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Organisational Change Procedure

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1 Introduction

It is acknowledged that during your employment with the Trust you will probably be affected by organisational change at some point. These changes can be due to a number of things such as:

- changes in policy from the Department of Health or
- Commissioners' decisions about the type of service they want us to provide or
- the Trust Business Plan and/or
- the requirement to achieve a Cash Releasing Efficiency Saving (CRES) or
- a Senior Leadership Group decision to change the way we provide our services

This procedure is critical to the delivery of [OJTC](#) and our ambition to co-create safe and personalised care that improves the lives of people with mental health needs, a learning disability or autism. It helps us deliver our three strategic goals as follows:

This procedure supports the trust to co-create a great experience for our colleagues by:

- Ensuring that by working in partnership with our staff and staff-side colleagues you are provided with the opportunity to be involved in decisions that may affect you as a result of organisational change
- Where a change of role is required as a result of an organisational change procedure, that we ensure that all personal circumstances and reasonable adjustments are considered when identifying alternative employment, ensuring that your workplace is fit for purpose
- To ensure that all Organisational change processes are well led and managed.

2 Purpose

The Trust has a responsibility to inform and consult staff about changes as described above. Staff side colleagues will be involved at the very early stages of consultation except for example when decisions are made outside the Trust e.g. TUPE transfer, Commissioners decisions regarding service delivery. In these instances, staff side will be notified and included in discussions as soon as the Trust is aware of the necessary organisational change. The process is shown at [appendix 2](#)

This procedure sets out how the Trust will consult with staff about the change, and how it will be put into practice. The Trust will support staff through: their managers; People and

Culture; staff side representatives; and the Employee Support Service. The trust is committed to consulting with you promptly when a potential change is identified, they will listen to your concerns and will be honest in their responses. The Trust will recognise the contribution staff can make in finding solutions to changing demands both before and during the consultation process.

The Trust will always try to make changes in a fair, open and effective way, minimising any negative impact where we can, however there may be times where staff are identified as being at risk of redundancy because of the changes and in those cases we will do what we can to help individuals find a suitable alternative role.

The procedure gives a range of actions and principles which may be applied depending on the circumstances.

Timescales may need to be shortened in exceptional circumstances, but the process will still be followed. Sometimes immediate action is required for patient safety reasons or due to commissioning requirements.

3 Who this procedure applies to



This procedure applies to all permanent employees of the Trust and to those employees covered by the fixed term and part time workers regulations.



This procedure will only be used in cases for a dismissal on grounds of redundancy.

Staff will be eligible to be registered within the redeployment process on the grounds of Organisational Change if they have 2 years continuous NHS Service.

For staff subject an Organisational Change process that do not have 2 years continuous service, the Trust will attempt to retain you in employment where possible.

4 Related Documents

This procedure also refers to:

- Trust Values
- Grievance Procedure
- Leavers Procedure
- Redeployment Procedure

5 Organisational Change

5.1 Consultation



At the start of the consultation process managers must confirm who is on maternity leave, sick leave or any other type of absence e.g. career break and make sure that these staff are invited to the group consultation meetings. They must be offered individual consultation meetings. If they cannot attend then it is important that managers ask those staff if they want to receive a verbal update ahead of written communication.

Staff who have either a short or long term health condition, will be given the opportunity throughout the full process to inform of any reasonable adjustments or additional support that may be required.

5.1.1 Start consultation as soon as possible

When a manager identifies that a possible change may have an impact on staff then they will start consulting as soon as possible. If the change affects more than one person the manager arranges a group consultation meeting and invites:

- everyone who might be affected including anyone who is on maternity leave, long term sickness, or any other type of absence e.g. career break
- People and Culture and
- staff side representatives.

5.1.2 Group consultation meeting

At the group consultation meeting, the manager will tell staff:

- what the proposed change is
- the reasons for it
- any other options available that they have considered
- what the preferred option is (if they know)
- the reasons why that is the preferred option
- what the potential impact is on jobs e.g. reduction in posts, change of base, different way of working etc.

5.1.3 Written paper for staff

Staff will be provided with a written paper outlining the change either at the meeting or as part of the written follow up to the meeting.

5.1.4 Staff asked for views

You will be asked for your views and suggestions at the meeting and given the opportunity to comment in writing on the proposal and provide any other suggestions usually by a given date.

5.1.5 Staffside

Managers will also submit the written paper outlining the organisational change to the LCC (JCC in the case of corporate departments, trust-wide change(s) or when this would be more timely) and will attend to consult formally with staff side representatives. This should happen before formal group consultations, exceptions will only occur after discussion with staffside.

5.1.6 Feedback

After a further group consultation meeting has taken place to verbally feedback responses to staff concerns and suggestions, managers will follow this up in writing in the form of either notes of the meeting, or frequently asked questions or changes to the organisational change paper. There is no limit on the number of consultation meetings which may be required. Everyone affected will have the opportunity to give their views and offer any alternative suggestions, further feedback will be given in relation to any changes to the proposal following the receipt of alternative suggestions from staff.

5.1.7 Individual meeting

You will be offered the opportunity to be seen individually so that you can discuss the impact the proposed change(s) will have on you personally e.g. carer commitments, health/disability, the impact any additional travel may have on staff with a protected characteristic, worklife balance etc. A record of the full discussion should be made and shared with you.

5.1.8 Decision

At the end of the consultation process, managers will decide if the proposal will go ahead or if changes need to be made to these. The manager will write to you giving the reasons for the decision and outlining any suggestions which have been taken into account.

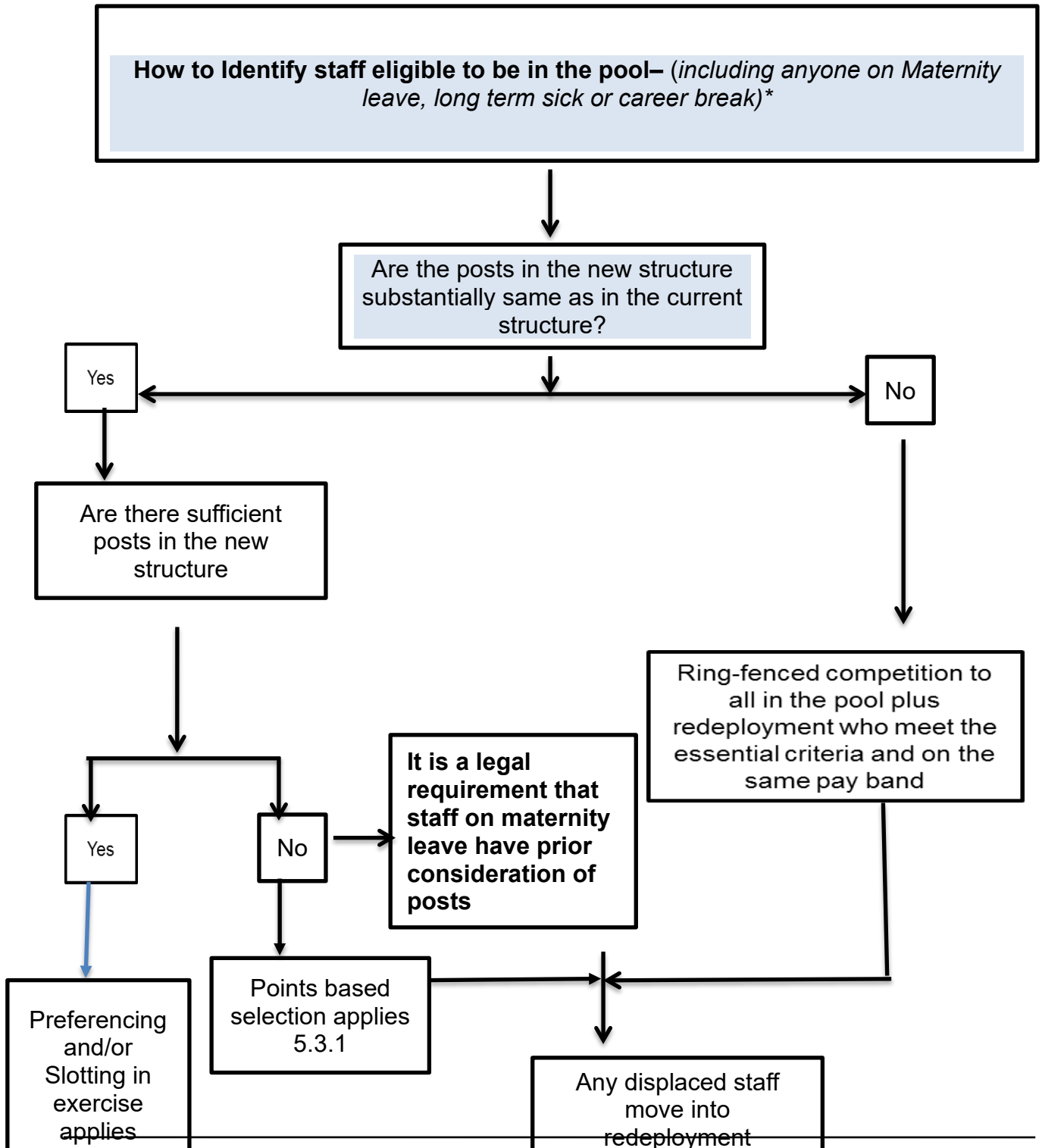
5.2 Staff Support

It is recognised some staff may find that change has a negative impact on their well being. The Trust has in place a number of support mechanisms including support from Staffside Representatives, management support, Employee Support Services, Occupational Health and Counselling Services.

5.3 Changes in job numbers or roles

This may be as a result of management restructuring or the re design of a service resulting in changes to roles and/or a reduction in the number of jobs. The flowchart below is a general guide and may differ dependent on circumstances.

5.3.1 Consultation will take place as described in 5.1 above



5.3.1 Points based selection

If the number of posts reduces then **points based selection** will apply and People and Culture must be consulted. Staff side representatives will agree objective criteria for selection. These can include an interview which will include Trust Values based questions.

The criteria may include any or all of the following examples:

- Relevant qualifications
- Relevant experience
- Competence – current informal/formal capability process
- Sickness absence (excluding maternity, disability/long term health conditions or other protected characteristics)
- Current disciplinary record

5.3.2 Review scores

Wherever possible, you will be able to review your scores from the selection process, and to point out any mistakes or missing information.

5.3.3 Scores checked for consistency

The scores from the points-based selection process will be checked for consistency. This will be done by a staff side representative and a HR Manager who have not previously been involved in the process. A signed record of the scores will be kept.

5.3.4 If not offered a post

If you are not offered a post following points-based selection the Trust will work to find you another suitable role. This will be done through the Trust redeployment process.



Managers must ensure that the criteria for points based selection **does not** disadvantage anyone. (particular consideration will be given to staff with a protected characteristic) This may mean making reasonable adjustments to the criteria or timeframes where appropriate.

6 Transfer of undertakings (TUPE)

6.1.1 When TUPE applies

TUPE applies when a service is transferred from the Trust (the transferor) to a new provider (the transferee) (or when a service transfers from another provider to the Trust) and the following criteria are met:

- There is an organised grouping of staff who work wholly or mainly into that service
- The activities are to remain fundamentally the same.
- The activities will not become fragmented at the point of transfer i.e., they will not be split amongst different providers otherwise TUPE might not apply.

6.1.2 Service transferring to new provider

When the Trust is transferring a service to a new provider, we will formally consult in writing with full time Trade Union Officers as required by the TUPE regulations and staff side representatives will be invited to the group consultation meetings.

6.1.3 Consultation on TUPE changes

The Trust will consult with you on any changes proposed by the new service provider) and will ask the new provider to meet with you prior to the transfer.



If TUPE applies, the Trust has a legal obligation to transfer your employment to the new provider to ensure that you maintain continuity of employment. As your employment is not classed as being at risk when TUPE applies the redeployment process does not apply.

7 Redeployment

If you do not secure a post through the organisational change process then you will be at risk of redundancy and will enter the [redemption process](#) so that the Trust can try to find you another suitable role.

You will be provided with a copy of the Redeployment Procedure and Information Pack.

The Trust will make every attempt to find a post which matches your current pay band, hours and role unless you advise us that you are willing to consider other options.

All offers of suitable alternative employment will be subject to a suitability assessment and a 4-week trial period.

When assessing the potential suitability of a role, your knowledge, training, experience and skills will be assessed against the essential criteria as outlined in the person specification. Where the person specification is not met discussions will take place to determine whether the requirements can be met within a reasonable time frame. There may be some roles where it is essential for certain criteria to be met upon commencement of the role, in the event of this the role may be deemed an unsuitable alternative.

When assessing the potential suitability of a role, that may be different to your current contracted hours, discussions will take place with the manager around whether your contracted hours can be accommodated within the new role.

When all other options have been exhausted, we may offer you a post at a lower pay band or fewer hours and we will pay protection of earnings as outlined in Section 7 below. This will ensure your continued employment with the Trust and the protection of earnings makes it a suitable alternative.

If a potentially suitable post is identified then a suitability meeting / assessment will be arranged. In cases where appointment to a post would result in promotion, you will be subject to the selection process specified for the vacancy aside from the initial application stage.

In the event that the Trust is unable to find suitable alternative employment a decision may be made to progress to a potential redundancy meeting (see section 9). The People and Culture Operational HR Team will produce a redundancy business case for consideration by the Trust's Executive Directors. Potential redundancies will only be considered as a last resort whereby it is evidenced that all possible options have been exhausted.

8 Redeployment and Health

Where it is proving difficult to find/secure suitable alternative employment due to an individual's health or disability, the Trust will make every effort to make reasonable adjustments to support finding a role.

Where all options have been exhausted, and suitable alternative employment has not been found, the next stage would be progression to a management meeting. Discussions will be held between the People and Culture HR department and the individual/their staffside representative, to determine whether it is felt the individual remains in a redundancy situation or whether it is their health that has prevented them from securing a suitable alternative role.

In the event that the outcome of 8.2 being that the individual remains in a potential redundancy situation and all other options have been exhausted, a redundancy business case will be compiled by the People and Culture HR Operational Department and provided to the Trust's Executive Directors for consideration.

In the event that the outcome of 8.2 determines that it is felt that the Trust has found suitable alternative employment, however, it is the individual's health/disability that has prevented them securing the role, then the individual will be supported to explore any further reasonable adjustments to enable them to secure a role. Where all options/adjustments have been explored and a suitable role has not been found, the next stage would be progression to a management meeting to determine the individual's future employment with

the Trust. On hearing the full details of the management case, the panel still reserves the right for referral for potential redundancy. The individual will have the opportunity to appeal against any outcome of the management meeting.



If you unreasonably turn down an offer of suitable alternative employment or refuse to consider opportunities for suitable alternative employment you may lose your right to a redundancy payment.



The Equality Act (2010)

The positive action provisions make it clear that employers must not adopt policies or practices designed to routinely favour candidates with a certain protected characteristic, even where there is evidence of under-representation or disadvantage. All suitably qualified candidates must be considered on their individual merits for the post in question.

The candidate with the highest scoring assessment could be offered the post. However, during the assessment process if the scoring of staff is exactly the same, consideration will be given to the use of the positive action provisions as outlined in the Equality Act (2010). In such circumstances please seek advice from the People and Culture Operational Team.

9 Protection of Earnings

Protection of earnings will apply if you are at risk of redundancy due to organisational change and are offered a post at:

- A lower band and/or
- fewer hours and/or
- Lower earnings due to loss of enhancements, requirement to cease participating in contractual On-call etc.

9.1 Long term protection

If you are offered a post at a lower band then you will receive **long term protection** of your basic salary i.e. the pay point you are on at the date of transfer plus regular overtime payments as outlined in the table below. Overtime can only be taken in to account if this has been worked regularly for the six months prior to the change e.g. every week excluding annual leave. Long term protection will also apply in circumstances when you are no longer part of an On-call rota.

Service (i.e. years of NHS employment irrespective of time in the grade)	Period of Protection
More than 1 years' service but less than 2 years	= 3 months
More than 2 years' service but less than 5 years	= 12 months

More than 5 years' service but less than 15 years	= 24 months
More than 15 years' service	= 36 months

During the protection period you will receive the “cost of living“ award but will not progress up the incremental salary scale.

All NHS service counts for the purpose of protection

If your pay point on the old scale is equal to a pay point on the new scale then protection will not apply.

If your new salary exceeds the level of earnings within the period then protection will cease.

At the end of the protection period the salary appropriate to the new post will be paid.

9.2 Short term protection

You will receive **short term protection of earnings** when regular earnings other than basic salary are affected e.g. unsocial hours payments.

Your level of protectable earnings is your average earnings during the four months prior to the change including regular payments eg overtime as outlined at 8.2 but excluding other ad hoc payments.

You will receive short term protection of earnings as follows:

Service (i.e. years of NHS employment)	Period of Protection
6-12 months	= 2 months protection
Over 12 months	= 9 months protection

It is possible to be paid both long term and short term protection as a result of a change if they both apply.

If you receive short term protection of earnings then you can be required to work up to the level of protectable earnings; if you refuse a reasonable request to do so then protection can be withdrawn.

9.3 General protection of earnings

- At the end of the protection period you will be paid the rate appropriate to the new post.

- Any earnings in your new post other than overtime or other ad hoc payments will be offset against your protectable earnings.
- If your earnings in your new post exceed the level of protectable earnings then you will not receive any protection payment that month but will receive your earnings in full for that month.
- If you request for personal reasons to change your working arrangements or post you will not be entitled to protection.
- If you apply for a new post and are successful then protection will cease when you take up the post.
- If you are appointed to a post in which the earnings are equal to or exceed your protected earnings then protection will cease.
- If you refuse an offer of a suitable post with basic pay and/or earnings which exceeds the level of protection then you will lose your protection.
- If you are receiving protection of earnings and are affected by another organisational change then any change of post will attract protection in its own right.
- If your employment with the Trust ends then protection of earnings will cease



You will not receive protection of earnings if you request the change or are downgraded in accordance with the Managing Concerns of Potential Conduct Procedure



If you are a member of the NHS Pension Scheme and your earnings are reduced e.g. at the end of a period of protection you should contact the Pensions Officer at Flatts Lane Centre to query whether you can protect your higher level of earnings for pension purposes.

10 Redundancy situations

Whilst the Trust will make every effort to avoid making compulsory redundancies, if we cannot find you suitable alternative employment then the Trust may have no alternative but to make you redundant.

If we have to take this step then you will be invited to a formal management meeting in accordance with the Leavers Procedure.

You will be offered the opportunity to bring a companion to the meeting.

Your redundancy payment will be calculated in accordance with the Agenda for Change Terms and Conditions of Service.

You will be given the notice period you are entitled to in accordance with the End of Employment Procedure.

If you have refused the offer or refused to consider suitable alternative employment then you will not receive a redundancy payment

If you find suitable alternative employment with another NHS organisation during your employment with the Trust either on or before your date of termination, or within 4 weeks after the date of termination you will not be entitled to a redundancy payment.

11 Responsibilities

Trust Board and Care Group Board	<ul style="list-style-type: none"> To monitor all impending change and ensure that appropriate and timely consultation takes place with staff side
Directors, Associate Directors and Heads of Service/General Managers(or equivalent postholders)	<ul style="list-style-type: none"> To identify potential changes To ensure that the consultation process starts at the earliest opportunity To ensure that the changes are consulted upon at LCC or JCC as appropriate To ensure that line managers are engaged and fully aware of the need for the change so that they can consult with, respond to and support staff. To lead/be involved in complex changes To consult with People and Culture and staffside colleagues as soon as possible once a potential for change is identified
Service Managers and Line Managers	<ul style="list-style-type: none"> To be familiar with the Trust and Locality Business Plan To identify changes relevant to their team(s) which will improve patient care and/or achieve the objectives in the Business Plan. Ensure that they are familiar with the need for any changes before meeting staff

	<ul style="list-style-type: none"> • Lead the consultation process where required, arranging group and individual consultation meetings • Ensure that they liaise with People and Culture and staffside colleagues • Invite staff, staff side reps and People and Culture to group consultation meetings • Maintain timely and effective communication with staff throughout the process • Ensure that staff who are absent are offered every opportunity to attend group and individual consultation meetings and receive copies of all documentation. • Ensure that any reasonable adjustments required are put in place throughout the process • Keep notes of telephone calls with staff who are absent. • Ensure that staff are offered the opportunity to be accompanied to individual consultation meetings. • Support staff at risk to find suitable alternative employment by identifying skills gaps, arranging training • Discuss the outcomes of suitability assessments where staff are unsuccessful and support them in preparing for future assessments. • Allow staff at risk paid time off for interviews and suitability assessments • Identify staff who may need additional support throughout the process. • To remain responsible for staff who are in the redeployment process until the date of transfer to their new post. • Involve the Employee Support Service. • To accept that all scenarios cannot be included in one procedure and that decisions may need to be made which are not covered by the procedure. In such cases the spirit of the procedure will apply.
Appointing Officers	<ul style="list-style-type: none"> • To follow the Trust's Recruitment and Selection Policy for all vacancies • To make staff at risk feel welcome during any visits to the team/unit as well as at the assessment • To conduct a fair and transparent assessment process accepting that staff at risk may not meet all of the essential criteria and if appropriate, consider if a reasonable timeframe can be identified to enable to staff member to meet the required criteria. • Accept that you may have to give up some of your normal decision making and choice in respect of recruitment. • To keep accurate and comprehensive notes of the assessment in case of challenge.

	<ul style="list-style-type: none"> • To make reasonable adjustments to the post and/or interview process for anyone who is disabled or has a short/or long term health condition or anything that may impact on staff with a protected characteristic, that may require adjustments to be made. • To consider fully and fairly any flexible working arrangements requested. • To accept that all scenarios cannot be included in one procedure and that decisions may need to be made which are not covered by the procedure. In such cases the spirit of the procedure will apply.
<p>Staff affected by organisational change</p>	<ul style="list-style-type: none"> • To attend consultation meetings wherever possible • To communicate with your manager and the person leading the change, providing comments, alternative suggestions and engaging in the process. • Identify any skills that you feel you need to help you to secure a post. • Consider all the options put forward throughout the process including suitable alternative employment opportunities. • Don't be afraid to ask for help, support, or advice from your line manager, People and Culture or other appropriate people. • Engage positively in all efforts to find you suitable alternative employment • Accept that the Redeployment Team may not be aware of all your skills, qualifications etc. so if you see a post advertised that you think is suitable contact them to let them know. • To accept that whilst the changes are very personal to you, your managers, Directors and the Trust Board have to make difficult decisions which impact on staff and that sometimes these changes are outside of their control. • To accept responsibility for own careers including identifying appropriate training and opportunities.
<p>Staff Side representatives</p>	<ul style="list-style-type: none"> • To support staff throughout the process • To engage in the consultation process in a positive and meaningful way. • To work in partnership with managers and People and Culture to minimise the impact of organisational change on staff • To accept that all scenarios cannot be included in one procedure and that decisions may need to be made which are not covered by the procedure. In such cases the spirit of the procedure will apply.
<p>People and Culture</p>	<ul style="list-style-type: none"> • To provide advice and guidance to managers and staff on the implementation of the procedure • To provide a redeployment service for staff at risk which aims to provide continuity of employment with the Trust.

	<ul style="list-style-type: none"> • To provide an Organisational Development service to support teams at times of change • To provide a recruitment service which works closely with the redeployment service to ensure that posts are restricted to staff at risk when they might provide suitable alternative employment whilst minimising the impact on normal recruitment processes. • To accept that all scenarios cannot be included in one procedure and that decisions may need to be made which are not covered by the procedure. In such cases the spirit of the procedure will apply.
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12 Definitions

Term	Definition
Major Organisational Change	A change in the organisation of the Trust that has an impact upon an employee's core duties; protectable earnings; contracted hours of work; or location of work.
Minor Organisational Change	A change whereby there are no major adverse consequences for staff i.e. changes in shift patterns, changes in use of accommodation but without moving from the site.
Commissioners	The Commissioners decide on the type of services required to meet the needs of the public and purchase them from provider organisations such as the Trust, Local Authorities, private sector or charitable organisations usually through a negotiation or tendering process.
CRES	Cash Releasing Efficiency Savings are a percentage of a service's budget which have to be identified and given up every year. The plans to achieve the savings are normally contained in the Trust Business Plan.
Continuous Service and Reckonable Service	Please refer to Section 12 and Section 16 of the Agenda for Change NHS Terms and Conditions of Service Handbook.
Employee's Companion	"The chosen companion may be a fellow worker, a trade union representative, or an official employed by a trade union. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker." (ACAS Code of Practice). A fellow worker is someone employed or managed by the Trust. (This includes

	Local Authority members of staff employed within Integrated Teams)
Joint Consultative Committee (JCC)	A Trustwide group consisting of management and staff side representatives with the purpose of consulting on employment matters and other issues which might impact upon staff
Locality Consultative Committee (LCC)	A Locality group consisting of locality management and staff side representatives with the purpose of discussing employment matters and other issues which affect only the locality.
Staff at Risk	Those staff identified as being at risk of redundancy because their post/base/duties have changed significantly as a result of organisational change and they have not been found suitable alternative employment either by slotting in or ring fenced competition in the first stage of the organisational change process.
Points Based Selection	A selection exercise with criteria agreed with staff representatives, to determine who will be offered posts when there are more people than posts.
TUPE	TUPE refers to the "Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014". The TUPE rules apply to organisations of all sizes and protect employees' rights when the organisation or service they work for transfers to a new employer. The Trust has a legal obligation to transfer staff if TUPE applies
Employee Support Service	Offers support to staff with a range of health and wellbeing issues.
Suitable alternative employment	A post which is considered suitable based on the banding (salary), job role, hours and location.
Suitability Assessment	A meeting with the manager of the post who will assess your suitability via questions and skills tests even if you are the only person to be considered. If more than one person is assessed then the post will be offered to the person who is assessed as suitable and scores the most points in the assessment.
Protected Characteristic	This could be related to race, gender, gender reassignment, sexual orientation, disability, age, pregnancy or maternity, marriage and civil partnership, religion or belief as defined in The Equality Act 2010

<p>Substantially the same</p>	<p>Is a post in the new structure substantially the same as an individual's current role? Specific criteria to determine "substantially the same" will be agreed in partnership with Staffside as part of the initial organisational change discussions.</p>
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13 References

The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)
The Equality Act 2010

14 How this procedure will be implemented

- This procedure will be published on the Trust’s intranet and external website. Awareness of the new procedure will be included in the Trust internal bulletin
- Line managers will disseminate this procedure to all Trust employees through a line management briefing.

15 Training needs analysis

Staff/Professional Group	Type of Training	Duration	Frequency of Training
All staff	Training NA – Awareness required		

16 How the implementation of this procedure will be monitored

Number	Auditable Standard/Key Performance Indicators	Frequency/Method/Person Responsible	Where results and any Associate Action Plan will be reported to, implemented and monitored; (this will usually be via the relevant Governance Group).
1	Feedback from staff and staffside Success of redeployment process	HR Operational Team - ongoing	Within People and Culture Reports Regular updates on staff in redeployment provided to the Care Group Leadership Team.

17 Document control (external)

To be recorded on the policy register by Policy Coordinator

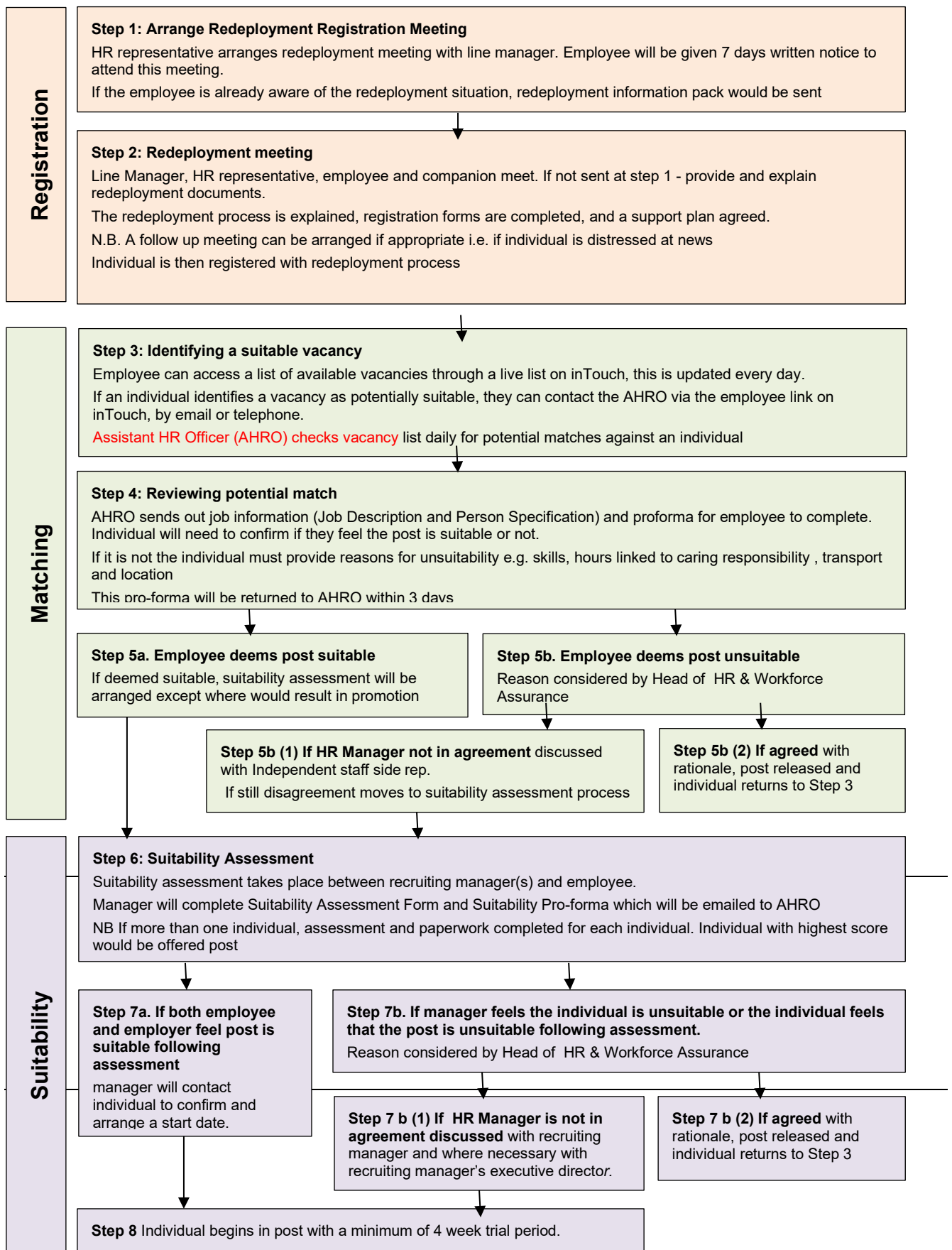
Date of approval	19 August 2022
Next review date	01 September 2025
This document replaces	HR-0018-v7 Organisational change procedure
This document was approved by	JCC
This document was approved	19 July 2022 (agreed subject to wording at Section 8 being finally agreed at PWG)
This document was approved by	PWG (section 8 agreed)
This document was ratified	19 August 2022
An equality analysis was completed on this policy on	19 August 2022
Document type	Public
FOI Clause (Private documents only)	n/a

Change record

Version	Date	Amendment details	Status
8	19 Aug 2022	<p>Full review with changes:-</p> <ul style="list-style-type: none"> • New Format and Wording to reflect OJTC – Introduction and Purpose • References to HR Directorate replaced with People and Culture Directorate. • References to Disciplinary Procedure replaced with Managing Concern of Potential Conduct Procedure. • Our Journey to Change aims and new Trust Values added • Section 7 Redeployment - added paragraphs 5 and 9:- <ul style="list-style-type: none"> ○ 5 – “When assessing the potential suitability of a role...” 	Approved

		<ul style="list-style-type: none">○ 9 – “In the event that the Trust is unable to find...”• Section 8 added - Redeployment and Health added	
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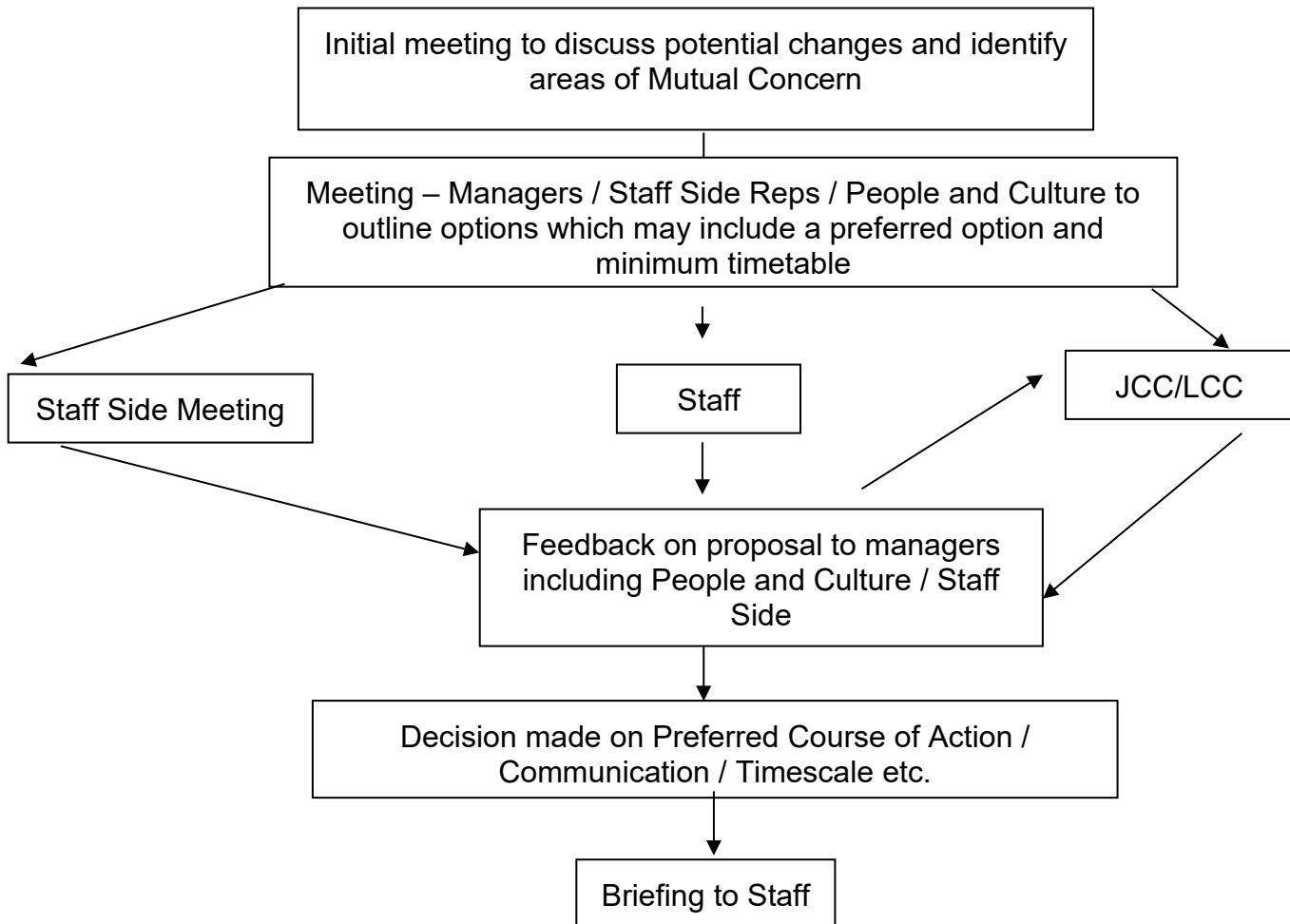
Appendix 1 Redeployment Process Map



Appendix 2 - Organisational Change Process Flow Chart

Prior to Decision Making

(This is to ensure a consistent approach across the Trust and that meaningful consultation takes place)



Appendix 3 Equality Impact Assessment – to be added – done separately

Please note: The Equality Analysis Policy and Equality Analysis Guidance can be found on the policy pages of the intranet

Section 1	Scope
Name of service area/directorate/department	People and Culture
Title	Organisational Change Procedure
Type	Procedure
Geographical area covered	Trust Wide
Aims and objectives	To make changes that support, and are in keeping with Our Journey To Change and our Values. To implement changes using the same principles. To set out the key principles for managers/services in relation to organisational change. To ensure all staff are informed and consulted with about any potential change that may affect their employment in a fair, transparent and effective way, minimizing any adverse consequences to staff where possible.
Start date of Equality Analysis Screening	28.01.2022
End date of Equality Analysis Screening	31.07.2022

Section 2	Impact
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<p>Who does the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan benefit?</p>	<p>All permanent employees including those covered by fixed term and part time workers regulations</p>
<p>Will the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan impact negatively on any of the protected characteristic groups?</p>	<ul style="list-style-type: none"> • Race (including Gypsy and Traveller) NO • Disability (includes physical, learning, mental health, sensory and medical disabilities) NO • Sex (Men, women and gender neutral etc.) NO • Gender reassignment (Transgender and gender identity) NO • Sexual Orientation (Lesbian, Gay, Bisexual and Heterosexual etc.) NO • Age (includes, young people, older people – people of all ages) NO • Religion or Belief (includes faith groups, atheism and philosophical beliefs) NO • Pregnancy and Maternity (includes pregnancy, women who are breastfeeding and women on maternity leave) NO • Marriage and Civil Partnership (includes opposite and same sex couples who are married or civil partners) NO • Armed Forces (includes serving armed forces personnel, reservists, veterans and their families) NO
<p>Describe any negative impacts</p>	<p>No known</p>
<p>Describe any positive impacts</p>	<p>The process recognises the responsibility to make reasonable adjustments during any part of the change process, for those staff who require adjustments and or additional support</p> <p>Staff who enter the redeployment process and who are on maternity leave at the time, are eligible to be given priority of any suitable alternative employment</p>

	If a points based selection process is applied, then the selection criteria agreed will ensure that with a protected characteristic (i.e disability) will not be disadvantaged if any absence is due to their
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Section 3	Research and involvement
What sources of information have you considered? (e.g. legislation, codes of practice, best practice, nice guidelines, CQC reports or feedback etc.)	Focus groups The Big Conversation ACAS Employer responsibilities: <i>making changes to employment contracts</i> Agenda for Change Terms and Conditions of Service
Have you engaged or consulted with service users, carers, staff and other stakeholders including people from the protected groups?	Yes all staff were invited to attend a number of focus groups focussed on the HR Procedures. All staff were invited to comment on the Big Conversation – in relation to HR procedures.
If you answered Yes above, describe the engagement and involvement that has taken place	As above Policy working group and JCC
If you answered No above, describe future plans that you may have to engage and involve people from different groups	NA

Section 4	Training needs
As part of this equality analysis have any training needs/service needs been identified?	No
Describe any training needs for Trust staff	Awareness information/sessions for existing managers. In-depth session for new managers (on all of the HR procedures) as part of their local induction.

Describe any training needs for patients	Na
Describe any training needs for contractors or other outside agencies	NA

Check the information you have provided and ensure additional evidence can be provided if asked

Appendix 4 Approval Checklist

To be completed by lead and attached to any document which guides practice when submitted to the appropriate committee/group for consideration and approval.

	Title of document being reviewed: Organisational Change Procedure	Yes / No / Not applicable	Comments
1.	Title		
	Is the title clear and unambiguous?	Yes	
	Is it clear whether the document is a guideline, policy, protocol or standard?	Yes	Procedure
2.	Rationale		
	Are reasons for development of the document stated?	Yes	
3.	Development Process		
	Are people involved in the development identified?	Yes	
	Has relevant expertise has been sought/used?	Yes	
	Is there evidence of consultation with stakeholders and users?	Yes	Feedback gathered and incorporated
	Have any related documents or documents that are impacted by this change been identified and updated?	Yes	Identified Redeployment Pack / procedure to be updated on approval
4.	Content		
	Is the objective of the document clear?	Yes	
	Is the target population clear and unambiguous?	Yes	
	Are the intended outcomes described?	Yes	
	Are the statements clear and unambiguous?	Yes	
5.	Evidence Base		
	Is the type of evidence to support the document identified explicitly?	Yes	
	Are key references cited?	Yes	
	Are supporting documents referenced?	Yes	
6.	Training		
	Have training needs been considered?	Yes	None identified
	Are training needs included in the document?	N/A	

	Title of document being reviewed: Organizational Change Procedure	Yes / No / Not applicable	Comments
7.	Implementation and monitoring		
	Does the document identify how it will be implemented and monitored?	y	
8.	Equality analysis		
	Has an equality analysis been completed for the document?	Yes	
	Have Equality and Diversity reviewed and approved the equality analysis?	yes	
9.	Approval		
	Does the document identify which committee/group will approve it?	Yes	
10.	Publication		
	Has the policy been reviewed for harm?	y	No harm
	Does the document identify whether it is private or public?	y	Public
	If private, does the document identify which clause of the Freedom of Information Act 2000 applies?	n/a	