



MAKE IT
HAPPEN WITH
Big Local



SUPPORTING WORKERS AS YOUR BIG LOCAL AREA (LOSES) OUT: A GUIDE FOR PARTNERSHIPS AND LTOS



ABOUT THIS GUIDE

As the Big Local programme comes to an end, partnerships need to decide what happens next for any activities they have supported and the Big Local workers involved in their delivery.

This guide offers insights to help Locally Trusted Organisations (LTOs) and Big Local partnerships plan for and support their workers, to make decisions while transitioning to a new organisation or closing activities.

It aims to support everyone involved in managing these changes with care and professionalism, to ensure clarity on next steps and continuity within your community.

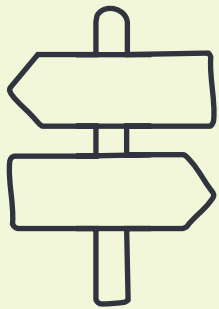
This guide emphasises the importance of seeking specialised, independent HR advice tailored to your specific needs. It should be considered a general resource, and partnerships and LTOs should still consult professional HR specialists for precise guidance. In the first instance you can also contact your area coordinator or advisor.



Shadsworth with Whitebirk Big Local (Photo: Local Trust / Orrin Saint Pierre)

CONTENTS

| | |
|---|----|
| 1. Key things to consider | 4 |
| 2. Big Local partnership responsibilities | 5 |
| 3. LTO responsibilities | 6 |
| 4. Joint Big Local partnership and LTO responsibilities | 7 |
| 5. Navigating different close out scenarios | 9 |
| 6. Key considerations for a new organisation | 12 |
| 7. Get bespoke HR advice | 13 |
| 8. Further resources | 15 |



*Dover Big Local
(Photo: Local Trust / Zute Lightfoot)*



SECTION 1:

KEY THINGS TO CONSIDER

Planning ahead is essential to manage your area's transition out of the Big Local programme effectively, both for the activities funded by the programme and for the people delivering them.

Consider these key areas to handle the changes with care:

- 1. Continuing or closing Activities:** Following [Local Trust's close out guidance](#), Big Local partnerships must plan either to continue their work through legacy projects or to close down responsibly. This includes making clear arrangements and defining the roles and responsibilities of everyone involved in the process.
- 2. Supporting workers:** Big Local workers may feel uncertain as the programme comes to an end. It's important to provide clear information about their future, offer support, and help them manage the transition smoothly. This ensures they can finish their roles well and continue to work with confidence during this time of change and into the future.
- 3. Following guidelines and good practice:** By following HR guidelines, Big Local partnerships and LTOs can meet legal requirements and treat workers and volunteers fairly. This helps to avoid confusion, disputes, or mistakes during the process.



Fratton Big Local (Photo: Local Trust / Holly Bobbins)

Possible scenarios for workers as their Big Local area closes out



The partnership creates a new organisation to continue the projects and activities started under Big Local, which could require a paid worker.



Big Local projects and activities are completed or transferred to another organisation, meaning there isn't a need for a paid worker.

SECTION 2:

BIG LOCAL PARTNERSHIP RESPONSIBILITIES

1. Set the close out plan and **priorities for your Big Local area**, including any legacy plans.



2. **Communicate your intentions** to your LTO and **agree roles and responsibilities** during the close out transition phase.

3. As a partnership, **discuss any potential HR processes required** in the lead up to close out.



4. Remain in **regular, open communication** with your LTO about how the **ending or transfer of an existing worker's employment will be managed**.

5. **Budget for any costs** relating to HR processes, for example retention bonuses or severance payments.

6. Engage meaningfully in conversations with your worker(s) about any **employment opportunities**.



7. Offer **support to workers** throughout the process.

8. Seek independent, specialist HR advice to **understand employment liabilities** if seeking to TUPE workers into a newly formed legacy organisation.



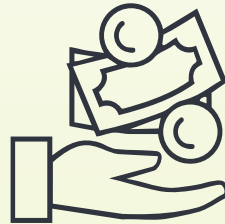
TUPE stands for Transfer of Undertakings (Protection of Employment) Regulations. This means that workers' rights, including their terms and conditions, may transfer to the new organisation.

SECTION 3:

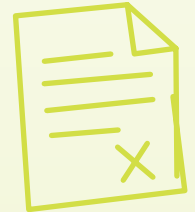
LTO RESPONSIBILITIES

As the employing organisation, LTOs have a legal obligation to ensure that workers' employment is ended or transferred properly and fairly. LTOs must:

1. Ensure correct HR procedures are followed to end or transfer a worker's contract of employment, in line with relevant close out decisions. These processes should be carried out within clear and legally relevant timeframes.
2. Pay workers their final wages on time, including any unused holiday entitlement.
3. Retrieve any company property from workers. LTOs should work with partnerships early to clarify the ownership of items, to avoid confusion.
4. Provide necessary documents, such as a P45 form, and honour any severance agreements made.



5. Remind workers of any agreed restrictions after their employment ends, such as non-compete, non-disclosure, or non-solicitation clauses.
6. Provide proper notice as required by the employment contract or pay in lieu of notice if applicable.
7. Ensure any pension entitlements are handled correctly, in line with legal requirements.
8. If TUPE applies, inform workers about the transfer and explain their terms and conditions.
9. Calculate and pay redundancy payments where required.



JOINT BIG LOCAL PARTNERSHIP AND LTO RESPONSIBILITIES



1. Understand that change can be difficult

Change, particularly when leaving a job, can be challenging and emotional, especially for those who have been deeply invested in serving the community. Acknowledging this difficult situation and showing sensitivity during partnership meetings and interactions is important.

2. Provide access to support

Providing access to employee assistance programmes or independent support can help workers manage stress, emotional concerns, or career uncertainty during the transition. This support might come from a trusted member of the partnership, a colleague within the LTO, or someone in the community who can offer guidance and reassurance.



3. Offer regular check-ins and open communication

Keeping lines of communication open and scheduling regular check-ins can help ensure workers feel informed and supported. This can reduce feelings of isolation and help address any concerns early, making transitions smoother and supporting workers to see their role out to the end.

4. Be clear and consistent with messaging

Clear, honest and consistent messaging can help manage expectations and reduce confusion. Workers may feel more confident and at ease if they understand what is happening and why.



5. Allow time for career planning

Workers should be offered support in finding new employment, such as CV workshops or job search assistance, and be given time to do so. Giving workers time to plan for their future employment can help them stay engaged and focused during the transition. It also demonstrates that you care about their next steps and want to support their long-term success, beyond their current role.



6. Be sensitive when planning close out events

Close out events should be planned with sensitivity to the emotional impact on workers. Involving workers in the planning process is fine, but it's equally important to ensure their contributions and achievements are recognised throughout the close out period. Acknowledging hard work can help individuals feel valued, appreciated, and respected, which can boost morale and leaves people with a positive lasting impression of their time in the role.



*Sompting Big Local
(Photo: Local Trust / Justine Claire)*



SECTION 5:

NAVIGATING DIFFERENT LOSE OUT SCENARIOS

As the Big Local programme comes to an end, it's essential to consider different scenarios, for example completing or transferring activities to another organisation, or setting up a new organisation to carry on some of the Big Local work. Thorough preparation for each situation will help ensure a smooth transition for both workers and activities, minimising disruption and maximising the impact of your Big Local legacy.

1. Ending fixed-term contracts

If employees are on fixed-term contracts aligned with the Big Local funding period:

- LTOs should provide written notice of the contract's end date.
- Employees with two or more years of service may be entitled to statutory redundancy pay.

BEST PRACTICE

Big Local partnerships should know the end dates of workers' contracts to enable smooth planning of close-out activities, such as clearing office space or shutting down website domains. These expectations should be communicated sensitively to Big Local workers.



Heart of Pitsea Big Local (Photo: Local Trust / Mark Massey)

2. Making redundancies

For employees on permanent contracts or those with two or more years of service:

- LTOs must follow a fair redundancy process, based on internal policy or the ACAS Code of Practice.
- Workers should be meaningfully consulted with, so they understand what may happen and when.
- Workers must be provided with statutory or contractual notice periods and redundancy pay.
- Workers should be offered alternative employment, if possible, within the LTO.



Fratton Big Local (Photo: Local Trust / Holly Bobbins)

BEST PRACTICE



- Big Local partnerships should review their LTO's redundancy policy, to understand the procedural timeframes and potential costs of making redundancies.
- Partnerships should pre-agree a worker's last day of employment (termination date) with their LTO before the process begins, to ensure there is no disruption to close out activities.
- LTOs should communicate the cost of bringing in additional HR support on behalf of the partnership to manage processes, allowing them to budget for the cost of this support.
- Workers should be offered support in finding new employment, such as CV workshops or job search assistance and be given the time to do so.

Partnerships should be mindful that a worker's last working day and their official termination date may differ, if your LTO's policy requires workers to take unused holiday. It's important to seek clarification on this to avoid disruption to your close out plans.

3. Legacy organisations

If a new organisation, or another local community organisation, is taking on Big Local activities after your area closes out, TUPE may apply. The board of your legacy organisation should seek specialist HR advice to understand how this will affect workers and their organisation.

IF TUPE APPLIES

When TUPE applies, the worker's employment rights, terms, and conditions will transfer from the old organisation to the new one. This means that the new employer must honour the worker's current pay, benefits, holidays, and any other contractual rights.



*Big Local Connects 2022
(Photo: Local Trust / Richard Richards)*

KEY CONSIDERATIONS FOR A NEW ORGANISATION

1. Workers' terms and conditions transfer

All workers who are covered by TUPE will keep their existing terms and conditions when they move to the new organisation. This includes salary, benefits, holiday entitlement, pension rights, and any other contractual obligations.

2. Informing and consulting affected workers

Both old and new employers have a legal responsibility to inform and consult with affected workers about the transfer to a different organisation. This means workers must be fully informed about how the transfer will affect them so they can raise any concerns. TUPE is a complex HR process and both the old and new employers should seek specialist advice, to ensure compliance and manage the transfer effectively.

3. Providing worker liability information

Where TUPE applies, the old employer must provide the new employer with full details of the workers' liabilities, including any ongoing disputes, legal claims, or outstanding payments. This ensures the new employer is fully informed before the transfer takes place.

BEST PRACTICE

- Develop a clear timeline for the transition process.
- Ensure clear, regular communication between all stakeholders, including workers, volunteers and community members.
- Provide regular updates on key decisions and next steps.



Remember, this guide provides general information. Each Big Local partnership and LTO should seek specific legal and HR advice, to ensure compliance with current regulations and best practice.

SECTION 7:

GET BESPOKE HR ADVICE

If any of the previous scenarios apply to you, your partnership and LTO should get bespoke HR advice for your circumstances.

When looking for an HR provider, legacy organisations should consider:

- **Cost effective solutions**

Look for providers that offer flexible, affordable services suited to small budgets. This might be a self-employed individual as opposed to a company.

- **Specialisation in small community organisations**

Choose a provider with experience working with similar-sized organisations and an understanding of their unique needs.

- **Pay-as-you-go or bundled packages**

Opt for pricing structures that allow flexibility and control over costs.



Windmill Hill Big Local (Photo: Local Trust / Danyelle Rolla)

- **Practical, straightforward support**

Ensure the provider offers clear, actionable advice without complex or unnecessary services.

- **Pro bono or discounted services**

Explore options for free or low-cost support from local HR consultants, charities, or organisations with a social impact focus.

- **Local expertise**

Consider providers with a local presence or understanding of your community's specific needs.

When looking for an HR provider, legacy organisations should avoid:

- **Large subscription-based providers**

These providers often charge a small amount for legal templates and resources but offer little support or advice on how to effectively implement them.

- **Providers that increase costs unexpectedly**

Be cautious of providers who ramp up fees when you need them for larger projects or to resolve issues, making it difficult for small organisations to manage costs.



- **Providers with hidden fees**

Ensure that the costs for services, including any additional charges, are transparent and manageable within your budget.

Managing the transition at the end of the Big Local programme requires:

- careful planning
- clear communication
- a thoughtful approach to both worker employment and Big Local activities.

By understanding key HR processes, seeking specialist advice when needed, and ensuring transparency, Big Local partnership, legacy organisations and LTOs can help workers navigate change smoothly.

With the right support and a collaborative approach, these transitions can be an opportunity to reflect on achievements, celebrate contributions, and create a positive foundation for the future, while supporting the wellbeing of everyone involved.

FURTHER RESOURCES

ACAS (Advisory, Conciliation and Arbitration Service)

provides comprehensive guidance on employment rights, workplace relations, and HR best practices.

Citizens Advice

offers free, independent advice on employment rights and redundancy processes.

GOV.UK

is the official government resource for employment law and worker rights.

NCVO (National Council for Voluntary Organisations)

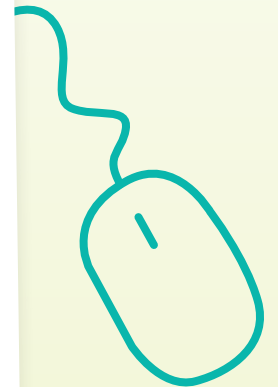
provides support and resources for community and voluntary sector organisations.

Small Charities Coalition

offers HR and management support for small community organisations.

FSB (Federation of Small Businesses)

offers expert business advice, financial expertise and support for small businesses, including HR and employment guidance.





This guide was written by Peas in a Pod consulting. Peas in a Pod consulting are a HR consultancy and offer services and support to Big Local areas.

Front cover photos, from left: Big Local Connects 2023 (Photo: Local Trust / Richard Richards), Heart of Sidley Big Local (Photo: Local Trust / Kerrie Wood Photography), Big Local Connects 2023 (Local Trust / Richard Richards).

Local Trust | **Big Local**

