

Organisational Change Policy

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The Hampshire and Isle of Wight CCG Partnership is a formal partnership between Fareham and Gosport CCG, South Eastern Hampshire CCG, North Hampshire CCG and Isle of Wight CCG.

This policy applies to all the above CCG's and also to West Hampshire CCG and Southampton City CCG.

Equality Statement

Equality, diversity and human rights are central to the work of the Hampshire and Isle of Wight CCG Partnership, West Hampshire CCG and Southampton City CCG. This means ensuring local people have access to timely and high quality care that is provided in an environment which is free from unlawful discrimination. It also means that CCG's will tackle health inequalities and ensure there are no barriers to health and wellbeing.

To deliver this work CCG staff are encouraged to understand equality, diversity and human rights issues so they feel able to challenge prejudice and ensure equality is incorporated into their own work areas. CCG staff also have a right to work in an environment which is free from unlawful discrimination and a range of policies are in place to protect them from discrimination.

The CCG Partners equality, diversity and human rights work is underpinned by the following:

- NHS Constitution 2015.
- Equality Act 2010 and the requirements of the Public Sector Equality Duty of the Equality Act 2010.
- Human Rights Act 1998.
- Health and Social Care Act 2012 duties placed on CCGs to reduce health inequalities promote patient involvement and involve and consult the public.

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1. Introduction

- 1.1** The Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups, West Hampshire CCG and Southampton City CCG (all known as CCG Partners herein) have a responsibility for the implementation of national and local health strategy. It is recognised, therefore, that this may on occasions necessitate varying degrees of organisational change. The CCG Partners are committed to managing this process in a fair and equitable way.
- 1.2** The CCG Partners are committed to managing change in a proactive way, ensuring that staff are both aware of and understand the nature of the change, how it might affect them and that it is managed within a reasonable timeframe. Changes which affect staff will be conducted in partnership with staff members and their representatives to include full and meaningful consultation, as set out in this policy.

2. Purpose

- 2.1** This policy sets out a framework for the management of organisational change to ensure the CCG Partners are fit for purpose for the future whilst ensuring stability and delivery during periods of change.
- 2.2** The policy outlines the principles and standards expected to ensure staff are appropriately supported and fairly treated during changes. The provisions within the policy are in accordance with relevant employment legislation and best practice.

3. Scope

- 3.1** This policy applies to all employees of CCG Partners under Agenda for Change terms and conditions, and Very Senior Managers (VSM's) including Clinicians, Executive and Non-Executive Directors.
- 3.2** This Policy will be applicable to all staff members when:
 - a) they are displaced as a result of their substantive post ceasing to exist or altering substantially;
 - b) their posts are at risk due to organisational change;
 - c) their post remains substantially the same (and not at risk) but there is a change which requires contractual adjustment, other than as provided for in the contract.
- 3.3** Organisational change can take various forms and the following list provides examples of when this policy may apply. This list is not exhaustive:
 - National and local policy impacting on organisational form and structure.
 - Departmental restructuring
 - Transfer of a service in or out of the organisation
 - Cross organisational moves
 - Changes which affect staff terms and conditions of employment
 - Workforce modernisation and large changes to current processes of work

- 3.4** The lead responsibility for the management of organisational change is the line manager, supported by Human Resources.
- 3.5** This policy does not apply to the management of TUPE Transfers into CCG Partner organisations as the process for this is outlined in the Transfer of Undertakings (Protection of Employment) (Amendment) Regulations (TUPE).

Please contact the HR team at the earliest opportunity if you have a TUPE transfer you are dealing with.

4. Roles and responsibilities

4.1 CCG Chief Executive – has ultimate accountability for the strategic and operational management of the organisation, including ensuring all policies are adhered to.

4.2 CCG Governing Body – is responsible for ensuring that all policies in use in the organisation are ratified by the delegated CCG Governing Body.

4.3 Employees Responsibilities:

- Ensuring awareness of the Organisational Change Policy.
- Participating in all forms of communication to ensure they are fully engaged and informed of any proposed changes.
- Attend related meetings.
- Maintain confidentiality during and after the changes, respecting colleagues and their personal concerns with regards to the proposed changes.
- Arrange attendance of Union / Work representatives to any formal meeting as required and appropriate.
- Adhering to all the CCG local processes.

4.4 Line Manager Responsibilities:

- The Line Manager is responsible for ensuring all their staff are fully communicated and engaged with regarding the proposed changes, inclusive of those on maternity, paternity, adoption, shared parental, career break, sickness absence and secondment and other similar absences.
- The line manager will ensure that any information and communication support needs of individual members of their staff are met.
- Maintain a robust audit trail and record keeping in relation to processes followed and decisions taken in respect of all staff for whom responsible.
- Informing all staff associated but not affected by the change, including joint appointment roles.
- Ensure all staff are treated in line with CCG Values and are treated fairly, equally, sensitively and compassionately throughout the process.

- Work in line with appropriate policy, involving HR where necessary.
- Maintain confidentiality before, during and after the change process.

5. Organisational Change Principles

- 5.1** All organisational change processes will be conducted with openness and transparency.
- 5.2** Consultation is carried out with staff and their representatives as soon as the likely implications are known, to keep staff informed at all stages of the change process and to respond to staff concerns promptly.
- 5.3** Formal Consultation must start in good time to allow for meaningful consultation and will normally be determined by statute (where required) or by mutual agreement. Where there is a proposal of a redundancy situation, full consultation will be according to the statutory timescales (see Appendix 7).
- 5.4** A consultation proposal document will provide the basis for consultation and will be shared with staff and representatives at the start of consultation. The document will remain a proposal until consultation has been completed and final proposal has been agreed. Until this point consultation may alter the proposal and extensions to the consultation period may be needed to allow for meaningful consultation to occur.
- 5.5** All change processes are to be agreed and signed off by the appropriate Executive Director, and Executive Leadership Team if applicable, prior to the consultation and implementation of any organisational change.
- 5.6** Throughout the formal stages of the change process staff have the right to be accompanied by a Trade Union representative or a work place colleague at all meetings. However, this should not cause unreasonable delay.
- 5.7** Reasonable treatment of staff, by ensuring new organisational arrangements are implemented fairly and equitably, that HR process is applied appropriately and mechanisms are put in place to provide compassionate support to staff, together with realistic timescales adopted throughout.
- 5.8** Reasonable steps will be taken to avoid redundancies wherever possible thereby retaining business critical skills and experience. These reasonable steps should include consideration of:
- Natural turnover of staff
 - Restriction on recruitment
 - Review existing arrangements for temporary, fixed term, bank staff or interim consultants
 - Review flexible working arrangements including job share, job transfer, career breaks, secondments or reduced hours
 - Seeking applications for voluntary redundancy
 - Seeking applications for early / flexible retirement
 - Seeking applications for reduced hours or job sharing

- Retraining and redeploying to other roles across CCG Partners.

5.9 All processes must ensure business continuity is maintained throughout the period of change.

6. Formal Consultation Procedure

- 6.1** Having identified the need for an organisational change, the line manager, should make contact with a member of the HR team for advice at the earliest opportunity. A consultation checklist (Appendix 1) and flow chart (Appendix 2) identify the steps required in any consultation process.
- 6.2** The manager leading the consultation should prepare a formal consultation proposal document (Appendix 3). This will set out the proposed changes, rationale for change, any selection method and timetable for process. This document will be used to start the consultation process.
- 6.3** The proposal should be signed by the appropriate Executive Director, and approved by the Executive Leadership Team if applicable, before the beginning of any formal change process.
- 6.4** The proposal should be shared with union representatives prior to any consultation meeting where possible and appropriate.
- 6.5** A consultation meeting should be held to begin any change process, and all affected staff contacted to be provided with all supporting documents, including those on sick, secondment, career break, annual and maternity/paternity/adoption leave. In addition to the formal consultation meeting those whose role is directly affected by any proposal, should be informed prior to the meeting wherever practically possible.
- 6.6** Consultation length will be informed by the statutory minimum requirements (Appendix 7).
- 6.7** During the consultation period, alternative ideas, questions and changes to the proposal may be raised. All contributions should be responded to whether or not they affect the original proposal. This is part of evidencing meaningful consultation. It is good practice to have a frequently asked questions document for each review, which shares appropriate questions that apply to all employees.
- 6.8** The CCG will maintain regular communications with staff as far as practical and appropriate, with all employees having the opportunity to request further group or individual meetings as appropriate.
- 6.9** Should alternative suggestions result in a substantial change to the original proposal, consideration should be given to whether to extend the consultation period.
- 6.10** At the end of consultation, consideration should have been given to all feedback and responded to as appropriate. The line manager will liaise with HR to produce an end

of consultation document which will confirm the final proposal, the change process to be followed and the timeframe. This is usually completed during a 'cooling off period' between the end of consultation and the beginning of the change process. This should then be communicated appropriately to effected employees.

7. Recruitment & Selection Process

- 7.1 The selection process will have been consulted on during the consultation period and should include selection pools, potential job matches and method of selection. This should be a fair and transparent process.
- 7.2 Following the end of consultation any selection process will begin once the final proposal is confirmed.
- 7.3 The process for appointing to posts should be conducted in line with best practice, NHS standards and legal requirements such as the Equality Act.
- 7.4 All recruitment should be ring fenced to the affected staff group in the first instance.
- 7.5 The following methods can be used in the recruitment process:
- **Job Matching** – any staff who are in the same post before and after consultation should be job matched to the correct role. Job matching should only occur when there is the same number of roles for people and they are currently doing the role. This usually would form part of the cooling off period and be confirmed in the final proposal document.
 - **Job Slotting** – Slotting may apply where the duties and accountabilities of a post are not significantly re-organised and are substantially the same. By way of example (although some flexibility in relation to percentage may be required, depending on the circumstances of the change);
 - 70% of the duties of the post before slotting in, as described in the job description, remain as duties of the post after slotting in, and;
 - The Pay/Band /Grade of the post is largely the same, and;
 - The scope of the role does not alter significantly, and;
 - No other person from the within the CCG or CCG Partners/selection has a substantiated claim that they should be slotted into the same post.
 - **Selection Pool Scoring Matrix** – Post holders will be scored against skills, qualifications, knowledge and experience. Other factors like current/live disciplinary action or performance improvement process in place maybe taken into consideration also.
 - **Selection Pool Recruitment** – This is a closed pool of staff based on the role, banding and skills of the role. These staff should be aware of the proposed pools prior to end of consultation and given the opportunity to express interest in the roles followed by selection.

- **Open Recruitment Process** – Posts in the restructure are opened up for wider recruitment. The initial period of open competition should consider those at risk of redundancy from the wider organisation or organisations dependent of nature of change. If there are no candidates at ‘risk’ then the post can be advertised in the normal way.

8. Redeployment

- 8.1** Once the formal consultation period has been exhausted and selection process undertaken, should individual post holders remain displaced, they will be formally placed ‘at risk’ of redundancy, and depending on length of service and other contractual entitlements, contractual notice of between 4 and 12 weeks will be issued.
- 8.2** During an individual’s notice period, a formal redeployment search will commence and continue throughout the notice period. The individual will be placed on the redeployment register and new posts should be considered for redeployment (across CCG Partners) before going to advert where possible.
- 8.3** Once notice has been served HR will meet with the affected individual to discuss the redeployment process, discuss individual skill set and areas of the business that suitable alternative employment might be identified. The details will be held by HR alongside the redeployment register to aid in the identification of new posts.
- 8.4** It is a joint responsibility between the CCGs and the individual to identify any suitable vacancies to be explored. Regular communication should take place with respect to the suitability of roles identified.
- 8.5** Redeployees should be given reasonable time off to attend interviews within CCGs and in other organisations.
- 8.6** Suitable alternative employment should take into account:
- Current banding and salary
 - Reporting line and line management responsibilities
 - Nature of work and job responsibilities
 - Working times
 - Location / travel
 - Personal circumstances
 - Needs relating to disability and any associated reasonable adjustments.
 - Status of role

Some degree of flexibility is expected on the part of both the employee and the CCG Partners in this respect, and it’s important that each case is looked at on its own merits.

- 8.7** Posts generally considered as suitable alternative employment will be no more than one pay band lower than the current post, and pay protection will be applicable in accordance with section 10 of this policy.

- 8.8** Where an individual meets all the essential criteria in the person specification, consideration will be given to pursue this as a redeployment opportunity. An informal discussion will then take place between the line manager, HR and the redeployee to determine suitability of the post. An HR representative should be present at this meeting and a record of the meeting made.

It may be appropriate to conduct a formal interview or competency based assessments such as work related exercises or IT tests to establish suitability for employees requiring redeployment dependent on the circumstances.

Consideration will be given to ensuring interview and assessment processes are accessible to all in line with the principle of fairness and equity.

- 8.9** Should it be deemed that an individual has unreasonably declined an offer of suitable alternative employment their employment status would be reviewed. In cases of organisational change, employment may be terminated and the individual may forfeit entitlement to any redundancy payments due.
- 8.10** If the redeployment is temporary in nature, they will resume redeployment status at the end of the tenure, this will include rights to notice and redundancy payments if applicable.

9. Trial Periods

- 9.1** CCG Partners are obliged to offer a statutory four week trial period for all redeployments due to organisational change, this is to allow both parties to assess the suitability for the role.
- 9.2** The trial period maybe extended for training purposes only and by prior agreement only. If an individual is successful in obtaining the position after the trial period, the offer will be made in writing and they will be required to formally accept the role.
- 9.3** CCG Partners will also offer a trial period for other redeployments such as medical/capability redeployment. This trial period will be between 4-12 weeks in line with notice periods.
- 9.4** During trial periods the redeployee should be set clear performance objectives, and regular review meetings should take place between the line manager and the redeployee.
- 9.5** During a trial period all terms and conditions remain the same as in their substantive post. Any changes to terms and conditions will take effect on permanent appointment to the post.
- 9.6** If a redeployee is successful during their trial period they should be confirmed in post and a substantive contract issued. The redeployee will be required to formally accept the new role in writing.
- 9.7** If an employee is unsuccessful during their trial period a meeting should be held to discuss the issues and the trial period ended. The employee will either return to the

redeployment list to serve any remaining notice period or their employment will be terminated for capability or redundancy, dependent on circumstances leading to the redeployment.

- 9.8** If a redeployee declines the offer of employment, they must give written confirmation of this along with their reasons for doing so. Should it be deemed that an individual has unreasonably declined the offer then the process in 8.9 will be followed.

10. Pay Protection

- 10.1** Where a new post being offered as suitable alternative employment would result in a loss of earnings due to a lower grade.

Please refer to your HR team for your local pay protection arrangements.

- 10.2** Protection will be afforded on basic pay basis until the earnings in the new post over take the protected or until the pay protection period ceases as defined as above.

- 10.3** Pay protection should only apply to one band lower than an individuals current pay band.

10.4 Relocation Protection

Employees who are required to change their base of work as a result of an organisational change process or their acceptance of another post as an alternative to redundancy, may be reimbursed their extra daily travelling expenses.

Please refer to your HR team for your local pay protection arrangements.

- 10.5** The excess shall be calculated on the basis of the bus fare, standard rail travel or on the basis of the reserve mileage rate as per the travel and expenses policy.

11. Redundancy

- 11.1** Whilst CCG Partners are committed to avoiding compulsory redundancies as far as possible, this may become necessary in certain circumstances. Every effort will be made to help the employee secure suitable alternative employment, with additional support provided where appropriate.

11.2 Voluntary Redundancy / Early retirement

In some cases voluntary redundancy or early retirement may be considered, either on an individual, CCG or CCG Partners wide consultation for reductions in staffing levels.

In such cases, full consultation will take place and there will be strict criteria for those being eligible to apply. Application for voluntary redundancy does not guarantee that it will be granted, even when expressions of interest have been invited. Voluntary Redundancy is only open during a change process, usually to those affected by the change.

- 11.3** Following the outcome of the recruitment and selection process, outlined in section 7, where an individual has not been successful in securing a position in the new structure, notice will be served in line with an individual's contract of employment.
- 11.4** Employees will be given support for development and retraining throughout their notice period, ensuring they are best placed for future opportunities. This support may include one or more of the following:
- Training in CV and interview preparation
 - Paid time off for interviews within the NHS and with other employers by agreement
 - Trial periods in appropriate posts
 - Outplacement support
 - Career Coaching
 - Occupational health support
 - Employee assistance programme support
- 11.5** Members of staff may be eligible for a redundancy payment in accordance with their terms and conditions of employment. Entitlement to redundancy pay requires a minimum of 2 years continuous NHS service and is calculated on length of continuous service.
- 11.6** Any person who faces the possibility of redundancy will be made aware of payments to which they would be entitled in this event.
- 11.7** Employees shall not be entitled to redundancy payments or early retirement on grounds of redundancy if:
- They are dismissed for reasons of misconduct.
 - If suitable alternative employment has been secured at the date of termination, and without a break exceeding 30 days.
 - If suitable alternative employment has been secured and the employee unreasonably refuses to accept it.
 - If the employee leaves before the expiry of their notice, except if they are being released early.
 - If their contract is renewed.
- 11.8 Gardening Leave / Pay in Lieu of Notice (PILON)**
Priority must be given to business continuity; therefore displaced employees will be required to work their contractual notice period in all but exceptional circumstances. Cases which are considered to be an exception can be agreed only by the Executive Director of People and Development or nominated other.
- 11.9 Counter Notice**
Where displaced employees obtain alternative employment during their period of notice and wish to commence this employment prior to the end of their notice of redundancy, they may serve counter notice and managers should consider releasing the staff member on a mutually agreeable date. Employees will only be paid to the date of their counter notice.

12. Making an Appeal

12.1 Staff have the right to appeal with regards to changes impacting their terms and conditions of employment. Any such appeal must be lodged within 10 working days of receipt of the written notice of the change to their terms and conditions of employment.

12.2 All appeals should be addressed to the employee's line manager in the first instance. The employee must stipulate their full grounds of appeal in writing, which should be one or more of the following:

- The detrimental impact of the change on the individual
- Failure to follow the procedure

It is not sufficient merely to disagree with the change itself.

12.3 An appeal hearing will be held as soon as reasonably practical and where possible, the appeal hearing will be conducted by the relevant director who has full knowledge of the organisational change and reasons for the change.

A member of the HR department will be present and the employee has the right to be accompanied by a work place colleague or trade union representative.

The panel will consider the following potential outcomes:

- Confirm the original decision
- Revoke the original decision
- Substitute the original decision

12.4 The outcome will be confirmed to the employee in person where possible and followed up in writing to the employee as soon as possible. There will be no further right of appeal.

13. Statutory Requirements

13.1 Equality analysis

As set out in the organisational change principles, this policy must be applied in a fair and equitable way. This will ensure that equality and inclusion issues for individual staff are considered and responded to, as an integral part of change processes, so reducing the risk of discrimination. Organisational change also provides opportunities to advance equality.

An equality analysis has been completed (see Appendix 6), and the policy amended to reflect its findings.

See Appendix 6 for details

13.2 Bribery Act 2010

CCG Partners have a responsibility to ensure that all staff are made aware of their duties and responsibilities arising from The Bribery Act 2010. The Bribery Act 2010 makes it a criminal offence to bribe or be bribed by another person by offering or requesting a financial or other advantage as a reward or incentive to perform a relevant function or activity improperly performed. The penalties for any breaches of the Act are potentially severe. There is no upper limit on the level of fines that can be imposed and an individual convicted of an offence can face a prison sentence of up to 10 years.

For further information see <http://www.justice.gov.uk/guidance/docs/bribery-act2010-quick-start-guide.pdf>.

14. NHS Constitution

14.1 CCG Partners are committed to:

Designing and implementing services, policies and measures that meet the diverse needs of its population and workforce, ensuring that no individual or group is disadvantaged.

14.2 This Policy supports the NHS Constitution as follows:

“The NHS aspires to the highest standards of excellence and professionalism in the provision of high-quality care that is safe, effective and focused on patient experience; in the planning and delivery of the clinical and other services it provides; in the people it employs and the education, training and development they receive; in the leadership and management of its organisations; and through its commitment to innovation and to the promotion and conduct of research to improve the current and future health and care of the population”.

15. Dissemination / Publication

This policy will be stored on the HR Portal and held on the CCG website or intranet.

16. Monitoring

This policy will be monitored by the Hampshire and Isle of Wight Partnership CCG HR team.

17. Review and revision

This policy will be reviewed every three years to ensure continued validity and relevance by the HR team, and any amendments agreed by the relevant CCG Partners governance structure.

18. Training

Attendance at any training session carried out as a consequence of the policy implementation must be formally recorded and documented.

19. Appendices

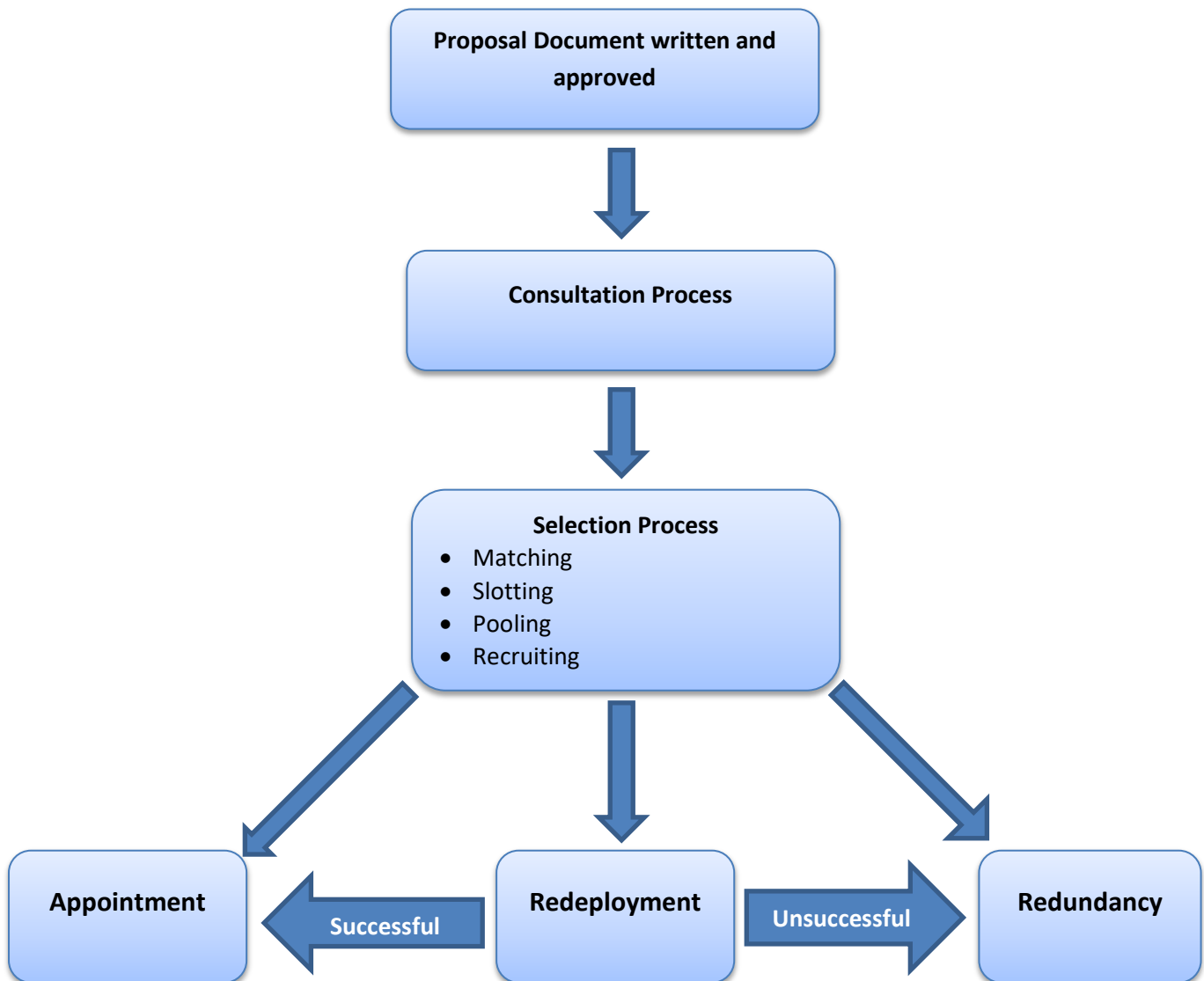
1. Consultation Checklist
2. Organisational Change Flow chart
3. Proposal Document template
4. Frequently Asked Questions for Organisational Change
5. [NHS Agenda for Change Handbook](#)
6. Equality Analysis
7. [Statutory Consultation Rights](#)

Organisational Change Consultation Checklist – Appendix 1

Activity	Responsible	Date Due	Complete
Pre Consultation			
Contact HR for support (soon as need for change is identified)	Lead Manager		
Draw up proposal document, underlying the proposed change	Lead Manager		
Complete any Job Evaluation work for new posts	Lead Manager / HR		
Local finance sign off	Lead Manager		
CCG Managing Director sign off	Lead Manager		
Executive Leadership Team sign off	Lead Manager		
Inform Trade Unions of impending Changes – (at least 5 working days before beginning change)	HR		
Set up Consultation commencement meeting	Lead Manager		
Informally inform those employees directly affected by change proposal prior to meeting.	Lead Manager / HR		
During Consultation			
Carry out consultation meeting	Lead Manager / HR		
Ensure all employees have access to change documents	Lead Manager		
Begin consultation on selection process	Lead Manager		
Compile a FAQ document for all relevant questions asked and ensure access to document is available to all	Lead Manager		
Offer and arrange individual/team meetings as required	Lead Manager		
Consider alternative proposals and respond during consultation period.	Lead Manager		
Remind employees of end of consultation date and last chance to forward views.	Lead Manager		
Cooling Off period			
Ensure all questions and alternative proposals have been responded to.	Lead Manager		
Consider any voluntary redundancy requests	Lead Manager		
Complete Job Matching process (if applicable)	Lead Manager / HR		
Prepare final change document and end of consultation communication	Lead Manager		
Confirm recruitment timetable	Lead Manager		
Post Consultation			
Send email confirming final structure and any job matching	Lead Manager		
Send preference / expression of interest form (if applicable)	Lead Manager		
Carry out selection process	Lead Manager		
Inform HR of outcome of selection process	Lead Manager		
Complete any offer letters / new contracts	HR		
Complete redundancy letters and give notice (as required)	HR		
Redeployment Process	HR		

Appendix 2

Organisational Change Process Flowchart



Please note: Staff have the right to appeal with regards to changes impacting their terms and conditions of employment.



Appendix 3

NHS Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups
NHS Southampton City Clinical Commissioning Group
NHS West Hampshire Clinical Commissioning Group
Hampshire and Isle of Wight Sustainability and Transformation Partnership

Consultation Proposal Document Template

ORGANISATION NAME

Consultation Proposal

In Confidence

Consultation start date:

Consultation end date:

Author:

In Confidence

Contents:

1. Introduction
2. Context (e.g. national and local drivers for change)
3. Rationale for Change
4. Current position/structure
5. Proposed Changes
6. Benefits
7. Implications of the proposal for current staff
8. Consultation process
9. Proposed timetable
10. Next steps

Appendix A – Current and future organisational structure/model

Appendix B – Job Descriptions

1.0. Introduction

- 1.1. This paper formally launches the consultation for the establishment of a new structure for the which reflects the current and future requirements of the service.
- 1.2. This consultation paper will focus on
- 1.3. The paper presents a process for consultation with defined timeframes. The contents of this paper are in line with the relevant HR policies and procedures, including the Organisational Change Policy.
- 1.4. Comments on this consultation are encouraged, and details of how to do so can be found in sections 8 and 9.

2.0. Context/drivers for change

- 2.1. In recent years the context in which the service is operating has changed significantly. These changes have included:

Local Drivers / National Drivers / Other Factors

- 2.2. In conclusion, it is critical that the service is responsive to these changes, if it is to survive in this new and dynamic environment.

3.0. Rationale for Change

Efficiency – financial, addressing banding inconsistencies across CCGs for similar roles, preparation for streamlining of roles and teams

4.0. Current position/structure

Structure charts

5.0. Proposed changes

Reduction of

6.0. Benefits of the change

- 6.1. The benefits of this new model are the following:

7.0. Implications

- 7.1. The implications to staff are as follows:

- 7.2. Financial implications

Current costs

Proposed costs

Plus on-costs

8.0. Consultation Process for managing change

The principles for ensuring staff affected by this change are consulted with and subsequent changes are implemented with fairness, consideration and consistency will be followed in accordance with the Organisational Change Policy.

The organisational change will be managed and supported by XX and xxxx from HR.

This paper has been shared with staffside, and the consultation period will last weeks.

- During the consultation period staff will be encouraged to discuss any concerns or thoughts on the proposal with:
 - their line manager
 - HR
 - Their Staff Side/Union representative

- Any comments on the proposal should be sent to (email address). Following the consultation period all feedback/comments suggestions will be considered by the [XXX](#)

- This Service Change Outline Paper will be amended as appropriate to incorporate relevant comments collected during the consultation process. All comments will be responded to and will be published on (date and can be found at

Implementation timetable

The draft time table for implementation is as follows:

Date	Proposed Actions
	The Executive Leadership team review and approve the consultation document
	Start of Consultation period
	HR Drop in sessions
	1:1's to discuss the change/structures
	End of consultation

	Cooling off period
	Meeting to share feedback and finalised structure
	Recruitment & Selection Process
	Matching outcome shared by letter to staff
	Matching appeals
	Redeployment for staff placed 'at risk'

Implementation Date

XX

Transitional Arrangements

XX

Next steps

Your comments on this discussion document are welcome by xxxxxxxx to xxxxx:

Support available to staff

Employee Assistance Programme

At a time of change staff are reminded that they can access the staff support services which are completely confidential and available on a self-referral basis.

This is a free service for members of staff to anonymously access impartial advice and counselling services. Please see below for details.

The services include face to face counselling and/or telephone counselling if you need help with for example managing stress, coping with bereavement, relationship breakdown, debt advice or you may have a challenge or issue which you would just like to talk through with someone. Contact details are:

XX

This information is available on the ConsultHR portal:

Useful contacts

The following people/departments are available for individuals and/or their managers to contact with any concerns:

XX, Management Contacts (Tel: XXXX)

XX, Trade Union Representative (Tel: XXXX)

XX, HR Representative (Tel: XXXX)

Occupational Health (Tel: XXXX)

Employee Assistance Programme, (Tel: XXXX)

Appendix 4

FAQS: HR PROCESS

QUESTION	RESPONSE
How long will the consultation last?	The consultation will run for 30 days from XX to XX. This is in line with the CCG Organisational Change Policy. We want to ensure as many staff as possible are aware of the proposed changes and are able to participate.
What will happen after the consultation has been completed?	<p>Following the close of the consultation, Directors will reflect on staff feedback and where necessary make changes to the proposals and finalise the structure.</p> <p>The job matching process will then commence and we aim to notify staff of the outcome of the job matching and their eligibility for a post in the new structure by XX.</p> <p>The changes may mean some staff will be slotted directly into roles, others may be pooled together and a fair recruitment process will then apply. It is therefore anticipated that the final structures will be effective from XX.</p>
Will there be changes made during the consultation period?	No permanent changes will be made during the consultation period however to maintain business as usual some temporary cover arrangements may need to be put in place.
How many redundancies will be made as a result of this restructuring?	At this stage, we are not able to confirm if and how many redundancies will be made as a result of the proposed new structures. This is because at the moment the structures are proposed and subject to change based on feedback from staff. On creation of the final structures, we will then complete a process of matching. At this stage we will be clear on numbers of staff who will be slotted into roles and numbers of staff who will be pooled into roles and therefore at risk of redundancy.
Will there be chances for volunteering	At this stage, we are not anticipating invites for applications for voluntary redundancies, however if the position changes staff will be notified accordingly.
Is the Mutually Agreed Resignation (MAR) scheme likely to be reintroduced?	We currently have no plans to reintroduce MARS, should this change, we will communicate this widely to staff.
Once the consultation period has closed and if amendments are made to the structure, will there be a further consultation period for those areas impacted by any changes?	Any structure changes which occur as a consequence of feedback arising from the consultation exercise will be formally communicated to staff. These will not be subject to a further consultation exercise.

Equality analysis

Title of policy, project or proposal:

Organisational Change Policy

Name of lead manager: Matt Billett – HR Manager

Directorate: People & Development

Q1 What are the intended outcomes of this policy, project or proposal?

This policy provides a uniform Organisational Change procedure that operates across the CCG Partners. This is to ensure all change processes take into account the legal and statutory requirements, whilst ensuring all processes are fair and transparent, and support all employees.

Q2 Who will be affected by this policy, project or proposal? *Identify whether patients, carers, communities, CCG employees, and/ or NHS staff are affected.*

This policy applies to all employees of all CCG Partners under Agenda for Change terms and conditions, and VSMs including Clinicians, Executive and Non-Executive Directors.

Evidence

Q3 What evidence have you considered? *Consider, for example, national drivers, local drivers, Public Health data, ONS data, and any pilots undertaken nationally or locally.*

Local working practices, previous organisational change policies and employment legislation including the equality act.

Collated information informs workforce monitoring generally. Individual disclosure supports managers in supporting staff in their roles.

Survey of staff experience of the workforce cross-referenced with protected characteristic where available within survey results informs all HR policy review and development.

CCG workforce diversity profiles.

Age *Consider and detail (including the source of any evidence) across age ranges on old and younger people.*

There should be neutral impact on all staff whatever their age. The policy applies equally to all staff regardless of age.

The age range of employees within CCG Partners is 21 to over 70 (Partnership CCG workforce statistics December 2018). This is an aging workforce with the majority of staff being in the age range of 51 and over (Partnership CCG workforce statistics December 2018).

Disability (physical and mental) Consider and detail (including the source of any evidence) *the impact on people with different kinds of disability (this might include attitudinal, physical and social barriers). Certain medical conditions are automatically classed as being a disability – for example, cancer, HIV infection, multiple sclerosis.*

The CCG Partners recognise that employment is based on skills, knowledge and ability. Every effort will be made to provide support to disability during the change process and to make reasonable adjustments to meet the needs of individual who declares:

- A disability, including a hidden disability such as a long term condition
- That they are associated with a person who has a disability, such as a spouse or partner who has dementia.

Reasonable adjustments will be considered at all stages of the organisational change process to ensure all needs are met to and enable all employees to fully participate in change processes.

There should be neutral impact on all staff regardless of disability.

Gender reassignment (including transgender) Consider and detail (including the source of any evidence) *on transgender people. Issues to consider may include same sex/mixed sex accommodation, ensuring privacy of personal information, attitude of staff and other patients.*

The CCG Partners recognise that those undergoing gender reassignment face complex challenges such as isolation, fear rejection and lack of understanding or acceptance from others. They subsequently suffer depression, anxiety and other mental health issues.

As well as clear policies and procedures, line managers will be expected to undertake awareness training on gender re-assignment as part of equality and diversity training.

There should be neutral impact on all staff whatever their gender.

Marriage and civil partnership Note: *This protected characteristic is only relevant to the need to eliminate discrimination within employment. Where relevant, consider and detail (including the source of any evidence) on working arrangements, part-time working, infant caring responsibilities.*

There should be no impact on marriage or civil partnership in the application of this policy.

Pregnancy and maternity/paternity/adoption leave Consider how the policy project or proposal impacts on staff and detailed (including the source of any evidence) *impact on Health and Safety at work and working arrangements such as part-time working, infant caring responsibilities. As well as service provision, where applicable, for service users consider facilities, such as child and parent parking, baby changing, breast feeding.*

Every effort will be made to provide support those pregnant or on maternity/paternity/adoption leave during the change process and to make reasonable adjustments to meet the needs of individual.

This includes that all staff are able to participate in consultation processes and that adjustments are made to ensure participation in recruitment processes as per legislation such as maternity leave rights during a selection process.

To ensure all needs are met to enable full participation in change processes. These are informed by the maternity/paternity policies and the regulations in law.

There should be neutral impact on all employees.

Race Consider and detail (including the source of any evidence) the impact on groups of people defined by their colour, nationality (including citizenship), ethnic or national origins. This will include Roma gypsies, travellers, people from Eastern Europe, Nepalese and other South East Asian communities. It will also include language and different cultural practices and individual experience of health systems in other countries.

The populations served by the CCG Partners is largely White British.

Each of the CCGs undertakes annual analysis against the Indicators of the NHS Workforce Race Equality Standard (WRES). This provides each CCG with an indication of the percentage BME employed. This is both internally and in comparison with the population served employed.

Experience of BME staff of the workforce is measured against the WRES Indicators relating to via grievance and disciplinary procedure statistics and via the staff survey. Actions are taken to address any areas of concern that are identified.

There should be neutral impact on all staff regardless of Race.

Religion or belief Consider and detail (including the source of any evidence) on people with different religions, beliefs or no belief. May be particularly relevant when service involves intimate physical examination, belief prohibited medical procedures, dietary requirements and fasting, and practices around birth and death.

Where staff disclose specific religious practise or beliefs, every reasonable effort is made to allow for this in their experience of the workforce. This may, for example, be to swap a Bank Holiday for a Holy Day such as the celebration of the end of Ramadam by Muslim staff.

There should be neutral impact on all staff regardless of Religion or belief.

Sex (gender) Consider and detail (including the source of any evidence) the impact on men and women (potential to link to carers below). This may include different patterns of disease for each gender, different access rates.

Consideration will be given to working practices to enable all genders to participate in consultation and recruitment processes.

There should be neutral impact on all staff whatever their gender.

Sexual orientation Consider and detail (including the source of any evidence) the impact on heterosexual people as well as lesbian, gay and bisexual people.

As well as clear policies and procedures, actions will be taken where any negative experience due to sexual orientation reported via survey of staff experience of the workforce is identified.

There should be neutral impact on all staff whatever their sexual orientation.

Carers Consider and detail (including the source of any evidence) *impact on people with caring responsibilities. This must include people who care for disabled relatives or friends (as specified in law to avoid discrimination by association) but should also consider patient/guardian(s) of children under the age of 18 years. Carers are more likely to have health problems related to stress and muscular-skeletal issues. They may have to work part-time, have shift-patterns, or face barriers to accessing services.*

There should be neutral impact on all staff whatever their caring responsibilities.

Any offers of suitable alternative employment should take into account working times and location, including additional travel time and cost, travel arrangements including access to public transport and personal circumstances such as family or caring responsibilities.

Serving Armed Forces personnel, their families and veterans

The needs of these groups should be considered specifically. The CCG has a responsibility to commission all secondary and community services required by Armed Forces' families where registered with NHS GP Practices, and services for veterans and reservists when not mobilised (this includes bespoke services for veterans, such as mental health services).

There should be neutral impact on all staff whatever their situation regarding the armed forces.

Meeting psychological needs

The CCG is working to improve how services meet the psychological needs of patients. This recognises that an individual's experience of disease or illness, and/or their experience of treatment and time spent in care settings can cause stress and anxiety. This in turn, can impact on treatment and outcomes.

Mental health first aiders are available during change process, and access provided to Occupational Health and Employee Assistance programmes.

The CCG Partners recognise that employment is based on skills, knowledge and ability. Every effort will be made to provide support to disability during the change process and to make reasonable adjustments to meet the needs of individual who declares:

- A disability, including a hidden disability such as a long term condition
- That they are associated with a person who has a disability, such as a spouse or partner who has dementia.

To ensure all needs are met to enable full participation in change processes.

There should be neutral impact on all staff regardless of disability.

Other identified groups *Consider and detail and include the source of any evidence on different socio-economic groups, area inequality, income, resident status (migrants) and other groups experiencing disadvantage and barriers to access. This may therefore relate to: Poverty, living in rural areas, resident status (migrants and asylum seekers).*

CCG Partners are equal opportunities employers and ensure equal access to change processes.

Involvement and consultation

For each engagement activity, briefly outline who was involved, how and when they were engaged, and the key outputs.

Staff and unions have been consulted in the creation of this policy.

Q4 How have you involved stakeholders with an interest in protected characteristics in gathering evidence or testing the evidence available?

Policy agreed at executive level, unions and staff consulted on new policy. No effect on stakeholders outside the employees of the CCG Partners.

Q5 How have you involved stakeholders in testing the policy or programme proposals?

Policy agreed at executive level, unions and staff consulted on new policy. No effect on stakeholders outside the employees of the CCG Partners.

Q6 For each involvement activity, please state who was involved, how and when they were engaged, and the key outputs:

N/a

Equality statement

Considering the evidence and engagement activity you listed above, please summarise the findings of the impact of your policy, project or proposal. Consider whether the evidence shows potential for differential impact, if so state whether adverse or positive and for which groups.

There should be neutral impact on all staff from the processes within the organisational change policy

Positive impacts

Where there is evidence, provide a summary of the positive impact the policy, project or proposal will have for each protected characteristic, and any other relevant group or policy consideration. This should include outlining how equal opportunities will be advanced and good relations fostered between different groups.

There should be neutral impact on all staff from the processes within the organisational change policy

Negative impacts

Where there is evidence, provide a summary of the positive impact the policy, project or proposal will have for each protected characteristic, and any other relevant group or policy consideration. This should include outlining how equal opportunities will be advanced and good relations fostered between different groups.

There should be neutral impact on all staff from the processes within the organisational change policy

Health inequalities

Please outline any health inequalities highlighted by the evidence (for example, differential access to services or worse health outcomes for particular groups or localities).

There should be neutral impact on all staff from the processes within the organisational change policy

Action planning for improvement, and to address health equalities and discrimination

Please give an outline of the key actions based on any gaps, challenges and opportunities you have identified. Include here any general action to address specific equality issues and data gaps that need to be addressed through consultation or further research.

Action	Person responsible	By date	Progress/ review (Add new actions if required)

For your records

Name(s) of person who carried out this assessment: Matt Billett (HR Manager)

Date assessment completed: 29/4/2019

Date to review actions:

Name of responsible Director: Fiona White(Executive Director of People & Development)

Date assessment was approved: