

## Template Change Proposal Discussion Document

<b>Title of Consultation Proposal Document</b>	
<b>Divisional Director approval for change proposal and confirmation of business plan and funding approval</b>	<b>Signature:</b> <b>Date:</b>
<b>HRBP approval</b>	<b>Signature:</b> <b>Date:</b>
<b>Name of Manager Presenting Proposal</b>	
<b>Name of HR Representative</b>	
<b>Staff groups to be affected</b>	
<b>List of unions (where known) to be involved in consultation</b>	
<b>Date of JNCC Subgroup</b>	

### 1. Introduction

- 1.1 This document formally launches the consultation process for (outline the area being consulted) at Worcestershire Acute Hospitals NHS Trust. The consultation is being held in accordance with the Trusts Management of Organisational Change Policy WAHT-HR-036.
- 1.2 The purpose of this consultation document is to outline the proposal including timeframes. The paper is intended for (list the number of staff affected including bands (not by name) and will outline the operational and business case for proposing the change including all contractual and service changes affecting staff.
- 1.3 Feedback is encouraged and the process of meaningful consultation is to ensure staff are informed of the proposal and to allow the affected employees the opportunity to respond and comment and take an active role in the process.
- 1.4 If there is a short timescale for the proposal (such as an urgent clinical risk) it is important to detail the rationale here. (delete if not applicable)

### 2. Background & Context for Change

- 2.1 Provide an explanation on how services are currently managed. Outline the current structure (including headcount & wte and working arrangements for all staff groups – nursing, additional clinical services, admin & clerical, medical and dental etc including bases and sites covered)
- 2.2 Detail the rationale for change (for example, business needs, improved patient care, operational or financial efficiency, patient/staff feedback, best practice/national/government changes/agreements to service provision etc.)
- 2.3 Refer to appendices to view current department/service/ward structure.(appendices may include draft rotas, revised structures, etc).

### **3. Proposal**

- 3.1** Outline the proposal, giving consideration to the potential of improvements to services, the organisation as a whole, staff and patients. Detail the proposed changes to working arrangements for all staff affected including bases and sites covered.
- 3.2** Support the rationale for the proposal with any evidence from comparable organisations, internal audits, financial data, patient/staff feedback, regional and/or national initiatives.
- 3.3** Discuss implications for staff. With reference to current composition of team and how the change will affect them and how they will be supported through the process. Outline how the department/service/structure will look if the proposal is implemented.

Further details to include should identify:-

- Refer to section 2.1 the current arrangements and structure including total number of employees (headcount and WTE) employed within the department/service/ward.
- The proposed arrangements and structure including total number of employees (headcount and WTE) employed within the department/service/ward. This could be proposed with a new structure chart (as an appendix) if applicable.
- The total number of employees defined by job title who are proposed as 'At Risk' of redundancy.
- New job roles within the proposed new structure, if applicable. Ensuring any new roles have progressed through the job evaluation process.
- Proposed method of selection (Ring fencing, redeployment etc.)
- Staff (defined by job title or staff grouping) at risk of TUPE transfer, if applicable.

Outline any education and training needs that have been identified for staff affected and how these training needs will be supported eg a structured training plan with appropriate timescales.

Outline if increasing the service provision how the service will be managed until the vacancies are filled, what if any impact on the service whilst staff are recruited.

Outline what support/assistance is available to staff, line management, recognised Trade Union representatives, HR advice and support, Occupational Health and staff well being support etc and that the available support is ongoing during and after the change process.

### **3.4 Communication with other services involved (including medical staff)**

Detail other services that the change could impact i.e. Therapies, Portering services or Pharmacy including referencing discussions undertaken, likely impact, solutions and mitigations in place.

Detail if medical staff have been consulted as part of the change process.

#### 4. Benefits & Risks

- 4.1 Detail the benefits to the Trust, staff and patients that this change will elicit, including broader NHS benefits if appropriate-
- 4.2 Detail any identified risks the proposed changes may have on staff or the service.

#### 5. Financial Implications of the Proposed Change

Detail any financial benefits eg reduced agency spend or detail any funding received to support the change eg via a business case for increased funding, or funding from other sources to the Trust/Service. Detail the funding source if not fully or partially funded by the Trust.

#### 6. Staff Engagement

Be specific about how staff have been engaged and involved prior to commencement of formal consultation eg informal discussions with staff, newly recruited staff have been notified their shift patterns/base will change.

#### 7. Change Management Process

##### 7.1 Consultation

The expectation is that the consultation on the proposed changes will launch on date and will run to date. (unless there are exceptional circumstances)

The consultation launch meeting will take place with manager, staff and accredited trade union (staff side) representatives. Staff are entitled to a one to one meeting with management. Alternatively, staff are entitled to be accompanied by a colleague not acting in an official capacity. (See Section 9).

- 7.2 All affected staff including staff on family leave, long term sickness and career breaks or any other current Trust employment process, will receive a copy of the proposal and will be invited to a consultation launch meeting. The meeting will detail the principles of the proposal.

Further details of the Change Management timetable are detailed in Section 8 of this document.

##### 7.3 Staff Placed at Risk (complete if applicable)

##### 7.4 Ring-fencing & Suitable Alternative Employment (complete if applicable)

##### 7.5 Pay Protection (complete if applicable)

The Management of Organisational change policy outlines both short and long term pay protection arrangements. Long term pay protection of basic salary is used where downgrading to a lower band post is involved and the protection is outlined in the table below:

Length of service with the Trust	Length of Protection
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Less than 12 months service	Nil
1 – 2 years' service	12 months protection
Over 2 years' service	2 years protection

## 8. Timetable

The formal 30/45 day consultation period will launch on **date** and will run to **date**. Staff will be invited to attend a launch of consultation meeting with (Name of lead) and (Name of HR support) to present the paper and to begin meaningful consultation. Management will take any initial questions.

Staff as part of meaningful consultation to actively engage with this process are asked for their feedback on this proposal, during the consultation period outlined above. Comments should be sent to Name, Job Title via email Email directly or in conjunction with their union representative.

Date	Organisational Change Process
	Director of Operations approval confirming sign off of business case and funding
	JNCC Sub Group
	7 calendar days prior to consultation launch circulation of consultation proposal document and slide deck, invitation letter and Supporting our NHS staff booklet.
	Consultation Launch Meeting ( <i>presentation of Consultation Paper and slide deck</i> )
	1:1 Meetings to discuss individual circumstances
	Management consideration of comments and feedback
	Consultation outcome and feedback communicated to staff.
	Proposed Implementation date

## 9. Staff side representation

- 9.1** Colleagues have the legal right to be represented by an accredited trade union representative, of a recognised workplace trade union. You will need to contact your union as soon as possible if you wish to be represented by your union at any of the consultation meetings.
- 9.2** Links to the unions recognised by the trust are on the Staff Side – Trade Unions page, which can be accessed via the Staff Room button on the Trusts intranet homepage.
- 9.3** Prior to any meeting, colleagues should inform their manager that they will be represented or accompanied, giving the name of their trade union representative or work colleague.

**9.4** The roles of a trade union representative and a work colleague are significantly different and we strongly encourage colleagues to seek advice to fully understand these roles and to make an informed choice about representation or support during any meetings.

## **10. Staff Support**

**10.1** We appreciate that change can be unsettling for staff and that staff may welcome additional support during the process. The Trust encourages colleagues to seek support from:

- Your Line manager
- Human Resources Advisory team – 01905 760410 or 38594 or via email: [wah-tr.hrenquiries@nhs.net](mailto:wah-tr.hrenquiries@nhs.net)
- Your trade union. Links to the unions recognised by the Trust are on the staff side trade union page which is accessed via the intranet, staff room button on the homepage.
- Occupational Health and Well being service - 01905 760693 or 760694 or via email [wah-tr.OccupationalHealth@nhs.net](mailto:wah-tr.OccupationalHealth@nhs.net).

**10.2** Support can also be found by visiting the Trust Health and Wellbeing 7 point pinwheel at [www.worcsacute.nhs.uk/wellbeing](http://www.worcsacute.nhs.uk/wellbeing). Staff can also access support from Network of Support Services (NOSS). Support is also available from the Staff Psychological Wellbeing Service supporting staff wellbeing at work. Staff can contact any of the services directly via the contact details within the pinwheel if they wish to take up this confidential support. Staff can also access Supporting our NHS staff booklet via the well being pin wheel.

## **11. Conclusion**

Use this section to emphasise key drivers of proposed change and key messages such as “no redundancies will result from this proposal”. Also accentuate how the proposal will benefit staff/patient experience.

## **12. Equality and Human Rights Impact Assessment Outcome**

Appendix #####

## **13. Appendices**

Appendices may include:

- Management of change policy
- Relevant workforce information
- Draft rotas
- Organisational structures (current and proposed)
- Job descriptions and person specifications of new posts & current posts.
- Agenda for Change T&C if applicable (appropriate section)
- Supporting our NHS staff booklet
- FAQs
- Any other relevant documents referred to