



Northamptonshire Healthcare
NHS Foundation Trust

Organisational Change Policy

HR003 (V6)

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Why we need this Policy

Northamptonshire Healthcare NHS Foundation Trust's (NHFT) overriding responsibility is to commission and provide the highest standards of health care within the resources available. Advances in clinical practice, Government policy, commissioner priorities and many other issues will impact on the nature and scope of such provision and it is imperative that NHFT responds to changing circumstances appropriately.

NHFT is committed to involving staff in the planning and delivery of services and organisational changes. Consequently, whenever change is being considered, staff will be consulted and their views sought. In certain instances however, change may be required as a result of circumstances beyond the control of NHFT (e.g. Government policy/legislation, commissioning) and, whilst this may prevent staff from being involved in the planning of such change, NHFT will ensure that staff are kept fully informed of developments.

This Policy outlines the procedures which will apply to all staff affected by service or organisational change, modernised working methods and any other form of organisational restructuring.

It is essential that the Trust is able to respond and adapt flexibly and quickly to change. Employment practices and procedures need to facilitate the flexible deployment and redeployment of staff, in the interests of both the staff themselves and the organisation. This should be a joint exercise between staff and management working in partnership to facilitate required change.

NHFT is committed to creating as secure an employment environment as possible by means of effective service and workforce planning. In meeting its responsibilities in providing the best possible health care within available resources, it may be necessary to consider changes in the organisation's requirements, which will include an assessment of the staffing situation.

It is recognised that any change within the organisation can cause concern for staff (both those directly affected and those who are not) and in these situations it is the organisation's intention to consider the staff's individual interests with care and consideration.

This Policy, which reflects the requirements of current legislation and codes of practice, will ensure the adoption of a consistent and equitable approach to such changes and the management of any potential redeployment/redundancy situation.

It is to be stressed that the organisation would only consider redundancy as a final resort if all other routes had proven unsuccessful. However, it is included here in order to ensure that staff are aware of the fair practice that would apply in this eventuality.

In circumstances where compulsory redundancy must be considered, the Trust will handle the situation in a fair, consistent and sympathetic manner in order to minimize, as far as possible, any hardship that may be suffered by the employee/s concerned.

What the Policy is trying to do

The purpose of this document is to provide clear guidance to managers to enable the effective implementation of organisational change, which is driven by the Trust's organisational needs. Change can be triggered either by the external environment or by an internal review of service requirements. This will include the reorganisation, relocation, merger, expansion or closure of a service, competitive tendering or outsourcing, or a significant change in working practice.

This Policy applies to all staff employed by the Trust and will be applied consistently and equitably to all staff.

Principles

The Trust is committed to the following principles for managing organisational change and are summarised as follows:-

General Principles in Organisational Change

The application of these provisions will be subject to consultation with staff and their union representatives in good time before final decisions are reached.

The application of this Policy needs to balance the requirements to achieve the necessary implementation of organisational change whilst making every effort to minimise disruption to services and anxiety to staff, retain staff commitment and at the same time ensure compliance with employment legislation and good practice.

It will be of primary importance to maintain continuity of employment and stability within the workforce throughout any organisational change.

The organisation shall seek to retain the knowledge, skills and experience of staff within the service where practicable and redundancies will be avoided wherever possible.

The organisation will ensure that an equality matrix is completed for every HR consultation.

The organisation will ensure that the application of any part of this policy does not have the effect of discriminating, directly or indirectly, against staff on grounds of:-

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Further, under no circumstances shall part-time staff be singled out for redeployment or redundancy on different criteria to those applied to full-time staff.

The relevant Director or nominated senior manager concerned shall lead the organisational change. The Human Resources Department will be responsible for the overall co-ordination of appointments made as a result of restructuring and must be consulted and brought into the process at the earliest opportunity.

The Project Description Document, incorporating EIA and QIA will be available when the consultation is launched and revised as appropriate during the consultation process.

Consultation Principles in Organisational Change

Consultation will involve an opportunity for staff and their representatives to consider comprehensive information and to influence decisions and their application. Consultation will be conducted when some attention has been given to alternatives but they have not taken their final form.

Affected staff will be encouraged to involve their trade union representative, where appropriate, throughout the consultation process.

The forum for joint consultation is the Trust Staff Partnership Forum (TSPF). However, this shall not prevent management consulting directly with staff, full-time officers and local representatives on any changes where these are confined to an individual department/team or part of the organisation, as long as the TSPF is notified. Sub-groups of the TSPF may be set up to deal with specific aspects of this consultation, if appropriate. The consultation document must be sent no later than 7 days in advance of the launch date to staff side.

Employees will be advised at every stage of the formal procedure of their right to be accompanied.

Formal meetings will be arranged taking into consideration the availability of the employee, trade union representative or work colleague (where known in advance). Should the representative be unable to attend a formal meeting on the chosen date, an alternative date may be arranged as long as it falls within seven working days of the original date.

Whilst NHFT will make every effort to ensure that trade union representatives are able to attend meetings, NHFT reserves the right to hold a rearranged meeting in the absence of the trade union representative if the trade union representative is unable to attend. Should this occur and the employee gives advance notice, they may be offered support from their trade union representative and produce a written submission to be considered at the meeting.

Which stakeholders have been involved in the creation of this Policy

- Trust Staff Partnership Forum and Line Managers
- Trust Policy Board attendees

Any required definitions/explanations

NHFT: Northamptonshire Healthcare NHS Foundation Trust. PDD: Project Description Document: overarching document that sets out, at a high level, the overall change that is going to be implemented. It contains, financial information alongside risk, benefits, milestones of the whole change project. The PDD is always available within the Programme Management Office.

Consultation Document: Is specifically the elements that relate to staff/service changes that are to be consulted upon.

EIA: Equality Impact Assessment :

QIA: Quality Impact Assessment:

Key duties

Director of Human Resources: Lead Director for this procedure.

HR Department: Provide support and guidance on the application of this procedure

Management responsibilities:

Managers should not underestimate the effects that potential organisational change may have on staff's health, morale, motivation, behaviour and affects post consultation implementation. Managers are responsible for providing information about the potential for organisational change in a timely, open, honest and understandable way, both during and post consultation . Managers must ensure that all relevant information is provided prior to consultation starting eg draft job descriptions, consultation document clearing stating changes that are being consulted upon and ensure that all required approvals are in place. Eg Deputy Director approval and/or Executive approval – depending on change being consulted upon.

Managers will observe the requirements of this procedure, Managers should plan ahead as far as possible. This will allow time to make staff reductions by natural wastage.

Managers are required to advise Human Resources (HR) at the earliest opportunity, prior to the consultation launch, of any potential changes affecting the workforce and work with HR through the Organisational Change process. Managers should share the rationale for change in advance with trade unions at the earliest opportunity.

As communication is paramount during any organisational change, it is the responsibility of managers to ensure that all affected staff are offered one-to-one support as appropriate to assist them in considering their options. This must include staff currently on leave (e.g. long-term sickness absence, maternity or adoption leave, career breaks or internal and external secondments).

In recognition of the support to be provided to staff from trade union representatives and to ensure that they are fully able to participate in the process, managers will be expected to agree paid facilities time off for Trade Unions and Professional Organisations that may be over and above existing arrangements.

Employee Responsibilities:-

Employees are responsible at all stages for :-

- Engaging with opportunities for communication offered to them.
- Being proactive for their own future career direction.
- Engaging in all efforts to secure a post.
- Being as flexible as possible in the employment options considered.

Human Resources Responsibilities-

- Responsible for the communication, dissemination and implementation of this policy.
- Human Resources (HR) will support and advise managers in pathways who are responsible for managing matters of organisational change. They will ensure fairness in the application of this policy and will also ensure that the requirements of employment legislation are applied.
- Support managers in initiating the informal stage of the policy and procedure and engage trade union representatives
- HR Business Partners will be in attendance at formal meetings to support managers
- Responsibility for ensuring the process as laid out in this policy is followed, with appropriate Equality Matrixes completed.
- Human Resources will endeavour to support staff during the consultation process.

The Learning and Development Team Responsibilities:-

- Learning and Development will assist with any relevant training needs associated with redeployment i.e. CV preparation, interview techniques, career advice for 'at risk' staff.

Trade Unions responsibilities

- Trades unions will engage with managers and HR in the change management process, and advise and support their members.

Occupational Health Responsibilities:-

- Provide support for staff affected by redeployment/redundancy.
- Provide counselling in a supportive and therapeutic environment, helping individuals clarify their problems/issues and enable them to find solutions.
- Support individual mental health and wellbeing at a time of challenge and change.
- Offer confidential support and advice.

Policy detail

PROCESS

In accordance with legislation and partnership working principles, the Trust commits itself to meaningful and appropriate consultation with recognised trade unions and staff affected by the organisational change, with a view to reaching agreement on the way forward, although there will be exceptional occasions when organisational change will need to proceed without a consensus being reached on all issues.

All consultations have to go through a six stage process supported by Transformation and Programme Management Team.

Stage 1 = Concept, Pre-engagement Engagement

Stage 2 = Planning and Production of Documents

Stage 3 = Sign off

Stage 4 = Consultation

Stage 5 = Implementation

Stage 6 = Evaluation

STAGE 1 CONCEPT, PRE-ENGAGEMENT & ENGAGEMENT

The purpose of engagement is to involve staff affected by the change and their trade union representatives at the earliest opportunity to explore all options available.

By involving staff in decisions and communicating clearly with them, organisations can seek to maintain and improve staff morale, especially during periods of change, being open with staff about the rationale for organisational change helps facilitate productive problem solving to achieve pragmatic solutions

Recognising staff for their contribution to the organisation can have a positive effect on how valued and engaged staff feel.

STAGE 2 = PLANNING

A 'Consultation Document' will be prepared which will outline the proposed organisational change having gathered information to support the need for change and consulted with HR and Staff Side. The consultation document must include draft job descriptions and specifications where appropriate with proposed banding and grades. These will be subject to the final consultation outcome and job evaluation.

Project Delivery Document (PDD) which incorporates the Quality Impact Assessment and Equality Impact Assessment must be completed in advance and circulated with the Consultation Documents to the Executive Team for approval

7 working days in advance of the consultation launch meeting HR will share the draft consultation document with staff side. Dates for 1:1 meetings should also be agreed with staff side at this point.

STAGE 3 = SIGN OFF

All PDD's and Consultation Documents, with the exception of consultations below the £15k threshold, are to be submitted to the Exec Board which meets every 2 weeks for discussion and approval.

All consultations except those below the agreed threshold of £15k per annum cost improvement will require sign-off by the Exec Board. All changes above or below the threshold will be discussed with staff side colleagues before launch to staff.

STAGE 4 = CONSULTATION

A formal consultation period will be opened and all relevant information shared with staff affected (directly and indirectly) together with trade union representatives. The consultation period will be clearly stated together with the process for staff to register their feedback. The consultation period must be a 'reasonable' length of time and is a minimum of thirty calendar days in duration but may be more. This depends on the complexity and size of the proposed changes.

At the point when formal consultation starts, managers supported by HR and staff side will meet staff who are likely to be directly affected, to explain what the proposals mean for them. This is an opportunity to explain the reasons for the change, to answer any initial questions and to reassure staff that there is a commitment to their ongoing employment. After the consultation launch meeting each member of staff affected by the organisational change will be provided with a copy of the consultation document and a letter outlining the process which confirms if they are at risk or not. Staff who are absent from work for reasons such as maternity leave, sickness absence, secondment or on a career break will be sent a copy of the consultation documents by their manager via an agreed means of communication to enable them to participate in the consultation process. Staff should be asked to confirm they have received the information

Each employee will be offered the opportunity of a minimum of one individual meeting with a management representative at which they have the right to be accompanied by their trade union representative or workplace colleague. Managers will utilise the questionnaire template provided as part of the consultation documents.

Regular updates and FAQs will be circulated to all staff throughout the consultation period

All staff affected by organisational change will be informed of additional support available from Occupational Health

At the end of the consultation period, a consultation response document will be shared with all parties and any changes to the plan highlighted. Reasons will be given to justify decisions where it is not possible to fully address staff concerns. This may involve meetings with staff and their representatives. The new structure will then be confirmed. There will be no requirement to recommence consultation should the document be changed.

At the end of the consultation period, when a new structure has been finalised, the manager will write to all affected staff confirming the structure, job descriptions and person specifications. This letter will specify which of the following will be applicable:-

- a) Those posts which will retain the same duties and grades/bands and into which individuals will be confirmed in post. Members of staff who are confirmed in post will not need to make an application for these posts.
- b) Staff whose previous jobs will technically no longer exist in the new structure but for whom the scope of the duties, band/salary are largely unchanged (at least 50% of the duties are the same as before) are normally also confirmed in post.
- c) Those staff whose posts within the current structure will disappear or change substantially and will therefore cease to exist within the revised structure may be declared 'at risk' and given details of new opportunities.
- d) Those posts where numbers in a particular grade will be reduced. These staff should be advised in writing that they are 'at risk' and are eligible to apply for posts within the defined ring-fence and given details of new opportunities. This will be subject to a competitive selection process.

Staff whose current posts fall within (c) and (d) above will be encouraged to apply for available posts within the revised structure, or in any other areas where there are suitable

vacancies. In the event that a member of staff who is technically 'at risk' meets the essential requirements of the person specification for one of the new jobs or a job in another area of the Trust (or has the potential to do so, with training and development, within a reasonable timeframe) they will be given prior consideration. In exceptional circumstances where numbers in a particular grade will be reduced, it may be appropriate to seek volunteers for redundancy or early retirement.

All 'at risk' staff currently working in the department undergoing change will be asked to express an interest in any unallocated posts in the new structure (organisation), for which job descriptions, person specifications and application forms will be available from Recruitment.. Where a change is wider than one department expressions of interest will be invited from all staff who are 'at risk'.

No other applicants should be interviewed for any vacancies across the Trust, until any staff in an 'at risk' category or seeking redeployment under the Equality Act 2010 have been interviewed. The appropriate manager together with HR will evaluate applications against the person specification for the post.

Any unallocated posts not filled from the 'at risk' staff and those seeking redeployment under the Equality Act 2010, will then be advertised in open competition.

Every possible effort will be made to avoid redundancies. Staff who are displaced will be offered the maximum opportunities of redeployment and other assistance as follows:-

- a) redeployment to suitable vacant posts within the organisation, with protection of salary if appropriate.
- b) appropriate retraining for vacant posts within the organisation, within an agreed timeframe.
- c) career counseling (either internal and/or external) which will include, if required, assistance with preparation of CVs and completion of application forms, and development of interviewing skills.
- d) referral to a job club or outplacement service at the organisation's expense, if considered appropriate.

Staff who are not successful in obtaining satisfactory posts in the new structures within the organisation will be considered for alternative employment. The individual will be consulted to identify the scope for matching to suitable alternative employment.

Staff at risk will, upon application, receive priority consideration for interview for all posts at or below their current salary in the occupations agreed as suitable alternatives within the Trust, before these posts are externally advertised. Pay protection periods will apply where appropriate (see Pay Protection Policy).

Stage 5 IMPLEMENTATION

An outline of how the change will be implemented which will provide an overview of the implementation process will be included in the Consultation Response document. When planned implementation of the new model is expected, it is recognised that a period of transition may occur for an agreed period before the new model is fully implemented taking into consideration the needs of the service.

Stage 6 EVALUATION

Evaluation demonstrating and managing the impact of the change and the achievement of objectives and lessons learned will take place at an appropriate time to be agreed by management and staff side. Evaluation should take place approximately 3-6 months after the change to give time for any change to embed, the Manager leading the change will determine who will be involved in the review, and it may involve, staff, staff side, patients and service users depending on the change.

The Transformation Business Partner leading on the change must use an evaluation framework, which identifies areas of evaluation, this document is available via the Programme Management Office.

SUITABLE ALTERNATIVE EMPLOYMENT

Wherever possible, employees shall be offered redeployment where there is suitable alternative employment. Any such offer must be in writing and confirm the following:-

- The job, including job title, hours, grade/band and duties
- where the job is
- the pay offered
- any changes to the terms and conditions from the previous post.

Suitable alternative employment shall be determined by reference to current employment legislation. I

Suitable alternative employment refers to both the place and the capacity in which the member of staff would be working. In relation to place, suitability will be determined with due consideration to individual circumstances. Appropriate assistance will be given with excess travelling expenses in accordance with the Trust's Pay Protection Policy.

For the purposes of this policy, any suitable alternative employment opportunities shall be brought to the member of staff's notice in writing before the date of termination of contract and with reasonable time for the member of staff to consider it. The suitable alternative employment should be available no later than 4 weeks from that date and the contract of employment will be extended to accommodate reasonable consideration, a trial period etc.

If redeployment is accepted, there shall be a 4-week trial period, or longer if appropriate, subject to joint agreement in writing at the start of the trial. This period allows both the member of staff to confirm that he/she wishes to accept the post and the new manager to ensure that the employee can meet the required standard. A trial period can also be extended for the purpose of re-training a member of staff by means of a written agreement between the Trust and the member of staff concerned.

The following factors will be taken into account when determining suitable alternative employment:-

In considering whether or not a post offers suitable alternative employment, reference will be made to the definition set out in **Section 16** of Agenda for Change: NHS Terms and Conditions of Service Handbook.

For non A4C staff the national Terms and Conditions of employment shall be adhered to.

The following factors may be taken into account when considering whether or not a post offers suitable employment:-

- Place of work
- Hours of work
- Time / cost of travelling
- Pay
- Skills / tasks
- Qualifications
- Career prospects
- Personal circumstances

In considering whether a post is suitable alternative employment, regard should be had to the personal circumstance of the employee. Employees will, however, be expected to show some degree of flexibility.

If the trial period does not work out to the satisfaction of all parties for the reasons outlined in **Section 16** of Agenda for Change: NHS Terms and Conditions of Service Handbook then one further effort will be made to find suitable alternative work, usually for an agreed and fixed period of time prior to the dismissal of the employee by reason of redundancy.

For Non A4C staff the national Terms and Conditions of employment shall be adhered to.

An employee who unreasonably refuses suitable alternative employment will lose his / her right to redundancy pay. Where an employee fails or refuses to make an application for a suitable post, he/ she will be deemed to have unreasonably refused alternative employment.

. If, following a trial period, a member of staff accepts a suitable alternative job within the Trust there shall be no entitlement to redundancy pay. Where a member of staff accepts suitable alternative employment, the trial period provisions as laid down in current employment legislation shall apply.

The capacity means that the job need not be on the same grade/salary but must be within an equivalent level of qualification, skills and training of the individual. Where there is a reduction in salary, a pay protection period may apply. Anyone on a protected salary shall be expected to apply for any suitable posts which arise on the grade or salary protected during the period of protection, otherwise the right to protection may be forfeited. Each case shall be considered on its merits.

Where a member of staff wishes to change to a new post that requires re-training, this will be encouraged and supported. This may involve induction training, on-job training, courses, seminars or refresher training. Where re-training to acquire new professional or occupational qualifications is necessary or sought and can be achieved within a reasonable timeframe, each application will be considered on an individual basis and the current skills, experience and wishes of the member of staff will be taken into account.

For the appeal process please see page 15.

REDUNDANCY

Where an organisational change is likely to result in job losses, the statutory processes for disclosure of information and notification to trade unions and the Department of Employment will apply. Consultation with the appropriate recognised trade union(s) will take place at the earliest practical opportunity before redundancies are to take effect but at the minimum:-

- at the earliest opportunity and no less than 30 days, where it is proposed to have less than 20 redundancies;
- 30 days before, where it is proposed to have 20 or more redundancies within a period of 30 days or less;
- 45 days before, where it is proposed to have 100 or more redundancies within a period of 45 days or less.

The organisation must, by law, give formal notice of redundancy whether it is voluntary or compulsory. However this notice will not be given until the redundancy process is completed. The period must be at least that required by the contract of employment, or the statutory notice period whichever is the greater. Even if staff are not eligible for redundancy pay they are still entitled to written notice. It should be noted that the organisation may or may not require individuals to work their notice, and this should be specified when formal notice is given. The appropriate Designated Officer shall issue formal notice together with all necessary information.

Once staff are declared 'at risk', if it appears likely that they will not be able to be redeployed, it is important that they are seen individually by their manager with HR in order to go through the options available looking at their individual circumstances. Employees may be accompanied by a representative of their trade union/professional organisation, by a work colleague, not acting in a legal capacity. At this stage estimates of pay/pension can also be discussed and managers should ensure that the figures have been asked for in advance.

A member of staff who has received written notice of redundancy is entitled to reasonable time off with pay to try and find suitable employment (e.g. for interviews), or to arrange training. However time off, which must not be unreasonably withheld, must be approved by the manager and timing must take account of the needs of the service.

Voluntary Redundancy

In order to minimise the need for compulsory redundancies, volunteers for redeployment and redundancy may be sought first from amongst the group of employees identified as being at risk of redundancy. Eligibility for redundancy payment for those taking voluntary redundancy is set out in the section below.

A decision to grant such a request will not set a precedent for any other person in the organisation, no matter whether they hold the same or a similar role.

Employees applying for redundancy / early retirement will not prejudice their selection for new posts in any new structure. The organisation reserves the right at its absolute discretion to decline applications for redundancy.

Where the opportunity to apply for redundancy / early retirement is offered, NHFT will specify the criteria. All applications for redundancy / early retirement which match the criteria will

then be considered.

For the appeal process please see page

15. Eligibility for redundancy payment

Trust employees will be eligible for redundancy payments in accordance with their terms and conditions of employment. To be eligible for a redundancy payment, employees must have two years or more continuous service with the NHS. The amount of redundancy payment an employee is entitled to depends on length of service and salary at the date of ceasing to be employed and the details set out in the NHS National Terms and Conditions handbook.

- Employees shall not be entitled to a redundancy payment if they:-Are dismissed for reasons of misconduct, with or without notice.
- Have, at the date of termination of the contract, obtained without a break, or a break not exceeding 4 weeks, suitable alternative employment with the Trust or another NHS organisation.
- Unreasonably refuse to accept, or apply for, suitable alternative employment with the Trust or another local NHS organisation.
- Leave their employment before expiry of notice, except where the Trust has agreed early release.
- Have had employment that has been taken into account for the purposes of a previous redundancy, or loss of office payment by an NHS employer.

Staff whose employment is subject to Transfer of Undertakings Protection Employment (TUPE) will not be redundant and therefore will not be entitled to redundancy payment.

Re-employment following redundancy payment

Applying for Substantive Roles

Former NHS employees who have been made redundant will not be eligible to recommence in a substantive post at NHFT within the period of time equivalent to their redundancy payment, when expressed in months' salary. For example, if an employee is paid a redundancy payment of 4 months' salary, he/she cannot recommence employment in a substantive post within 4 months of being dismissed for redundancy

If the ex-employee returns to work for NHFT in a substantive role before the period of their exclusion has expired, then the former employee will be required to repay to the Trust, monies equivalent to the remainder of their period of exclusion.

Applying for Bank Roles

An employee who has left the NHS following redundancy and wishes to work on the NHFT Bank, will be considered for work after 1 month upon application following redundancy. However they will not be able to return on the same pay band and will be banded at a level below the band they were previously working on.

Transfer of Undertakings Protection of Employment (TUPE)

Where there is a proposal to transfer services and staff to a different employer, there will be consultation with the trade unions and staff at the earliest opportunity.

When services are transferred from one organisation to another in line with TUPE or by virtue of a Transfer Order under the National Health Service Act 1977, which mirrors TUPE, the employment of staff who are assigned to the services which are being transferred will transfer to the new organisation. TUPE applies in contracting out scenarios, retendering and where the services are brought back into the NHS.

All the terms and conditions within the transferring employee's contract of employment (including relevant policies and procedures) will transfer with them.

Managers will consult with Trade Unions and Employee Representatives in relation to the transfer and write to individuals prior to the TUPE transfer to confirm any arrangements.

In all of these circumstances the manager will abide by this policy and procedure in relation to information and support to all affected individuals, ensuring the effective communication is maintained.

APPEAL PROCESS

Where there is a disagreement at any stage of the process, this will be heard by a specially convened panel consisting of a Senior HR Business Partner a member of staff side (or an appropriate trade union official) and a Director of the Trust. Management will make the arrangements for the panel to sit and contact staff side to confirm the identity of the trade union representative on the panel.

Access to this panel will be triggered by the employee or trade union representative writing to the Director of HR & OD setting out the nature of the disagreement. An employee seeking to resolve a disagreement through this procedure will not have access to the grievance procedure on matters covered by this policy. This panel should normally be held within 10 working days of the Director of HR & OD receiving the letter.

Any employee who has received written notice of redundancy will have the right of appeal against this decision in accordance with the appeals arrangements set out in the Trust's Disciplinary Procedure. The redundancy notice will not be suspended whilst these procedures are being followed but may be revoked or amended according to the outcome of the appeal.

Training requirements associated with this Policy

- **Mandatory Training**

There is no mandatory training associated with this policy.

- **Specific Training not covered by Mandatory Training**

Ad hoc training sessions based on an individual’s training needs as defined within their annual appraisal or job description. All managers will be trained on the organisational change process or be competency assessed and signed off based on previous experience.

How this Policy will be monitored for compliance and effectiveness

The table below outlines the Trust’s monitoring arrangements for this document. The Trust reserves the right to commission additional work or change the monitoring arrangements to meet organisational needs.

Aspect of compliance or effectiveness being monitored	Method of monitoring	Individual responsible for the monitoring	Monitoring frequency	Group or committee who receive the findings or report	Group or committee or individual responsible for completing any actions
Duties	To be addressed by the monitoring activities below.				
Trends or inconsistencies in application of the procedure will be identified and addressed and any learning/best practice applied as appropriate. All changes will be reported in accordance with the process outlined above. Key Indicators such as numbers of cases where the procedure has been applied will also be kept under review through Human Resources and remedial action/reporting/ recommendations applied as required	To review cases (using the HR database) where this procedure has been applied. This includes the details of cases to be sent from the HR database to Pathways monthly and remedial action/reporting /recommendations applied as required	HR Business Partner who is assigned to the management of the procedure	Annually	HR Team	Pathway Groups to ensure remedial action/ reporting/ recommendations are applied as required
There can be more than one aspect to be monitored so list each separately					
If there is mandatory training associated	Training will be monitored in line with the Statutory and Mandatory Training Policy.				

with this document state the mandatory training here	
Where a lack of compliance is found, the identified group, committee or individual will identify required actions, allocate responsible leads, target completion dates and ensure an assurance report is represented showing how any gaps have been addressed.	

For further information

Please contact the Assistant Director HR.

Equality considerations

The Trust has a duty under the Equality Act and the Public Sector Equality Duty to assess the impact of Policy changes for different groups within the community. In particular, the Trust is required to assess the impact (both positive and negative) for a number of ‘protected characteristics’ including:

- Age;
- Disability;
- Gender reassignment;
- Marriage and civil partnership;
- Race;
- Religion or belief;
- Sexual orientation;
- Pregnancy and maternity; and
- Other excluded groups and/or those with multiple and social deprivation (for example carers, transient communities, ex-offenders, asylum seekers, sex-workers and homeless people).

Reference Guide

There are no references or bibliography associated with this document

Document control details

Author:	TSPF
Approved by and date:	Trust Policy Board – 21.11.2017
Responsible committee:	TSPF – 18.10.2017
Any other linked Policies:	-
Policy number:	HR003
Version control:	6.0

Version No.	Date Ratified/ Amended	Date of Implementation	Next Review Date	Reason for Change (eg. full rewrite, amendment to reflect new legislation, updated flowchart, minor amendments, etc.)
4.0	19.03.15	20.03.15	19.03.17	New Governance of Trust Policies Template.

5.0	07.06.2017	08.06.2017	31.07.2017	Review date extension agreed at Trust Policy Board.
6.0	21.11.2017	22.11.2017	21.11.2020	Minor amendments and changes in working practice.

EQUALITY ANALYSIS REPORT – APPENDIX 1

Equality Analysis Report									
Name of function:	HR Policy – Organisational Change								
Date:									
Assessing officers:									
Description of policy including the aims and objectives of proposed: (service review/redesign, strategy, procedure, project, programme, budget, or work being undertaken):									
<p>This Policy outlines the procedures which apply to all staff affected by service or organisational change, modernised working methods or any other form of organisational restructuring.</p> <p>Our objective is to ensure that during any organisational change, we are committed to ensuring:</p> <ul style="list-style-type: none"> ▪ Selection for redundancy/at risk is not based on a protected characteristic. ▪ All staff are considered for suitable alternatives employment, where possible and available, regardless of any of the protected characteristics. ▪ Selection criteria are fair and fairly applied. ▪ The provision of the policy will be followed for all staff, regardless of protected characteristics. <p>The protected characteristics of staff being made redundant will be monitored to ensure that discrimination in the selection process does not occur.</p>									
Evidence and Impact – provide details data community, service data, workforce information and data relating specific protected groups. Include details consultation and engagement with protected groups.									
<p>Evidence base:</p> <ul style="list-style-type: none"> ▪ NHFT Equality Information Report August 2012 ▪ Northampton County Council :Northamptonshire Results: 2011 Census Data Summary 									
	Corby	Daventry	East Northants	Kettering	Northampton	South Northants	Wellingborough	Northants	England
2001	53,400	72,100	76,600	82,200	194,200	79,400	72,500	630,400	49,449,700
2011	61,100	77,700	86,800	93,500	212,100	85,200	75,400	691,900	53,012,500
% rise	14.4%	7.8%	13.3%	13.7%	9.2%	7.3%	4.0%	9.8%	7.2%
<ul style="list-style-type: none"> ▪ Ethnicity: 85.7% (White) and 14.3% (BME)- 1.75% (dual heritage); 4.01% (Asian); 2.5%(Black including British, African and Caribbean) ; 0.85 % (Chinese) ; 6.05 % (white other EEA, polish, Gypsy & Traveller) ▪ Gender: 49.6% males; 50.4% females (including 1% transgender) ▪ Disabled people: 19% (including 3.5 % < aged under 18) ▪ Faith communities: 71% Christian; 29% minority faith: (includes Hindu, Muslim, Sikh, atheists, non-belief) ▪ Sexual orientation (gay, lesbian or bisexual): 5 - 7% (Stonewall estimate) 									

Equality Analysis Report			
Name of function:		HR Policy – Organisational Change	
Date:			
Service Information: provide any relevant service data or information to inform the Equality Analysis including service user feedback, external consultation and engagements or research.			
Protected Groups (Equality Act 2010)		<p>STAGE 3: Consider the effect of our actions on people in terms of their protected status?</p> <p>The law requires us to take active steps to consider the need to:</p> <ul style="list-style-type: none"> ▪ Eliminate unlawful discrimination, harassment and victimisation. ▪ Advance equality of opportunity ▪ Foster good relations with people with and with protected characteristic <p>Identify the specific adverse impacts that may occur due to this policy, project or strategy on different groups of people. Provide an explanation for your given response.</p>	
Age		Age related stereotyping or negative attitudes: In compliance with the Equality Act 2010 this policy will be applied equally to all members of staff and will not allow a person's age to impact on the fair and equal application of the policy.	
Disability		No specific adverse impacts have been identified for people with a disability in the implementation of a Probationary Period Procedure or specific adverse impacts have been identified for people with a disability in the implementation of a Probationary Period Policy	
Gender (male, female and transsexual, including pregnancy and maternity)		No specific adverse impacts have been identified for people with a disability in the implementation of a Probationary Period Procedure	
Gender reassignment		No specific adverse impacts have been identified for people with a disability in the implementation of a Probationary Period Procedure	
Sexual orientation (including marriage & civil partnerships)		No specific adverse impacts have been identified for people with a disability in the implementation of a Probationary Period Procedure	
Race		No specific adverse impacts have been identified for people with a disability in the implementation of a Probationary Period Procedure	
Religion or Belief (including non-belief)		No specific adverse impacts have been identified for people with a disability in the implementation of a Probationary Period Procedure	
Equality Analysis outcome: Having considered the potential or actual effect of your project, policy etc, what changes will take place?			
New Probationary Periods Procedure will be communicated within the Trust and made available on the HUB.			
Action Plan			
Issue to be addressed	Action	Who	Date to be completed

Equality Analysis Report			
Name of function:	HR Policy – Organisational Change		
Date:			
N/A			
N/A			
Ratification – a completed copy of the Equality Analysis form must be sent to Equality and Inclusion Officer to be approved.			
Approving Officers			
Date of completion:			