ORGANISATIONAL CHANGE POLICY

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‘During the COVID19 crisis, please read the policies in conjunction with any updates provided by National Guidance, which we are actively seeking to incorporate into policies through the Clinical Ethics Advisory Group and where necessary other relevant Oversight Groups’
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NB This policy relates to the Isle of Wight NHS Trust hereafter referred to as the Trust.
## Contents

1 EXECUTIVE SUMMARY .............................................................................................................. 4
2 INTRODUCTION ......................................................................................................................... 4
3 DEFINITIONS ................................................................................................................................. 5
4 SCOPE ........................................................................................................................................ 5
5 PURPOSE ..................................................................................................................................... 5
6 ROLES AND RESPONSIBILITIES ................................................................................................. 5
   6.1 Line Manager Responsibilities: .......................................................................................... 5
   6.2 Employee Responsibilities: ............................................................................................... 5
   6.3 Trade Union Representatives Responsibilities: ............................................................... 6
   6.4 Human Resources Responsibilities: .................................................................................. 6
7 POLICY DETAIL/COURSE OF ACTION ...................................................................................... 6
   7.1 Ongoing minor change ....................................................................................................... 6
   7.2 Change affecting job security .......................................................................................... 6
8 PLANNING THE ORGANISATIONAL CHANGE ........................................................................... 7
   8.1 Making the case for change.............................................................................................. 7
   8.2 Measures to minimise the impact of the change ............................................................. 7
9 CONSULTATION ARRANGEMENTS ............................................................................................. 8
   9.1 With the trade unions........................................................................................................ 8
   9.2 With individual staff........................................................................................................ 9
   9.3 Closing consultation ........................................................................................................ 9
   9.4 Representation ................................................................................................................ 9
   9.5 Notification to the Department for Business, Innovation and Skills ..... ............................. 10
10 SELECTION CRITERIA ................................................................................................................ 10
11 NOTICE OF REDUNDANCY ....................................................................................................... 11
   11.1 Voluntary Redundancy .................................................................................................. 12
   11.2 Compulsory Redundancy ............................................................................................... 12
   11.3 Redundancy Payments .................................................................................................. 12
12 OTHER PROVISIONS ................................................................................................................. 13
   12.1 Retraining ..................................................................................................................... 13
   12.2 Trial periods ................................................................................................................ 13
   12.3 Pay Protection ............................................................................................................. 13
   12.4 Time off ....................................................................................................................... 13
13 APPEALS ..................................................................................................................................... 13
14 CONSULTATION ........................................................................................................................ 13
15 TRAINING .................................................................................................................................... 13
16 MONITORING COMPLIANCE AND EFFECTIVENESS ............................................................ 14
17 LINKS TO OTHER ORGANISATIONAL DOCUMENTS ............................................................ 14
18 REFERENCES ............................................................................................................................. 14
19 APPENDICES ............................................................................................................................ 14
1 EXECUTIVE SUMMARY

The Isle of the Wight NHS Trust (herein Trust) recognises that the NHS needs to continually improve organisational effectiveness and therefore organisational change may be a necessary part of the process to improve service delivery.

The Trust is committed to ensuring that staff are made aware of and understand the nature of the change and how it might affect them and to provide them with support and guidance, recognising the uncertainty that such change can cause. During the change process meaningful consultation and communication will take place with employees and Staff side/Trade Union Representatives.

This policy provides the procedure for dealing with organisational change, where the change impacts on any contractual arrangements with Trust staff.

2 INTRODUCTION

The Trust is committed to handling change in a sensitive and constructive manner and will take all reasonable steps to avoid unnecessary reorganisations and displacement of staff. Staff will be supported through organisational change and consulted with, along with Staff side/Trade Union Representatives. The Trust will also work in partnership with Staff side/Trade Union representatives to facilitate early engagement and minimise anxiety and disruption to employees during the change.

3 DEFINITIONS

Organisational Change: is defined as a structural or organisational change in the way services within the Trust are organised which may have significant changes for staff such as an impact on their employment, pay and conditions of service or roles and responsibilities

Consultation: means that when the Trust is proposing organisational change, affected employees will be consulted with and asked for their views and alternative suggestions prior to any changes or redundancies being carried out

Ring-fencing: is a process where a vacancy is only open to employees who are at risk of redundancy and the role would constitute suitable alternative employment for one of the employees in the selection pool for redundancy

Slotting-in: is a process where an employee is appointed into a role without the need for an interview or any other selection mechanism (provided that certain criteria are met)

Suitable Alternative Employment: whether an alternative job constitutes ‘suitable’ depends on how similar the work is to an employee’s current job in terms of the job being offered (e.g. pay, benefits, status, hours and location)

Trial Period: If an employee has been displaced because of a redundancy situation and has obtained suitable alternative employment they will be entitled to a trial period in their new job role. The trial period will usually be for 4-weeks (unless agreed otherwise).

TUPE: is an abbreviation which stands for the Transfer of Employment (Protection of Employment Regulations) 2014. The TUPE rules apply to organisations of all sizes and protect employees’ rights when the organisation or service they work in transfers to a new employer.
4 SCOPE

The policy applies to all staff employed directly by the Trust, including those who are seconded out to another organisation.

This policy does not apply to the normal ending of a fixed term contract (this must be dealt with under the Trust’s Fixed Term Contracts Policy).

This policy also does not apply to staff employed elsewhere and seconded into the Trust (those staff are the responsibility of their substantive employer), to agency staff or to individuals providing their services in accordance with the Agreement of the provision of Bank Services.

5 PURPOSE

It is recognised that service developments and the need to continually improve organisational effectiveness may sometimes necessitate changes to staffing levels, structures, roles and ways of working. In these circumstances, the Trust is committed to ensuring that the change is managed in a way that is sensitive, consistent, fair and in line with statutory requirements and best practice.

The Trust is committed to working in partnership with Staff side / Trade Union Representatives and establishing early engagement. The Trust and Staff side / Trade Union Representatives will work together, and wherever possible:

- share ideas and designs for implementing change and agree the approach
- ensure communications are planned and agreed
- facilitate clear communication, consultation and negotiation
- ensure our corporate values are supported and embedded throughout the change process

6 ROLES AND RESPONSIBILITIES

6.1 Line Manager Responsibilities:

- To ensure early involvement and engagement of Staff side and Trade Union Representatives in identifying options to be considered.
- To promote the policy and principles ensuring its effective implementation.
- To ensure fairness and consistency of approach.
- To ensure all departments who may be affected by a proposed change are included in the consultation process.
- To ensure consultation takes place in a full and open manner.
- To ensure all responses to consultations are seriously considered and responded to during the consultation process, either verbally or in writing.
- To take reasonable steps to mitigate against the effects of change on the individual.
- To consider the requirement to make reasonable adjustments for disabled staff when considering filling posts.
- To work constructively and openly with Staff side/Trade Unions who are involved in the change process.

6.2 Employee Responsibilities:

- To participate in consultation processes in a positive, constructive and timely manner, attending planned meetings as required.
- To accept reasonable changes appropriate to the level of their post.
• To seek advice from their Staff side/Trade Union, professional association or HR representative if they require clarification on any part of the Organisational Change Policy and any potential impacts on their own situation.
• To give full consideration to all offers of suitable alternative employment and to undertake such training as may be necessary in order to undertake the new role effectively. (A trial period will be provided).

6.3 Trade Union Representatives Responsibilities:

• To engage with the consultation process and put forward the views of employees.
• To uphold the principles of this policy.
• To work constructively and openly with the managers who are managing the change process.

6.4 Human Resources Responsibilities:

• To provide support and expertise to managers and staff during periods of organisational change ensuring adherence to the Organisational Change Policy and compliance with relevant legislation.
• To provide advice, guidance and redeployment support to staff facing redundancy.
• On a case by case basis, agree with the line manager the type and level of support required during the period of consultation and any subsequent implementation phase.

7 POLICY DETAIL/COURSE OF ACTION

7.1 Ongoing minor change

In order to adapt to changing requirements, it is likely that the Trust will need to make minor periodic changes. Minor change may refer to a situation where there is a proposed change to a Department, Unit or a defined group of employees which does not involve a re-organisation of posts resulting in the potential for redundancies or does not fundamentally affect terms and conditions of employment. Possible examples of minor change would be a change to line manager, relocation of office within the same site, or a change to working practice or process.

Where minor changes are required, the reasons for these changes will be discussed with staff and they will be given the opportunity to state their views on the impact of the changes and suggest any alternative options through group and/or 1:1 meetings.

Affected individuals will be given reasonable notice of the change and be supported, as far as practical, to adapt to the new way of working.

7.2 Change affecting job security

This policy will be applied when one of more of the following circumstances occur:
• changes that may affect job security, resulting in potential job losses
• organisational reorganisations, restructures or mergers
• reductions in or discontinuations of specific areas of work
• major changes to working practices or contractual terms
• TUPE Transfers

7.2.1 Change across organisational boundaries

Where organisational changes require staff to be transferred from one employer to another, the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) will apply.
Under the TUPE Regulations, an employee’s continuity of employment will be preserved, along with all their contractual terms and conditions of employment and any collective agreements that apply.

Where staff are transferred to new posts under the TUPE regulations, they are not regarded as having been made redundant from the Trust as their employment will continue with the new employer. Where, however, due to valid economic, technical or organisational reasons, changes to staffing levels or structures are required as part of transfer, then appropriate consultation will take place with employees and Staff side/Trade Union representatives.

8 PLANNING THE ORGANISATIONAL CHANGE

8.1 Making the case for change

At the outset of the change process, a consultation document will be drawn up by the Manager to identify the need for and extent of the change.

This should include:
- an overview of how services will be provided or roles will be changed under revised arrangements, including existing and revised structure charts and job descriptions
- the reasons for making the change
- the extent of the change, including the number of staff likely to be affected
- the process/project plan for managing the change and approximate timescales
- identification of the key stakeholders that the consultation must engage with

In cases where there are changes to department structures and/or material changes in job roles, revised job descriptions should have a valid Agenda for Change Band outcome prior to consultation commencing. Job Descriptions should be submitted for job matching/evaluating in accordance with the current Job Evaluation System.

The HR Team must be consulted on the workforce implications and process for managing any organisational change that will potentially affect the roles, contractual terms or job security of staff.

This document will provide the basis for the initial discussions with trade unions and staff but it is recognised that the proposed plans and/or amendments to job roles/descriptions may subsequently need to be changed to take account of the outcome of the consultation.

A template consultation opening paper is provided in the Organisational Toolkit available on the Trust’s Intranet site.

8.2 Measures to minimise the impact of the change

As soon as the need for change has been identified, the Trust will consider implementing measures to minimise the level of potential redundancies. These may include:
- restricting recruitment (freezing any vacancies that might provide suitable alternative employment for employees at risk of displacement)
- reducing overtime and the use of agency/bank workers
- allowing for a gradual reduction in employee numbers through natural wastage
- identifying staff who might voluntarily wish to reduce their hours or job
- exploring the possibility of offering voluntary redundancy or early retirement
- providing retraining of staff into new areas of work
• setting up clear and fair processes for redeployment in accordance with the Trust’s Redeployment Policy
• any alternative means of reducing the risk of redundancy as agreed with Staff side/Trade Unions as part of the consultation exercise.

9. CONSULTATION ARRANGEMENTS

The Trust recognises that open and effective communication and consultation is key to successful organisational change. This consultation will take place with both the trade unions and individual members of affected staff, starting at the earliest appropriate opportunity and continuing on an ongoing basis throughout the change process.

9.1 With the trade unions

Whenever any significant change is proposed, the Trust will discuss the proposals with its recognised Staff side/Trade Unions through the Partnership Forum and JLNC, where required.

Management will engage with Staff side/Trade Unions at the earliest appropriate opportunity to ensure that full and meaningful consultation takes place. It is recognised that partnership working can effectively support staff during the period of change.

If the change proposals are liable to result in job losses, the Trust will undertake a more formal consultation in line with statutory requirements. Under normal circumstances, this consultation will start at least 30 calendar days before any individual notice of redundancy is given.

Where, in exceptional circumstances, there are 100 staff or more liable to be made redundant as the result of the change, the consultation period will be extended to 45 days in accordance with relevant legislation.

In addition to providing Partnership Forum with the consultation document outlining the proposal for change, the following detailed information will be provided to Staff side/Trade Union Representatives:

• the number and descriptions of employees it is proposed to dismiss as redundant
• the total number of employees of that description employed by the Trust
• the way in which it is proposed to select employees for redundancy and the process to be followed
• any methods identified for reducing the impact of the change on individuals
• information about the calculation of redundancy benefits

Consultation will be carried out with a view to seeking to reach agreement with the unions particularly in relation to ways of avoiding redundancies, reducing the number of employees to be dismissed and minimising the consequences of the dismissals.

Where the proposed change involves a transfer of staff under the TUPE regulations, the Trust will undertake to provide the Partnership Forum with the following information at the earliest opportunity:

• details of the transfer, including why and approximately when it is due to take place
• the legal and economic implications of the transfer for the affected employees
• whether either the Trust or the future employer envisages taking any action (such as reorganisation) in connection with the transfer and, if so, details of this and how it will affect the staff

If any such action is proposed, the Trust will consult the Partnership Forum on this with a view to reaching agreement. Any representations made by the Staff Side/Trade Union representatives
will be fully considered and responded to, with reasons given where agreement cannot be reached.

9.2 With individual staff

In addition to consulting with Staff side/Trade Unions, the Trust will also ensure that those individuals in posts potentially affected by significant change (regardless of the nature of the change) are fully consulted at the earliest opportunity.

The Trust recognises that organisational change can be very stressful for staff and will endeavour to ensure that the changes are implemented as sensitively and openly as possible. This will include:

- involving, as far as possible, the affected staff in the initial shaping and design of the new way of providing the service
- Meeting with the affected staff during the consultation period (in small groups and/or individually) to advise them of the proposed change and provide them with the opportunity to give their views and alternative suggestions in relation to the proposals. Meetings should take place at the earliest opportunity to allow for further discussion during the consultation period.
- discussing with any staff who are potentially at risk of redundancy what their preferences are with regard to redeployment and any other options that may be available, such as voluntary redundancy or undertaking training for another type of role
- ensuring that staff are communicated and consulted with at all stages of the process through a variety of mechanisms, including team meetings and briefings, newsletters and briefing notes

Special arrangements may need to be made to ensure that staff who are absent from the Trust (for example maternity and sick leave, career break), or on secondment to another area or organisation, are adequately communicated and consulted with throughout the process.

9.3 Closing consultation

The Trust requires that a closure paper of the consultation is noted by the Partnership Forum at the end of the consultation period.

A consultation feedback template is provided in Appendix B where all concerns/comments should be noted along with where possible the proposed plan to overcome or mitigate the concerns.

A consultation closure paper template is provided within the Organisational Toolkit which can be accessed via the Trust’s Intranet site.

9.4 Representation

Staff are entitled to be represented by their Trade Union Representative or workplace colleague/friend (acting in a non-professional capacity) at all formal consultation meetings. In the event that a Trade Union Representative or workplace colleague/friend is unable to attend then any meeting should be re-scheduled within 5 working days.
9.5 Notification to the Department for Business, Innovation and Skills

Where proposals involve making twenty or more employees redundant within a ninety day period, the Trust has a statutory duty to notify the Department for Business, Innovation and skills in writing. Notification must be made at least 30 days before the dismissals are due to take effect (or 45 days for 100 or more employees).

10 SELECTION CRITERIA

Where job losses are likely to be necessary, the Trust is committed to applying objective, non-discriminatory and fair criteria to the process of selection of employees for redundancy.

Where there are one or more members of staff carrying out the same or very similar roles, and there is a need to reduce the number of these roles, then appropriate redundancy selection criteria will be drawn up, and this will be shared in advance with the affected employees and Staff side/Trade Union representatives. Redundancy selection criteria may include an assessment of skills, performance and disciplinary record. Each employee in the redundancy selection pool will be scored against the criteria and the employee(s) with the highest score are selected for redundancy. Selection for redundancy will usually be by way of a desk top selection exercise undertaken by the Manager and relevant staff side representative. In some circumstances staff may be assessed through formal interviews held in accordance with Trust selection procedures (see the process for redeploying staff below).

10.1 Process for redeploying staff

Every effort will be made to find suitable alternative employment for employees who are at risk of being displaced. The process for doing this may vary depending on the nature of the change. Where a reduction in an area of work results in posts being reduced, staff will be redeployed as far as possible into any vacant posts within the Trust that have been approved through the Trust’s scrutiny process. Redeployment of staff must be in accordance with the Trust Redeployment Policy.

If, however, the change involves a move to a new structure, a process of ‘slotting in’ and limited competition interviews will normally be applied. All posts in any new structure will be developed in accordance with Agenda for Change processes and job descriptions banded under the Agenda for Change job evaluation system.

10.1.1 ‘Slotting In’

Where a new organisational structure is being implemented, staff will normally ‘slot in’ to a post in the structure without the need for an interview or any other selection mechanism, provided that all the following criteria are met. These include that:

- the duties and responsibilities of the role remain the same or are substantially similar (usually defined as over 70% the same)
- The new post is on the same grade as the previous one (or possibly a lower grade, in which case pay protection may be appropriate). There is no salary protection for posts more than one salary band lower than the employee’s original post.
- there is only one person eligible for the post, or the number of eligible staff and posts are equal
10.1.2 Limited competition to ‘ring fenced’ posts

Where there are more employees than posts, or where the duties of the new posts are materially different to those in the old structure, employees will be selected on the basis of limited competition interviews, with the posts in the new structure being ‘ring fenced’ in the first instance to those being displaced.

Where there are a number of staff to be redeployed into posts at different levels/grades in the structure, it may be necessary to allocate the staff into ‘pools’.

In circumstances where staff are in ‘acting’ and/or ‘interim’ roles, they will be placed in the relevant ‘pool’ based on their substantive role.

Only those staff who are at risk of redundancy and in the relevant pool (if applicable) will be considered for the new posts in the first instance. All eligible employees who meet the essential requirements of the person specification will be interviewed. The selection process will be carried out in accordance with the Trust’s Recruitment and Selection Policy.

Employees should only be turned down for posts where they fail to meet the essential selection criteria or where others in the at risk pool are considered to meet the requirements better (the fact that there may be better candidates in the external labour market is not a reason for non-selection). Any employee who is not selected for a post must be offered full feedback on the reasons for this.

10.1.3 Redeployment into other Trust vacancies

Where staff have been unsuccessful in obtaining a post in the new structure or where posts are being cut without the creation of new posts, the Trust will seek to redeploy the affected staff into vacant posts within other parts of the organisation.

At risk staff will be considered for posts that may constitute suitable alternative employment and will be interviewed without competition from individuals outside the at risk group of staff. The Trust Redeployment Policy must be followed in such circumstances.

In deciding whether a post constitutes suitable alternative employment, the Trust will consider whether it:

- provides similar earnings (although in some circumstances, a lower grade post may be offered with appropriate pay protection)
- has similar status
- is within the employee’s capability, taking account of the need for reasonable training
- will involve unreasonable additional inconvenience (i.e. time and cost of travel)
- provides similar hours of work and other contractual conditions
- reasonably fits with the individual’s personal circumstances

11 NOTICE OF REDUNDANCY

Where staff have not been successful in obtaining a post in the new structure, they will be met with individually by their line manager to:

- inform them that they are being issued with formal notice of redundancy (they will be entitled to their contractual or statutory notice period, whichever is the greater)
- confirm the reasons for the redundancy
- provide them with details of their redundancy benefits
- confirm the effective date of dismissal
• explain the support that is available to them
• address any other concerns that they may have

Staff may be accompanied at this meeting by a Trade Union Representative or work colleague if they so wish. This meeting will be followed up with a letter to each individual giving them formal notice in writing.

Where operational efficiency requires the changes to be implemented quickly, there may be circumstances in which it is necessary to issue notices of redundancy to run concurrently with redeployment to the new structure. This decision may only be taken with the agreement of the Executive Director of HR & OD.

11.1 Voluntary Redundancy

Where it is not likely to be possible to redeploy all affected staff, the Trust may decide to invite applications for voluntary redundancy, as an alternative to compulsory redundancies.

It will be for the Trust to decide which requests can be approved, based on criteria to be agreed in advance with the Trade Unions. However, it is unlikely that the Trust will agree to applications where the individual has specialist skills that are still required by the Trust or where the costs of making the individual redundant would be prohibitive. The reasons for not accepting a request for voluntary redundancy will be notified to the individual concerned in writing.

11.2 Compulsory Redundancy

If it has not been possible to redeploy an at risk employee, they will become compulsorily redundant at the end of their notice period.

Staff who are to be made redundant will normally work their full notice period. However, once notice has been given, if an individual wishes to leave early at their own request and this can be accommodated by the Trust, their redundancy payment will be recalculated to the revised termination date (unless they are leaving to take up another post within the NHS, in which case they will not be entitled to a redundancy payment).

Where, in exceptional circumstances, the Trust instigates an early leaving date as being in the best interests of the service, the relevant Clinical Director in consultation with the Executive Director of HR & OD may consider a payment in lieu of notice or paid authorised leave until the expiry of the notice period.

11.3 Redundancy Payments

Redundancy payments will be paid in accordance with the arrangements laid out in Section 16 of the Agenda for Change Terms and Conditions Handbook. Staff aged 55 years or more, who are members of the NHS pension scheme, may be entitled to take early retirement on the grounds of redundancy under the provisions of the same section (or if you joined the 1995 NHS Pension before April 2010, you may be entitled to take early retirement on the grounds of redundancy at age 50).

Staff with under two years’ NHS service are not entitled to a redundancy payment. In addition, if an individual obtains another post in the Health Service within four weeks of being made redundant, or refuses to apply for or accept a reasonable offer of suitable alternative employment, then they will cease to be eligible for a redundancy payment.
12 OTHER PROVISIONS

12.1 Retraining

Where there are no staff available with the full skills required to undertake a vacant post but an individual is judged to have the potential to acquire the additional skills they need within a reasonable timescale and cost, the Trust may consider providing appropriate further training to enable them to do this. Any such arrangement will be with the agreement with the employee concerned.

12.2 Trial periods

Where an at risk employee is offered redeployment into a new post with different responsibilities, they will have a right to a four week trial period to allow both sides to decide if the work provides a suitable alternative, whilst still protecting the individual’s right to a redundancy payment. This period may be extended by mutual agreement to enable the employee to be retrained for the new work where applicable. At the end of the trial period, one of the following will apply:

- The individual will be confirmed in the post
- Further suitable alternative employment will be sought
- The employee will be made redundant.

12.3 Pay Protection

Where, as a result of organisation change, an employee is required to transfer to a lower grade post or to reduce their contractual hours then pay protection will apply in accordance with the Trust’s Protection of Earnings Policy.

Where the change is of the employee’s choice then pay protection will not apply.

12.4 Time off

Employees who are under notice of redundancy will be allowed reasonable paid time off, with the advance permission of their manager, to search for alternative work, prepare for and attend interviews etc.

13 APPEALS

Employees have the right to appeal against their selection for redundancy and they should do this under the appeals procedure under the Trust’s Disciplinary and Dismissal Policy.

14 CONSULTATION

Consultation has been undertaken via the following mechanisms:

- Partnership forum
- JLNC
- Policy was published on the draft policy site on the Trust’s Intranet
- E-Bulletin used to promote consultation

15 TRAINING

This Organisational Change Policy does not have a mandatory training requirement. However, advice and guidance on the implementation of the policy is provided by HR.
16 MONITORING COMPLIANCE AND EFFECTIVENESS

The overall responsibility for the monitoring of effectiveness of this policy is with the Director of HR & OD.

17 LINKS TO OTHER ORGANISATIONAL DOCUMENTS

- Redeployment Policy
- Protections of Earnings Policy
- Recruitment and Selection Policy
- Disciplinary and Dismissal Policy and Procedure
- Equality, Diversity and Human Rights Policy

18 REFERENCES

- Agenda for Change Terms and Conditions Handbook
- ACAS Guide to Redundancy
- ACAS Guide to TUPE Transfers

19 APPENDICES

Appendix A – Flow Chart Organisational Change Process
Appendix B – Consultation Feedback Template
Appendix C - Financial and Resourcing Impact Assessment on Policy Implementation
Organisational Change Process

Below is a flow chart of the process to follow should the organisational change proposal result in a potential redundancy situation. The potential redundancy toolkit should be referred to for the relevant appendices. Authorisation must be sought prior to the period of consultation. No formal communication should be made with any of the potentially affected individuals prior to completion of Steps 1 – 5 inclusive.

**Step 1**
- Complete the organisational change business case outlining the case for change and workforce implications [Appendix A, Appendix AA, Appendix AB].
- Line manager to seek HR advice on process for authorisation for potential redundancy severance payments.

**Step 2**
- Gain support from the relevant Care Group.
- For Corporate Directorates support must be sought by the relevant Executive Director and [Appendix B must be completed to confirm endorsement].

**Step 3**
- Gain approval at Executive Directors meeting to endorse proposal and to gain authorisation to draft organisational change proposal [presentation of Appendix A, AA and AB].
- Authorisation section of Appendix B must be completed.
- With support from the relevant Finance Manager the funding stream should be identified and confirmed – liaison with CCGs.

**Step 4**
- If approval is gained at Executive Directors meeting:
  - Draft organisational change opening paper in consultation with staff side [Appendix C].
- If approval at Executive Directors meeting is not achieved, the process will cease and the manager will give consideration to the feedback from the Executive Directors on the next steps.

**Step 5**
Organisational change proposal including the organisational change business case ratified by Trust Leadership Committee/LNC (Appendix A, AA and B and C to be presented) to endorse consultation opening.

**Step 6**
Consultation opening/closing to be noted at Partnership Forum/LNC. Appendix C should be presented at Trust Leadership Committee/LNC. Appendix A, AA and B are confidential documents and not for publishing as part of the consultation process.

**Step 7**
Following the consultation period and on confirmation of a redundancy situation, implementation should be in line with the Organisational Change and Redeployment Policy. In circumstances where redeployment is unsuccessful the Trust Leadership Committee/Remuneration Committee should be authorised to make redundancy severance payments. Appendix D should be presented to TLC and/or relevant Remuneration Committee subject to severance payment value. HR Officer to provide advice.
## Consultation feedback form

<Insert Name of Consultation>

<Insert Dates of Consultation>

<table>
<thead>
<tr>
<th>Name of Group</th>
<th>Date of Meeting / Correspondence</th>
<th>Contact</th>
<th>Who Will Attend</th>
<th>Areas of Concern/Comments</th>
<th>Proposed Plans to Overcome Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Appendix C

Financial and Resourcing Impact Assessment on Policy Implementation

NB this form must be completed where the introduction of this policy will have either a positive or negative impact on resources. Therefore this form should not be completed where the resources are already deployed and the introduction of this policy will have no further resourcing impact.

Summary of Impact:

Risk Management Issues:

Benefits / Savings to the organisation:

Equality Impact Assessment

- Has this been appropriately carried out?  YES/NO
- Are there any reported equality issues?  YES/NO

If “YES” please specify:

Use additional sheets if necessary.

Please include all associated costs where an impact on implementing this policy has been considered. A checklist is included for guidance but is not comprehensive so please ensure you have thought through the impact on staffing, training and equipment carefully and that ALL aspects are covered.

<table>
<thead>
<tr>
<th>Document title</th>
<th>ORGANISATIONAL CHANGE POLICY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Totals</strong></td>
<td>WTE</td>
</tr>
<tr>
<td>Manpower Costs</td>
<td>0</td>
</tr>
<tr>
<td>Training Staff</td>
<td>0</td>
</tr>
<tr>
<td>Equipment &amp; Provision of resources</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Operational running costs</strong></th>
<th>WTE</th>
<th>Recurring £</th>
<th>Non- Recurring £</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Staff Training Impact</strong></th>
<th>Recurring £</th>
<th>Non-Recurring £</th>
</tr>
</thead>
</table>
### Equipment and Provision of Resources

<table>
<thead>
<tr>
<th>Equipment and Provision</th>
<th>Recurring £ *</th>
<th>Non-Recurring £ *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation / facilities needed</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Building alterations (extensions/new)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>IT Hardware / software / licences</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Medical equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Stationery / publicity</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Travel costs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Utilities e.g. telephones</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Process change</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Rolling replacement of equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Equipment maintenance</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Marketing – booklets/posters/handouts, etc.</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Totals:** 0 0

- Capital implications £5,000 with life expectancy of more than one year.

<table>
<thead>
<tr>
<th>Funding / costs checked &amp; agreed by finance:</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature &amp; date of financial accountant:</td>
<td>N/A</td>
</tr>
<tr>
<td>Funding / costs have been agreed and are in place:</td>
<td>N/A</td>
</tr>
<tr>
<td>Signature of appropriate Executive or Associate Director:</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### Equality Impact Assessment (EIA) Screening Tool

<table>
<thead>
<tr>
<th>Document Title:</th>
<th>ORGANISATIONAL CHANGE POLICY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose of document</td>
<td>This policy provides the procedures for dealing with organisational change, where the change impacts on any contractual arrangements with its staff</td>
</tr>
<tr>
<td>Target Audience</td>
<td>Employees</td>
</tr>
<tr>
<td>Person or Committee undertaken the Equality Impact Assessment</td>
<td>Human Resources Officer</td>
</tr>
</tbody>
</table>

1. To be completed and attached to all procedural/policy documents created within individual services.

2. Does the document have, or have the potential to deliver differential outcomes or affect in an adverse way any of the groups listed below?

   If no confirm underneath in relevant section the data and/or research which provides evidence e.g. JSNA, Workforce Profile, Quality Improvement Framework, Commissioning Intentions, etc.

   If yes please detail underneath in relevant section and provide priority rating and determine if full EIA is required.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Positive Impact</th>
<th>Negative Impact</th>
<th>Reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>✓</td>
<td></td>
<td>This policy applies to all staff and provides a consistent and fair procedure to follow when an organisational change impacts on any contractual arrangements with staff.</td>
</tr>
<tr>
<td>Women</td>
<td>✓</td>
<td></td>
<td>As above</td>
</tr>
<tr>
<td>Race</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian or Asian British People</td>
<td>✓</td>
<td>As above</td>
<td></td>
</tr>
<tr>
<td>Black or Black British People</td>
<td>✓</td>
<td>As above</td>
<td></td>
</tr>
<tr>
<td>Chinese people</td>
<td>✓</td>
<td>As above</td>
<td></td>
</tr>
</tbody>
</table>
### Notes:

Faith groups cover a wide range of groupings, the most common of which are Buddhist, Christian, Hindus, Jews, Muslims and Sikhs. Consider faith categories individually and collectively when considering positive and negative impacts.

The categories used in the race section refer to those used in the 2001 Census. Consideration should be given to the specific communities within the broad categories such as Bangladeshi people and the needs of other communities that do not appear as separate categories in the Census, for example, Polish.

### 3. Level of Impact

If you have indicated that there is a negative impact, is that impact:

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legal</strong> (it is not discriminatory under anti-discriminatory law)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intended</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If the negative impact is possibly discriminatory and not intended and/or of high impact then please complete a thorough assessment after completing the rest of this form.

3.1 Could you minimise or remove any negative impact that is of low significance? Explain how...
<table>
<thead>
<tr>
<th>3.2 Could you improve the strategy, function or policy positive impact? Explain how below:</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3 If there is no evidence that this strategy, function or policy promotes equality of opportunity or improves relations – could it be adapted so it does? How? If not why not?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scheduled for Full Impact Assessment</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of persons/group completing the full assessment.</td>
<td></td>
</tr>
<tr>
<td>Date Initial Screening completed</td>
<td></td>
</tr>
</tbody>
</table>