeting will be conducted in accordance with the Managing Organisational Change Procedure adopted by the school. The purpose of the meeting is to give you an opportunity to comment on the proposal to dismiss you on grounds of redundancy and to discuss possible alternatives.

A representative of the local authority will be in attendance.

The headteacher and a representative of the selection panel, who will be presenting the case, intends to call **[names]** as witnesses.

You will need to send me copies of any documentation which you wish to use at least 10 working days before the meeting. You will also need to notify me, at least 10 working days before the hearing, of the names of any witness(es) whom you have asked, or intend to ask, to appear on your behalf.

You have the right to request that you be accompanied by a representative of your choice who is either a trade union official or who is an employee of your employer. Please let me have this request at least 10 working days before the meeting.

Please confirm that you will attend at the time and date stated and whether or not you wish to be accompanied by a representative. You may suggest an alternative time and date as long as it is reasonable and is not more than 5 working days after the original date. The committee may reject your suggestion but will do so only if it is unreasonable. In that case the committee may proceed to hear the case in your absence or the absence of your representative.

Yours sincerely,

Clerk to the Governing Body

### **13.0 Letter confirming outcome of meeting before the OC committee in Community, Community Special, Voluntary Controlled, LA Nursery school and LA pupil referral unit.**

Type the date here

Name

Address line one

Address line two

Address line three  
Birmingham  
Postcode

Dear

### **Representations before Redundancy Committee**

Thank you for attending the meeting before the OC Committee on **[Date]**.

The purpose of the meeting was to enable you to make representations on the proposal that you should cease to work at the school on grounds of redundancy. EITHER You attended the meeting along with your Trade Union representative **[Name]** OR You were given the opportunity to be accompanied but attended the meeting alone.

At the meeting **[Summarise representations made by employee i.e. you raised a number of questions about the selection process and selection criteria and expressed your concerns that the process employed was unfair.]** You also called **[Name]** as a witness.

The headteacher and the representative of the selection panel presented the management case. They called **[Name]** as a witness.

The OC Committee carefully considered your representations and the evidence heard from all of the witnesses. However, having considered all the available evidence, it has concluded that:

#### **[EITHER]**

Your provisional selection for redundancy should be maintained and that you should cease to work for the school from **[Insert Date]** subject to your right of appeal. The Local Authority will be informed of this determination and within fourteen days, as required by regulation, will terminate your contract with due contractual notice.

You will be entitled to a redundancy payment estimated as **[Amount]**. This will be paid as soon as possible after the termination of your employment, unless you are offered suitable alternative employment with the same employer, or an associated employer before the termination of your contract and taking effect within four weeks of the dismissal. You will also be **[either]** required to work your notice period **[or]** paid in lieu of your contractual or statutory notice period (whichever is the greater) which would have ended on **[insert date]**. Any pay for annual leave due and not taken before the termination date will also be paid to you.

You may appeal against this determination by notifying me, in writing, at the above address within 10 working days of receipt of this letter. You should state all of the grounds upon which the appeal is based. An appeal would be heard by the governing body's appeal committee.

#### **[OR]**

Your provisional selection for redundancy was unfair and that you should not be selected for redundancy at this stage. You will therefore remain in your post of **[insert post title]** pending a review by the OC Committee of the selection criteria or the way the criteria were applied.

#### **[OR]**

Your proposed redundancy is no longer necessary in view of the change in circumstances at the school.

Yours sincerely

Clerk to the Governing Body

Copies – Head Teacher, Birmingham City Council

#### **14.0 Letter to employee not exercising the right to make representations about selection for redundancy in Community, Community Special, Voluntary Controlled and Maintained Nursery Schools**

Type the date here

Name

Address line one

Address line two

Address line three

Birmingham  
Postcode

Dear

### Redundancy

Following your confirmation that you did not wish to exercise your right to make representations over your provisional selection for redundancy I am writing to confirm that the OC Committee has confirmed your selection and has determined that you should cease to work at the school with effect from **[Insert Date]** subject to your right of appeal. The Local Authority will be informed of this determination and within fourteen days, as required by regulation, will terminate your contract with due contractual notice.

You will be entitled to a redundancy payment estimated as **[Amount]**. This will be paid as soon as possible after the termination of your employment, unless you are offered suitable alternative employment with the same employer, or an associated employer before the termination of your contract and taking effect within four weeks of the dismissal. You will also be **[either]** required to work your notice period **[or]** paid in lieu of your contractual or statutory notice period (whichever is the greater) which would have ended on **[insert date]**. Any pay for annual leave due and not taken before the termination date will also be paid to you.

You may appeal against this determination by notifying me, in writing, at the above address within 10 working days of receipt of this letter. You should state all of the grounds upon which the appeal is based. An appeal would be heard by the governing body's appeal committee.

Yours sincerely

Clerk to the Governing Body

Copies – Head Teacher, Employee Relations team

## 15.0 Invitation to a hearing by appeal committee

Type the date here

Name

Address line one

Address line two

Address line three

Birmingham

Postcode

### Appeal hearing

Dear

I am writing to confirm the invitation to an appeal hearing on **[date]** at **[time]** in **[venue]** and will be before the Appeal Committee of the Governing Body. The meeting will be chaired by **[name]** and other members of the committee will be **[name]** and **[name]**

The purpose of the meeting is to give you an opportunity to appeal against **[either]** the determination that you should cease to work at the School **[or]** the decision to dismiss you from your employment at the School on the grounds of redundancy.

A representative of the local authority will be in attendance.

I enclose a copy of the documentation to be presented in response to your appeal. The procedure to be used at the appeal hearing and guidance on behaviour at meetings are included in the procedure. The Head Teacher [or .....], who will be responding to your appeal, intends to call **[names]** as witnesses.

You will need to send me copies of any documentation which you wish to use at the hearing at least 10 working days before the hearing. You will also need to notify me, at least 10 working days before the hearing, of the names of any witness(es) whom you have asked, or intend to ask, to appear on your behalf.

You have the right to request that you be accompanied by a representative of your choice who is either a trade union official or who is an employee of your employer. Please let me have this request at least 10 working days before the hearing. An additional copy of this letter and the documentation is enclosed for your representative's use.

Please confirm that you will attend at the time and date stated and whether or not you wish to be accompanied by a representative. You may suggest an alternative time and date as long as it is reasonable and is not more than 5 working days after the original date. The committee may reject your suggestion but will do so only if it is unreasonable. In that case the committee may proceed to hear the case in your absence or the absence of your representative.

Yours sincerely

Clerk to the Governing Body

## 16.0 Outcome of Appeal

Type the date here

Name

Address line one

Address line two

Address line three

Birmingham

Postcode

### Outcome of appeal hearing

Dear

I am writing to confirm that at the meeting held on **[date]** the Appeal Committee of the Governing Body of the School having given careful consideration to the circumstances and evidence laid before them determined that:

EITHER

- (i) Your appeal against the decision that you should **[cease to work at the school] [be dismissed]** is upheld and your letter of dismissal will be withdrawn.

OR

- (ii) Your appeal against the decision on **[date]** that you should cease to work at the school is not upheld and the notice of dismissal therefore remains in effect.

Yours sincerely

Clerk to the Governing Body

## 17.0 Notification to Local Authority of Successful Appeal

To: HR Officer

Date

Dear

### **Successful appeal against termination of employment**

Further to my letter of [date] I have to inform you that the Governing Body's Appeals Committee, at its meeting held on [date] upheld the appeal from [name] against termination of employment on grounds of redundancy.

I should be grateful, therefore, if you could withdraw the letter of dismissal and take any other necessary action as the employer.

I should be grateful, therefore, if you could continue to pay this employee and ensure that the redundancy payment is not made.

Yours sincerely

Clerk to Governing Body or Head Teacher

## 18.0 Outcome of consultation process for Recognised Trade Unions

### Outcome of consultation process for unions

Dear Colleagues,

#### Managing Organisational Change at [school]

Further to the consultation, I write to confirm the process has now been concluded.

There have been:

☒ Voluntary Redundancies

☒ Compulsory Redundancies

☒ Resignations

☒ New post created and filled

☒ Work trials

Thank you for your contributions in the process.

Your Sincerely,

Headteacher