

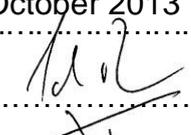


Cannock Chase CCG, South East Staffordshire and Seisdon Peninsula CCG and Stafford and Surrounds CCG

ORGANISATIONAL CHANGE POLICY

Agreed at Governing Body

Date: 03 October 2013

Signature: 

Designation: Chair Cannock Chase CCG

Review Date: 31 March 2019

Agreed at Governing Body

Date: 16 September 2013

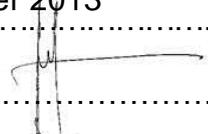
Signature: 

Designation: Stafford and Surrounds CCG

Review Date: 31 March 2019

Agreed at Governing Body

Date: 6 November 2013

Signature: 

Designation: South East Staffordshire and Seisdon Peninsula CCG

Review Date: 31 March 2019

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1.0 PURPOSE

- 1.1 This policy sets out the approach to organisational change within the Clinical Commissioning Groups.
- 1.2 The organisations are committed to managing change in a proactive way, ensuring that staff are both aware of and understand the nature of the change, how it might affect them and that it is managed within a reasonable timeframe.
- 1.3 Changes which affect staff will be conducted in partnership with staff members and their representatives to include full and meaningful consultation.
- 1.4 The CCGs are committed to managing any change with due regard for the health and wellbeing of its workforce.

2.0 SCOPE

- 2.1 This policy sets out a framework for the management of organisational change to ensure the CCGs are fit for purpose for the future whilst ensuring stability and delivery during periods of change.
- 2.2 This policy sets out the principles and standards expected to ensure staff are appropriately supported and fairly treated during changes.
- 2.3 This policy has been developed jointly by management, unions and staff representatives.

3.0 GENERAL PRINCIPLES

- 3.1 Consultation with staff and their representatives as soon as the likely implications are known, to keep staff informed at all stages of the change process and to respond to staff concerns promptly.
- 3.2 Reasonable treatment of staff by ensuring new organisational arrangements are implemented fairly and equitably, that the Human Resources process is applied.
- 3.3 Openness and transparency in communications with staff.
- 3.4 Ensuring business continuity throughout the period of change.
- 3.5 Reasonable steps will be taken to avoid redundancies wherever possible therefore retaining business critical skills and experience.
- 3.6 Collaborative working between agencies in the case of integrated teams.

4.0 RESPONSIBILITIES

- 4.1 The Board has a responsibility to oversee the implementation of this policy and to ensure that managers take action to meet the organisation's obligations to ensure equity and consistency.
- 4.2 Managers have a responsibility to follow this policy and to act on concerns or issues raised in a sympathetic, sensitive and supportive manner.
- 4.3 The HR Department is responsible for the provision of advice and/or support to managers and employees in relation to the application of this policy.
- 4.4 Employees have a responsibility to familiarise themselves and act in accordance with this policy.

5.0 PROCESS

5.1 *Communication and Consultation*

5.1.1 Effective communication and consultation mechanisms will be developed according to the nature of the proposed change. These may include a combination of individual or group briefings depending on the size and scope of the change to be managed.

5.1.2 The CCGs will inform and consult with recognised trade unions in advance of formal discussions with staff.

5.1.3 A formal consultation document to support the change will be developed. During the consultation period staff will be given every opportunity to comment on the proposals. Staff who are absent from work, such as those on maternity, long term sick leave or secondments should also be included with the consultation. Arrangements should be made to respond to staff feedback and to modify structures on the basis of such feedback where it is considered appropriate.

5.2 *Recruitment and Selection*

5.2.1 Recruitment to posts will follow the close of the consultation process. All vacancies will be communicated to staff that are eligible to apply.

5.2.2 A matching process will be used to ascertain which staff are eligible to apply for roles in the new structure.

5.2.3 The matching process will compare a person's substantive position with one or more in the new structure.

5.2.4 Staff who are absent from work, such as those on maternity, long term sick leave will be included in the matching process.

5.2.5 Fixed term staff who are covering a position usually filled by an absent member of staff will not be eligible to be part of the matching process, however, members of staff on fixed term contract who are covering a vacant but substantive position will be eligible.

5.2.6 Once the matching process is complete then the following stages will be applied:

5.2.7 *Stage 1: Slotted in*

Slotting in may apply where the duties and accountabilities of the post are not significantly reorganised and are substantially the same, e.g.

- No other person from within the CCG can claim they should be slotted in
- 70% of the duties remain the same
- The pay band does not change

Staff will be notified of the outcome, including any right of appeal.

5.2.8 *Stage 2: Pooling*

All posts not filled at stage one will be made available for eligible staff at stage two. Pooling arrangements will be part of the consultation process and communicated to staff.

In line with best practice, the interview and selection process will be based on the job description and person specification for the role, supported by a robust scoring system.

Staff will be notified of the outcome, including any right of appeal. Staff offered a post in the new structure will have five working days to consider whether to accept the post or not. If they do not accept the post, they need to provide in writing, the reasons for not deeming the post to be suitable alternative employment.

5.2.9 *Stage 3: Open Competition*

If no one from stage 1 or 2 is appointable, the post will be open to all other CCG employees and applicants external to the organisation.

5.3 **Redeployment**

5.3.1 Staff who have not been appointed into a post may then be placed at risk of redundancy. It is the responsibility of the manager to notify individuals of this and to invite them to an initial meeting with their line manager and HR to discuss their personal circumstances and any process for further job matching and/or suitable alternative employment.

5.3.2 All reasonable steps will be taken at this stage to avoid redundancies in order to ensure that business critical skills and experience are not lost.

5.3.3 *Suitable alternative employment*

Suitable alternative employment takes into account:

- Current band and salary
- Reporting line and line management responsibilities
- Nature of work and job responsibilities
- Location
- Personal circumstances
- Status

Some degree of flexibility is expected on the part of both the employee and the CCGs and it is important that each case is looked at on its own merits.

If an individual does not wish to accept an alternative post, it must be with good reason. If a fair assessment has taken place and the role is deemed a suitable alternative and the individual chooses not to accept the position, this will be classed as a resignation not a redundancy.

5.3.4 *Trial Periods*

If a suitable alternative position is found, staff may use a trial period of up to 4 weeks before making a final decision on whether they wish to accept the post. Training and support will be provided. There may be an option to extend the trial period beyond four weeks if deemed necessary for the role. However all parties should note that if a trial period is extended beyond four weeks then the individual may lose the right to a redundancy payment unless this extension is necessary for retraining for employment in the new job.

5.3.5 *Protection of salary*

Where a new post is offered as suitable alternative employment would result in a loss of earning due to a lower band, the following protection arrangements will apply for staff:

For staff appointed to the CCG from 1st August 2013

Length of service with the CCG	Years of protection
Less than 1 year	1
Over 1 year	2

For staff appointed to the CCG prior to 1st August 2013 or that transferred from a PCT on 1st April 2013

Length of continuous service	Years of protection
Less than 1 year	1
Between 1 and 3 years	2
Over 3 years	3

Protection will be afforded on basic pay or salary on a mark time basis, until the earnings in the new post over take the protected rate.

5.3.6 Protection of Travel Expenses

Employees, who are required to change their base as a result of organisational change, may be reimbursed their extra daily travelling expenses as per the nationally agreed Agenda for Change terms and conditions, section 17.29.

5.4 Redundancy

5.4.1 Whilst the CCGs are committed to avoiding compulsory redundancies as far as possible, this may become necessary in certain circumstances. Every effort will be made to help the staff member secure suitable alternative employment.

5.4.2 To avoid compulsory redundancies, the CCGs may consider using a voluntary redundancy scheme or an early retirement scheme. In such cases full consultation will take place and criteria will be in place for those being eligible to apply. Application for voluntary redundancy does not guarantee that it will be approved, even when expressions of interests have been invited.

5.4.3 Staff will be supported throughout their notice period, ensuring they are best placed for future opportunities.

5.4.4 Redundancy payments will be made in accordance with contractual entitlements.

5.5 Appeals

5.5.1 An employee, who is dissatisfied with an offer of redeployment or selection for redundancy, or with any other aspect of the implementation of this policy, will have a single stage right of appeal, normally to the next level of management.

5.5.2 The employee must stipulate their full grounds of appeal in writing, which should be one or more of the following:

- The detrimental impact of the change on the individual
- Failure to follow procedure

It is not sufficient merely to disagree with the change itself.

6.0 REVIEW AND REVISION

6.1 This policy will remain in force until superseded by a replacement agreement or until either side seeks the opportunity to jointly amend or renegotiate the agreement.

6.2 This policy will be jointly reviewed with Trade Unions and Staff Representatives on a regular basis and any issues raised by the review will be discussed.

6.3 Minor amendments to the policy to take account of changes in organisational arrangements or legislation/codes of practice can be made where required.

6.4 In any event a joint review of this policy will take place annually.