



Organisational Change and Redundancy Policy

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Version Control Sheet

This must be completed and form part of the document appendices each time the document is updated and approved

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Consultation / Acknowledgements with Stakeholders

Name	Designation	Date Response Received

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1 Introduction / Purpose

This Policy sets out the Trust's approach to the management of organisational change and the procedure that must be followed by managers wishing to implement significant change.

This policy and procedure supports the aim of managing strategic and operational change in a way that is both supportive to staff and enhances the provision of the highest quality of patient care.

2 General Principles / Target Audience

This Policy will apply to all staff employed by the Blackpool Teaching Hospitals NHS Foundation Trust.

3 Definitions and Abbreviations

ACAS Advisory, Conciliation and Arbitration Service

Aspirational Interview

An interview to obtain details of the employees skills and experience and to discuss the career/job aspirations

HR Human Resources

ICER Information and Consultation of Employee Regulation

NHS National Health Service

OD Organisational Development

Trade Union Representative

A Trade Union Representative means a member of a recognised negotiating body of the Trust

TUPE Transfer of Undertakings (Protection of Employment)

Trust Blackpool Teaching Hospitals NHS Foundation Trust

4 Responsibilities (Ownership and Accountability)

4.1 Managers

Managers shall follow the policy and procedure when proposing, consulting on and implementing organisational change. They must ensure that staff are treated fairly and equitably and take steps, wherever possible, to avoid the need for redundancies.

4.2 Employees

Employees are expected to play an active role in the consultation stage and in the process of implementation, which may include a process for appointment to posts in the new structure and measures to avoid redundancies.

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4.3 Trade Unions and Staff Representatives

Trade Unions and Staff Representatives play a vital role in advising and representing staff undergoing organisational change and in working in partnership with the Trust to ensure that organisational change is managed with the least disruption to services, to patients and in accordance with the principle of avoiding redundancies wherever possible.

4.4 Change Management

Organisational change is driven by the business needs of the Trust. Change can be triggered either by the external environment or by an internal review of service requirements. Examples of significant organisation change include:

- Reorganisation
- Relocation
- Merger of a service
- Expansion of a service
- Competitive tendering or outsourcing / Transfer of Undertakings (Protection of Employment) (TUPE)
- Major Change in working practice

In order to meet changing business needs more effectively, there may be occasions when managers need to implement relatively minor changes. Reasonable minor changes and adjustment to duties and working practices may be implemented without recourse to the formal procedures in this Policy. Minor changes do not apply to any situation which may lead to redundancy, either for a permanent or fixed term employee. Agreed minor changes that affect earnings will be subject to the Trusts Protection of Pay arrangements as applicable

Employees are central to the achievement and success of organisational change. The Trust acknowledges that change can cause concern and uncertainty and should therefore be managed fairly and consistently in accordance with established good practice. The Trust will provide appropriate support to employees affected by change and employees have the right to be accompanied by a Trade Union Representative or a Work Colleague at meetings to discuss organisational changes.

This policy and procedure provides a framework for managing change effectively through planning, consultation, communication and support and with full regard to employment legislation.

The trust is committed to the following principles for managing change:

- Within the principles of partnership working, managers considering organisational change are expected to undertake meaningful informal consultation with Trade Unions/Staff representatives and employees at the earliest opportunity. When consulting with staff, managers should ensure Trade Union Colleagues / Staff Representatives are available for meetings to support employees and the process.

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- There will be full and open communication with employees and unions throughout the period of proposed organisational change
- Employees will receive notice of any organisational change which may affect their futures at the earliest opportunity
- Employees will be treated as individuals with due regard to their personal and employment circumstances and their career aspiration at all stages of the change management procedure
- Employees will have access to the Trust's Health and Wellbeing Service
- Employees will be expected to play an active role in identifying new career opportunities and be realistic in their expectations. To facilitate an active role, staff will be asked to provide further details about their skills, experience and career aspirations via an aspirational interview. An Aspirational Interview Template is attached in Appendix 1.

5 Policy

The Trust recognises that there may be changes in organisational requirements that affect staffing needs. The Trust commits to working in partnership with the Trade Unions to achieve organisational change without the need for redundancies where possible.

All change management within the Trust, whether minor or of wider impact, will be conducted in accordance with this policy which incorporates best practice and legal requirements.

In line with the Trust's commitment to equality and diversity in the workplace, managers must ensure that no member of staff is discriminated against in accordance with the Equality Act 2010 (1).

5.1 Change Management Procedure

Managers considering organisational change will gather information to support the need for change. A template Consultation Document is attached in Appendix 4. Early informal consultation with the Trade Unions and Employees is encouraged.

The Consultation Document will usually contain:

- Details of the current position including staffing structure
- The need for change and the rationale behind the change
- The options that have been considered
- The proposals for change including the proposed staffing structure(s) and any location change
- The financial, staffing and workload implications of the proposals
- The number and grades / bands of staff who may be at risk of redundancy as a result of the proposal
- Proposed timescale for consultation and implementation of the proposed change.

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5.2 Consultation

In accordance with legislation and the principles of partnership working, the Trust will undertake appropriate consultation with Trade Unions, Staff Representatives and affected employees with a view to reaching an agreement on the way forward. The manager will provide sufficient information in the Consultation Document for employees and Trade Unions to make an informed contribution to the consultation process. Consultation will commence at the earliest opportunity.

The purpose of consultation meetings with employees and their representatives will be:

- To receive and where possible address any question on the reasons for change
- To consider any comments or view on the consultation document including any alternative proposals and costing's before determining any final decision to proceed
- To clarify any change processes and timeframe specific to the proposed change exercise under discussion

In all but explicitly justified circumstances, the minimum period of consultation will be **three weeks**. In certain cases where changes need to be made very quickly, the Trade Union / Staff Representatives will be briefed immediately and this oral briefing will be followed by a written Consultation Document.

In the following instances consultation will continue for a period of no less than the statutory timescales:

- At least 30 days before any dismissal takes effect if 20 to 99 employees are to be made redundant at the Trust
- At least 45 days before any dismissal takes effect if 100 or more employees are to be made redundant at the Trust

The minimum of **three week's** consultation will apply if less than 20 redundancies are proposed.

The intention of the Trust will be to consult for the maximum period possible taking into account the number of proposed redundancies. The timescales detailed above would also be used in circumstances of service provision changes.

5.2.1 Consultation with the Trade Unions and Staff Representatives

Early informal consultation with the Trade Unions and Staff Representatives is required. This is also known as pre-consultation. This may lead to shorter formal consultation time and greater employee satisfaction with the process. It is good practice in early consultation to share with Trade Union and Staff Representative colleagues the consultation document, prior to circulating to staff.

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During a period of change, management will meet regularly with Trade Unions and Staff Representatives to ensure that they are kept informed of all developments.

5.2.2 Consultation with Individual Employees

Each employee whose role may be affected by the change will be provided with a copy of the Consultation Document. Employees who are absent from work for any reason including career breaks will be sent a copy of the Consultation Document to their home address / other suitable address so that they can participate in the consultation process.

Each employee will be offered the opportunity of at least one individual meeting with their manager where they have the right to be accompanied by a Trade Union Representative or a work colleague. Support at meetings will also be offered from the Workforce Advisory Service if required. A one to one proforma template has been drafted for use at these meetings, (Appendix 3).

At the meeting, each employee will be invited to comment and respond to the proposals, including how the proposed changes may impact on their personal circumstances, such as caring responsibilities.

A written record of the individual meetings will be kept. The record will be a note of the main points discussed at the meeting, but not verbatim notes. A pro-forma has been developed to support managers in capturing the detail in the one to one meetings with employees, where there are changes to the service delivery (i.e. shift pattern changes, on-call). The employee will be given a copy of this for their records.

Regular updates and frequently asked questions may be circulated to employees during the formal consultation period. Throughout this period employees should be encouraged to discuss their concerns and queries with their line manager and representatives.

In addition to the individual consultation meetings, employees can be kept informed by management, team meetings, email and other written communication and by information supplied by the Trade Unions and Staff Representatives.

5.3 End of Consultation

At the end of the consultation period the manager will give full consideration to all comments and feedback received from employees and their representatives and will make a decision on the way forward. A written report will be provided covering the change process to be followed and the timeframe. The report will include:

- The reasons for the decision
- An explanation where the management decision is in conflict with the views of the trade union and staff representatives and employees, or where the proposal has changed as a result of consultation.
- Identification of posts which are the same or substantially the same in the old and new structures
- Arrangement for filling posts via 'slotting in' or restricted competition (See 5.4.1.)

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- Selection arrangements for posts within the new structure (See below)
- Measures that will be taken to avoid compulsory redundancies
- Arrangements for seeking suitable alternative employment
- Reference to the Trust's pay protection arrangements and how these will apply
- Support for staff who are affected by the change, including career counselling and reasonable time off to seek other employment or undertake training
- Proposed timescales

Selection Criteria where compulsory redundancies are being considered should use criteria in Section 5.5.2:

In considering any measures that will be taken to avoid compulsory redundancies including requests for voluntary redundancy or early retirement, operational efficiency and service needs must be taken into consideration. If a member of staff volunteers for redundancy/early retirement, approval of the request will be subject to the needs of the service and cost implications. Care must be taken to ensure that decisions are based on sound organisational reasons and do not breach equality legislation.

5.3.1 The process for filling posts in the New Structure

Stage one takes place amongst employees who are affected by the change. Posts in the new structure will either be filled by 'slotting in' or by restricted competition where a post could be suitable alternative employment for more than one member of staff affected by the change.

Stage two is where wider competition takes place for any posts that remain vacant in the new structure following slotting in or restricted competition within the department. The post can then be opened up to access by any employee on the 'at risk register', for whom the post is considered suitable alternative employment. Thereafter posts will follow normal recruitment procedures.

Where the substantive duties, skills, pay band, salary and hours of work of the post holder are wholly or mainly the same in the new structure as they were in the old, and there are sufficient roles in the new structure, then employees may slot in automatically without the need for competition, and without detriment to her/his terms and conditions of employment. Where a member of staff can automatically be slotted into the new structure this must be confirmed in writing and s/he advised they will not be eligible to apply for any other posts in the new structure unless advertised on an unrestricted basis.

Restricted competition will occur where there are a number of employees in 'old' posts which are the same or substantially the same as posts in the new structure but where there are fewer in number, or where new posts have been created and a number of employees affected by the change meet the selection criteria for these posts. In this situation, employees will be asked to state their preferences for posts in the new structure.

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5.3.1.1 Competitive Interviews

Competitive interviews will take place when: -

- New posts are established and there are more people than posts available
- New posts at the same band as the old posts have changed significantly in terms of duties and skills
- Posts remained unchanged in the new structure but the number of posts has been reduced.

The competition for new posts should be “ring-fenced” and restricted in the first instance to those staff directly affected by the change. What this means in practice is that each level of the new structure should only be open to staff whose current substantive posts are directly displaced, or substantially affected. Therefore, pools may need to be created comprising all staff whose jobs at a particular level in the organisation are at risk. This approach will ensure all staff in the pool are treated fairly and equitably.

Selection to a new post will be made against the criteria clearly documented in the Person Specification for the job

Employees who are selected for posts during stage one will be deemed to have been offered suitable alternative employment by the Trust. This will be confirmed in writing by the manager.

Posts that cannot be filled via stage one will be subject to the process for stage two as set out above.

Any employee who is not appointed to a post in the new structure will be offered post-interview feedback and appropriate support in relation to options of redeployment.

5.4 Redundancy

5.4.1 Definition of Redundancy

The definition of redundancy used by the Trust will be determined by the legal test and guidance at the time. Further information can be accessed using the links to government website (2) or ACAS (3) or by contacting the Workforce Advisory Service or Trade Union Representative.

Employees should note that place of work referred to in this policy, should not be confused with the specific site or unit in which an employee works. In accordance with the Trust terms and conditions, staff may be required to work in other designated locations managed by the Trust with entitlement, where appropriate, to claim excess travel costs via the Trust’s Electronic Expenses system. Consideration will be given to the employee’s individual circumstances.

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5.4.2 Compulsory Redundancy Selection Criteria

Consideration will need to be given as to which of the following criteria could be appropriately used, with reasonable objectivity, when selecting those to be made compulsorily redundant.

Thought must also be given to the maximum weightings which should be applied to each criterion. It is not possible to predefine the criteria for selection, but the following provides some guidance, which should be consulted on. The selection criteria might include:

- Attendance record – the period of assessment should be reasonable and consideration should be given to patterns of attendance. Absences related to a disability or pregnancy / maternity / paternity must be treated with caution;
- Skills / qualifications;
- Performance / capability – provided that the assessment of performance itself is objective and ‘performance criteria’ is clearly defined from the outset. Evidence might be obtained through the appraisal process or other objective external assessment;
- Disciplinary record – records must be compared over a reasonable period of time to ensure they are representative and must be in date;
- Length of service – not to be used as the sole criteria to avoid possible discrimination on the basis of age or sex.

5.4.3 Employees at Risk of Redundancy

Management will identify the positions, individual employees or pool of employees who are at risk of redundancy as a result of these changes. When changes in staffing levels or skill mix are proposed, which will lead to a reduction in the numbers of employees in particular bands, occupational groups or specialities.

In considering any measures that will be taken to avoid compulsory redundancy the Trust may consider requests for voluntary redundancy and will always wherever possible identify suitable alternative employment.

Employees at risk of redundancy will be invited to a meeting with their line manager and may be accompanied by a Trade Union representative or a work colleague

- Discuss how the proposed changes affect the individual
- Explain why the individual is at risk of redundancy
- Explore the possibility of redeployment
- Explain the process for redeployment
- Explain the arrangements for protection of pay and terms and conditions where applicable
- Offer support and assistance

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- Discuss any other relevant issues and process which may include providing a redundancy payment estimate if requested

Following the meeting, employees at risk will be given a letter within five working days to confirm their *at risk* status and the key points discussed at the meeting, including answers to questions raised at the meeting for which there were no immediate answers available at the time.

At risk employees will be given prior consideration for posts within the new structure where they meet the selection criteria, under stage one of the process (See 5.4.1.). Where they are selected for a new post they will normally be given the offer in writing within seven working days of the interview. Any training required will be discussed with the member of staff as part of the offer process. The appointment will be subject to a trial period (See 5.5.5.).

Employees who are not selected for a post in the new structure will be formally declared at risk of redundancy and given notice of redundancy in accordance with their contract of employment. They will be placed on the Trust's 'at risk register' for a period of 12 weeks which will include their notice period. An updated aspirational interview will be undertaken if appropriate.

Employees on the 'at risk register' will be given prior consideration for other suitable posts that are or become vacant in the Trust. They will remain on the register until their last day in service.

5.4.4 Suitable Alternative Employment

Suitable alternative employment is work within the Trust that is on broadly similar terms and within the same range of skills required as the current employment. If an employee is at risk of redundancy they will be given prior consideration for suitable posts in line with their skills, experience and capabilities. The offer of suitable alternative may be on another site operated by the Trust.

The Trust will ensure that as far as is practical suitable alternative employment is offered to all staff as an alternative to redundancy. For the purposes of this policy, 'suitable alternative employment' should be determined by reference to Sections 138 and 141 of the Employment Rights Act 1996 (4). Therefore, in considering whether a post can be deemed suitable the following factors will be taken into account:

- Pay
- Status
- Location
- Working Environment
- Hours of Work
- Personal Circumstances

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A post may be considered as suitable alternative employment if it is banded on the same band as the employee's current post, or the next higher or lower band in agreement with the individual. If this would result in a drop in earnings, pay protection arrangements will apply as set out in the Trust Protection of Pay Policy (5).

If the individual is offered the post, this will be treated as an offer of suitable alternative employment and a trial period (See 5.5.5.) will apply. Any offer of suitable alternative employment will result in the manager writing to the employee to confirm this offer of suitable employment.

If an offer(s) of suitable alternative employment is made, but the employee unreasonably refuses to accept it, a hearing will be scheduled to review offer(s) of employment. The hearing will be chaired by a Senior Manager with the authority to dismiss and supported by Workforce Advisory Service. The employee will have the right to be accompanied at the meeting by a recognised Trade Union / Staff Representative or a work based colleague. If the post(s) offered are deemed by the Senior manager to be a suitable alternative, the Trust will consider termination of employment and the employee will lose his/her right to a redundancy payment. The employee will have the right to appeal this decision and must do so within 14 days of receipt of the letter following the meeting.

If a secondment or a temporary redeployment post is offered as an alternative to permanent redeployment this will not affect the Trust's ultimate aim to redeploy employees permanently. Employees are assured that during any period of temporary appointment their employment status is unaffected. Secondments or temporary posts provide an opportunity to build upon existing skills and employees will continue to accrue NHS service throughout this time. Employees rights are in no way affected by choosing to accept a temporary appointment and the Trust will remain committed to searching for a permanent suitable alternative.

5.4.5 Trial Periods and Training

A trial period will only apply if a member of staff has been formally declared at risk of redundancy and a formal offer of suitable alternative employment has been made.

The purpose of a trial period is for both the manager and the at risk employee to assess the suitability of the post as alternative employment.

Where employees have the potential ability but not the immediate experience to undertake full duties of the role, they will be provided with appropriate skills development / training. This will be provided when it is reasonable, practical and cost effective and where the employee demonstrates a willingness to learn and can apply the new skills within an agreed timeframe.

The trial period will normally last for four weeks but may be extended by mutual agreement. This may well apply where a member of staff requires additional training and development.

If an individual is unable to commence or complete a trial period due to ill health, subject to advice from the Trust's Occupational Health department they may be deemed to be redundant.

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If the trial period is unsuccessful, as determined by the employee and the manager concerned and there are no further offers of suitable alternative employment or the 12 week re-deployment period has ended then redundancy arrangements will apply.

Employees will remain on the 'at risk register' until the end of their notice period or for 12 weeks (whichever is longer) during which time they may be considered for a maximum of 3 offers of suitable alternative employment if available. Offers will be subject to the same arrangements including a trial period.

5.4.6 Redundancy Arrangements

An employee will have their contract terminated on the grounds of redundancy if no suitable alternative employment can be found, or if a trial period is unsuccessful.

Redundancy Pay - Section 16 of the NHS Terms and Conditions of Service Handbook (6) sets out the qualification criteria for a redundancy payment and the arrangements for redundancy pay for Agenda for Change employees dismissed by reason of redundancy. Pay Circular (M&D) 1/2007 (7) sets out arrangements for consultants and hospital medical and dental staff, doctors in public health medicine and the community health service. Staff dismissed by reason of redundancy will be entitled to notice in accordance with their terms and conditions of employment.

5.4.7 Appeals against Selection for Compulsory Redundancy

Any employee who has been selected for redundancy and who is dissatisfied with the way in which the Trust has applied its redundancy selection criteria, or believes that he/she has been unfairly disadvantaged by the selection criteria or not given fair opportunity to put forward representations, can appeal against his/her selection for redundancy by writing to the Director of Human Resources within 14 calendar days of the formal notification of redundancy being given.

The appeal will be heard by a nominated Senior Manager, who will usually be the Director of HR and OD who has had no previous direct involvement in the redundancy exercise and a Non-Executive Director of the Trust.

5.5 Transfer of Undertakings (Protection of Employment) (TUPE)

- Organisational change can sometimes involve the transfer of a service from one employer to another. Such transfers will be handled in accordance with current legislation, within the Transfer of Undertakings (Protection of Employment Regulations 2006) (TUPE) (8) and guidelines (9) issued by the Cabinet Office.
- Further information and details on TUPE can be obtained from a HR Business Partner.

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5.6 Suspicion of Fraudulent Activity

Any suspicions of fraudulent activity will be referred to the Trust's Counter Fraud Specialist for detailed information gathering. Should such an investigation find reasonable grounds to suspect an offence has been committed, further action will be taken, in accordance to the Trust's counter fraud and corruption policy (10).

Further advice can be obtained from the Trust's Counter Fraud Specialist.

6 References and Associated Documents

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Appendix 1a: Redeployment Process

All vacancies will be subject to review by the Workforce Advisory Service before being advertised to consider the potential suitability of the vacancy for redeployment through the Vacancy System. Posts identified as potential redeployment opportunities will be taken out of the recruitment process until redeployment has been fully explored.

Staff on the redeployment register will be assessed as being suitable for a vacancy if the employee meets the essential criteria on the person specification, allowing for reasonable training and also reasonable adjustments where the employee is considered to have a Disability in accordance with the Equality Act 2010 (1).

When the Workforce Advisory Service Representative identifies a potential suitable post, this will be sent to the substantive manager and the employee. The employee will contact the Recruiting Manager to arrange a meeting with a view to starting a work trial if both parties agree.

Where redeployment is on medical grounds management should request medical advice through the Occupational Health Department. This must also be requested where there is a substantial change in the type or nature of the work undertaken or where it is beneficial to seek medical advice, taking into account the date of the original health clearance.

Redeployment opportunities will be sought at the employee's substantive pay band. However, as a last resort, posts at different pay bands maybe considered in agreement with the employee, taking into consideration the amount and duration of pay protection. In the event of an employee being redeployed and having their pay protected, suitable alternative employment at their protected salary must continue to be sought by all parties during the protection period (5).

When a suitable vacancy has been identified, employees would be expected to begin a work trial as soon as practicable, unless they notify Workforce Advisory Representative and the substantive manager within 5 working days providing a justifiable reason as to why it is not suitable. If a work trial requires a DBS, then this will not proceed until one has been received.

Where a number of employees are identified as equally suitable for a post, selection for redeployment will be open to competition. Each employee will be interviewed and the successful candidate will be offered a 4 week trial period as outlined above.

Commencement of a 4 week work trial is for the benefit of the employee and the Department. Objectives and success criteria for the trial period must be set and agreed between the employee and the Recruiting Manager prior to the trial period and assessed at weekly meetings. Where the role is part time, consideration must be given to increasing the trial period to ensure equity.

The work trial must be reviewed at the end of the designated trial period and the employee will be offered the post if the trial objectives are met. The work trial may be extended at the discretion of the Recruiting Manager, taking into account local induction regimes.

If the work trial is deemed successful by the Recruiting Manager, the redeployment will be

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Appendix 1a: Redeployment Process

seen as an appropriate job match, unless the member of staff provides justifiable reasons as to why the post is not suitable.

If an employee rejects the offer of a post deemed to be an appropriate job match without a justifiable reason, the employee may forfeit their right to a redundancy payment, where applicable.

The At risk process will last up to a period of 12 weeks, in this time an employee may undertake more than 1 work trial. There may be some circumstances where, by mutual agreement the 12 week period may be extended.

Employees may undertake up to a maximum of 3 trials over the 12 week at risk period (given that each trial may last up to 4 weeks). If an employee rejects a work trial without a justifiable reason, that would count as one work trial for the purpose of this process.

In all cases it is the Recruiting Managers' responsibility to notify the employee, arrange the necessary paperwork including an assignment change form and agree set objectives and a personal development plan for the next 12 months.

If an employee is redeployed to a post of fewer hours than they are currently contracted for, and therefore receive pay protection in accordance with the Trusts Protection of Pay Policy, they must work their original hours until the time limited period of protection ceases, with the additional cost met by the Exporting department.

Where a candidate is judged to be unsuitable following the work trial period, the post will be offered as a suitable redeployment position to the next most suitable candidate in the selection process.

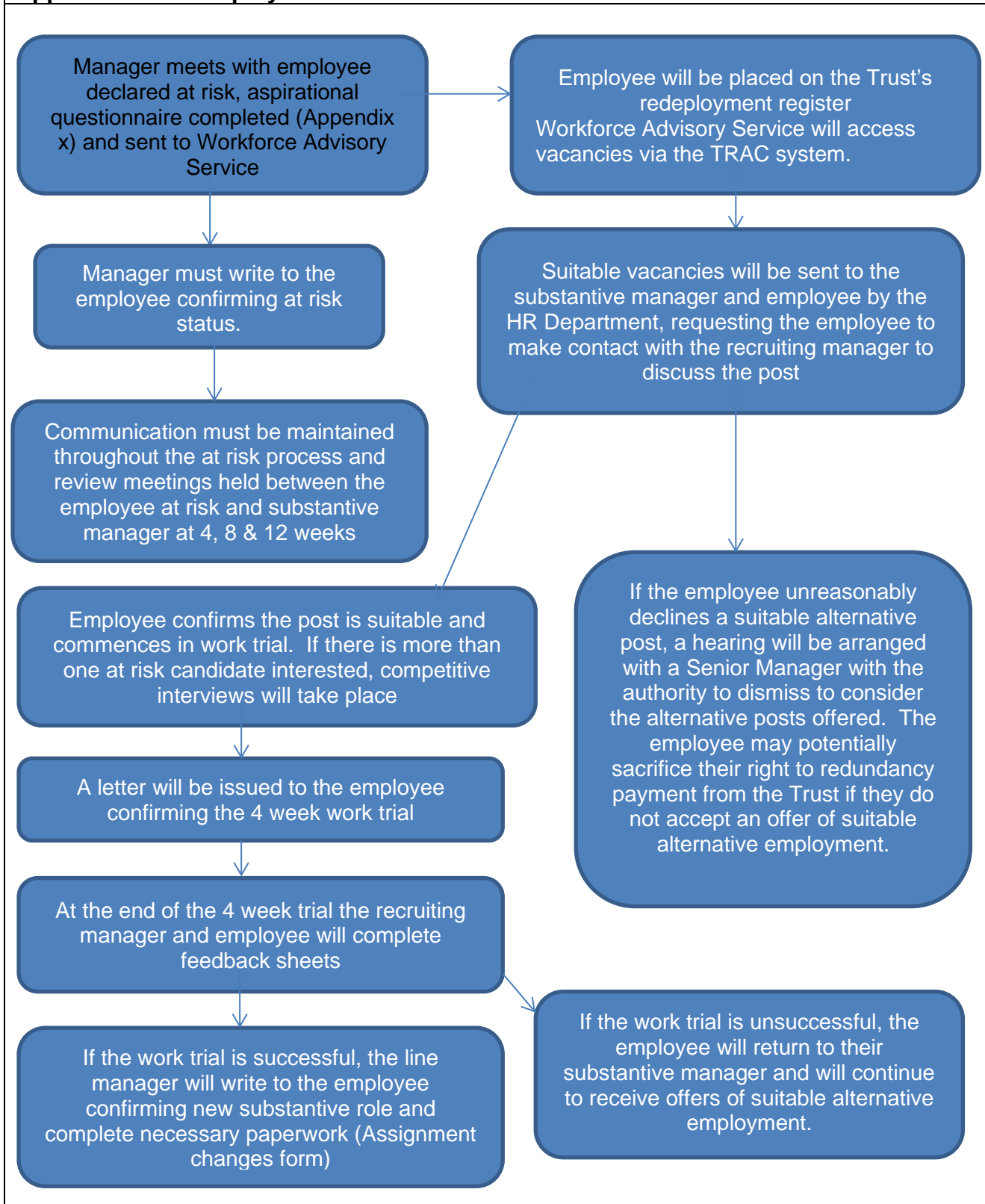
An unsuccessful work trial applicant must be informed of the criteria, which he/she has been unable to fulfil, and counselled on their performance throughout the redeployment process. This action must be undertaken by the Recruiting Manager responsible for filling the vacancy and a copy of the person specification and selection notes will be retained on the individual's personal file.

Following a period of 3 months, or earlier if agreed, from the date of being placed on the redeployment register, a final review meeting must be arranged in all instances with Workforce Advisory Service, the Line Manager and employee. In cases of Disability this period may be extended as a reasonable adjustment.

Employees will be invited to the review meeting-, accompanied if they wish, by a trade union representative or a work colleague. The Exporting manager who holds the substantive post will lead the discussion and each case will be assessed on its merits, with the aim of reviewing the options available. At this meeting, consideration will be given to proceeding to a hearing where, termination of employment, the grounds of which will form part of the discussion. Details of the hearing are given in section 5.5.4.

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Appendix 1b: Redeployment Process Flowchart



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Appendix 2: [Aspirational Interview Form](#)

Aspirational Interview Form

Please complete this form and bring it with you when you attend for your interview.

If you have any questions or concerns prior to your interview please contact your Line Manager or the Human Resources Department.

Background information

Personal Details - please complete the following information about you.

Surname:	First Name(s)
Contact Address:	Contact Numbers: Home: Work: Mobile: Email:
<u>Employment Details</u> Please complete the following information about your employment with the Trust.	
Division:	Base (e.g. Victoria Hospital):
Department:	Line Manager:
Trust Start Date:	Length of NHS Service: Current service: Previous service:
Post Title:	Agenda for Change Banding:
Contract Status: Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> If part time what are your contracted hours? Permanent <input type="checkbox"/> Temporary <input type="checkbox"/>	Were you redeployed into this post? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, Is there any existing pay protection in place for this post: Yes <input type="checkbox"/> No <input type="checkbox"/> If yes when is this due to come to an end?

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Appendix 2: Aspirational Interview Form

<p>Reason for currently being placed on the Redeployment Register</p> <p>At Risk <input type="checkbox"/> Medical <input type="checkbox"/> Capability/Performance <input type="checkbox"/> Other* <input type="checkbox"/> <i>please state reason below</i></p> <p>.....</p> <p>Please note: The Protected Pay Policy applies only to those 'at risk'.</p> <p>* Only on the outcome of a formal process</p>				
<p>Please describe your current work pattern with approximate times.</p>				
<p><u>Week 1</u></p> <p>Monday</p> <p>Tuesday</p> <p>Wednesday</p> <p>Thursday</p> <p>Friday</p> <p>Saturday</p> <p>Sunday</p>	<p><u>Week 2 (if applicable)</u></p> <p>Monday</p> <p>Tuesday</p> <p>Wednesday</p> <p>Thursday</p> <p>Friday</p> <p>Saturday</p> <p>Sunday</p>			
<p>If part time, would you be willing to increase your hours? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, how many hours a week would you be willing to increase to?</p> <p>Would you be willing to change your hours of work? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, what hours are you willing to work? Please state below:</p>				
<p>Monday</p> <p>Tuesday</p> <p>Wednesday</p> <p>Thursday</p> <p>Friday</p> <p>Saturday</p> <p>Sunday</p>	<p>AM</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>PM</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>EVENING</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	<p>NIGHT</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
<p><i>Only to be asked if the individual is not 'at risk'</i></p> <p>What bands would you consider?</p>				

Appendix 2: Aspirational Interview Form

<p>Are there any personal circumstances which you feel we need to be aware of:</p> <p>Childcare <input type="checkbox"/></p> <p>Carer <input type="checkbox"/></p> <p>Medical <input type="checkbox"/></p> <p>Other <input type="checkbox"/> please state</p> <p>.....</p>	<p>What mode of transport do you currently use to get to work?</p> <p>Walk <input type="checkbox"/></p> <p>Cycle <input type="checkbox"/></p> <p>Bus <input type="checkbox"/></p> <p>Car <input type="checkbox"/></p> <p>Other <input type="checkbox"/> please state</p> <p>.....</p>
---	--

Do you have any particular areas of the Trust where you would like to work?
If yes please state:

Site preference?

Do you need additional support with regard to disability needs?

Operational Summary

<p>Previous employment experience (including professional qualifications)</p>	
---	--

Appendix 2: [Aspirational Interview Form](#)

<p>Key Skills & Strengths (including transferable skills)</p>	
<p>Would you consider a career change? If yes, what would you consider? What training or development do you need to support a career change?</p>	
<p>Further comments needed to be taken into consideration:</p>	
<p>Managers Signature</p> <p>Employee Signature.....</p> <p>HR Signature</p> <p>Date.....</p>	

SAMPLE

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Appendix 3: [One to One Interview Form](#)

One to One Interview Form

If you have any questions or concerns prior to your interview please contact your Line Manager or the Workforce Advisory Service.

Background information

Personal Details - please complete the following information about you.

Surname:	First Name(s)
Contact Address:	Contact Numbers: Home: Work: Mobile: Email: @nhs.net
<u>Employment Details</u> Please complete the following information about your employment with the Trust.	
Division:	Base (e.g. Victoria Hospital):
Department:	Line Manager:
Trust Start Date:	Length of NHS Service:
Post Title:	Agenda for Change Banding:
Contract Status: Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> If part time what are your contracted hours? Permanent <input type="checkbox"/> Temporary <input type="checkbox"/>	Were you redeployed into this post? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, Is there any existing pay protection in place for this post: Yes <input type="checkbox"/> No <input type="checkbox"/> If yes when is this due to come to an end?
Please describe your current work pattern with approximate times (reference the information provided).	

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Appendix 3: [One to One Interview Form](#)

<p>Please confirm the level of evening / night shift / day shift currently worked:</p> <p>Please confirm any training needs required:</p> 	
<p>If part time, would you be willing to increase your hours? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, how many hours a week would you be willing to increase to?</p> <p>Would you be willing to change your hours of work? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, what hours are you willing to work? Please state below:</p>	
<p>Are there any personal circumstances or caring responsibilities which may impact on your ability to undertake different working hours/pattern:</p> 	
<p>Do you need additional support with regard to disability needs?</p> 	
<p>Further comments needed to be taken into consideration:</p>	
<p>Managers Signature</p> <p>Employee Signature</p> <p>HR Signature</p> <p>Date:</p>	

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**Consultation Document
Re-Structure within the INSERT Department**

Introduction

This consultation document outlines a proposal to re-structure the department. The purpose of this document is to commence a period of consultation with you which will conclude on [INSERT DATE **minimum of 3 week**]. During this time, we will be actively seeking the views of you all on this proposed re-structure and we are also asking for your ideas about any other options to be considered. If you have any alternative proposals please can you contact either [INSERT LINE MANAGER AND/OR DIRECTOR]

We plan on talking with our staff side colleagues over the coming months and would expect them to play a full and active part in the consultation process.

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Appendix 4: [Consultation Document Template](#)

Consultation Document Template

Proposed Changes and New Structure

Current Structure			Proposed Structure			
Job Title	Band	WTE	Job Title	Band	WTE	
Total		£0.00	Total		£0.00	
					WTE variance	£0.00
					Savings £	

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Consultation Document Template

Costs

The proposed new structure if implemented will reduce the overall costs by [INSERT SAVING FIGURE] which includes [INSERT SAVING FIGURE OR DELETE] savings for non-pay.

- INSERT POSTS TO BE CHANGED OR REMOVED FROM THE STRCUTRE (DETAIL)
- INSERT ANY NEW POSTS (DETAIL)

The next steps

It is proposed, subject to the outcome of the consultation process, to implement the new structure by inviting applications for the new posts from [INSERT DATES]. Applications for the new structure will be restricted in the first instance to staff substantively employed in the department at the same / one up / one down Agenda for Change (AfC) band as the posts proposed in the new structure. The definition of substantive includes staff continuously employed by the Trust for over 12 months. Where this is not possible consideration will be given to allowing applications for from individuals at different bands. We will be seeking applications for the following:

INSERT DETAILS OF POSTS AND POOLING ARRANGEMENTS, e.g.

- The Manager (restricted in the first instance to the existing substantive staff at AfC band 8a)

Information regarding the job descriptions and person specifications for all of the above roles will be available by the [INSERT DATE]

Selection Process

It is envisaged that the selection process will take place from [INSERT DATE] and will be completed by [INSET DATE].

It may be that some staff do not wish to be considered for positions within the proposed new structure and where there is a reduction in staff numbers it may be possible to consider alternative options including early entry onto the redeployment register or voluntary redundancy. Staff being consulted due to a proposed change can request early access to the redeployment register. Anyone wishing to do so should contact their nominated HR representative. Alternatively if you would like to discuss options for redundancy, please can contact the Deputy Director of HR ext.: 56880.

The [INSERT POST TITLES) will be actively involved in the appointment of [INSERT POSTS}.

The newly appointed [INSERT POST] will be actively involved in the selection procedure for [INSERT POST DETAILS].

We will not be inviting applications for the roles until after [INSERT DATE] to allow sufficient time to consult and consider any alternative proposals prior to determining the final structure. It is envisaged that the selection process will take place from [INSERT DATE] and will be completed by [INSERT DATE].

INSERT NAME - INSERT DATE

Enclosed: proposed Organisational Chart

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Appendix 5: Equality Impact Assessment Form				
Department	Workforce & OD	Service or Policy	CORP/POL/255	Date Completed: 20/06/2017
GROUPS TO BE CONSIDERED Deprived communities, homeless, substance misusers, people who have a disability, learning disability, older people, children and families, young people, Lesbian Gay Bi-sexual or Transgender, minority ethnic communities, Gypsy/Roma/Travellers, women/men, parents, carers, staff, wider community, offenders.				
EQUALITY PROTECTED CHARACTERISTICS TO BE CONSIDERED Age, gender, disability, race, sexual orientation, gender identity (or reassignment), religion and belief, carers, Human Rights and social economic / deprivation.				
QUESTION	RESPONSE		IMPACT	
	Issue	Action	Positive	Negative
What is the service, leaflet or policy development? What are its aims, who are the target audience?	All change management within the Trust, whether minor or of wider impact, will be conducted in accordance with this policy which incorporates best practice and legal requirements	None		
Does the service, leaflet or policy/ development impact on community safety • Crime • Community cohesion	No			
Is there any evidence that groups who should benefit do not? i.e. equal opportunity monitoring of service users and/or staff. If none/insufficient local or national data available consider what information you need.	No			
Does the service, leaflet or development/ policy have a negative impact on any geographical or sub group of the population?	No			
How does the service, leaflet or policy/ development promote equality and diversity?	In line with the Trust's commitment to equality and diversity in the workplace, managers must ensure that no member of staff is discriminated against in accordance with the Equality Act 2010.			
Does the service, leaflet or policy/ development explicitly include a commitment to equality and diversity and meeting needs? How does it demonstrate its impact?	Yes, by ensuring compliance with the Equality act and current employment legislation. This will be explored in aspirational interviews and or one to one meetings and through OH.			
Does the Organisation or service workforce reflect the local population? Do we employ people from disadvantaged groups	Yes			
Will the service, leaflet or policy/ development i. Improve economic social conditions in deprived areas ii. Use brown field sites iii. Improve public spaces including creation of green spaces?	No			
Does the service, leaflet or policy/ development promote equity of lifelong learning?	No			
Does the service, leaflet or policy/ development encourage healthy lifestyles and reduce risks to health?	No			
Does the service, leaflet or policy/ development impact on transport? What are the implications of this?	No			

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Appendix 5: Equality Impact Assessment Form				
Does the service, leaflet or policy/development impact on housing, housing needs, homelessness, or a person's ability to remain at home?	No			
Are there any groups for whom this policy/ service/leaflet would have an impact? Is it an adverse/negative impact? Does it or could it (or is the perception that it could exclude disadvantaged or marginalised groups?	No			
Does the policy/development promote access to services and facilities for any group in particular?	No			
Does the service, leaflet or policy/development impact on the environment 1. During development 2. At implementation?	No			
ACTION:				
Please identify if you are now required to carry out a Full Equality Analysis			No	(Please delete as appropriate)
Name of Author: Signature of Author:	Kerry Scholes		Date Signed:	20.06.2017
Name of Lead Person: Signature of Lead Person:			Date Signed:	
Name of Manager: Signature of Manager			Date Signed:	

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