

Best Practice Guidance on Consulting on an Organisational Change Proposal

The purpose of this document is to provide guidance on the content of organisational change consultation documents and planning the process of consultation working in partnership with the Trade Unions. The document includes a checklist of best practice and a template which lists the headings commonly used in consultation documents and under each heading in italics there are a number of prompts for suggested content.

Managers are encouraged to amend the template to suit particular circumstances.

Managers are encouraged to discuss draft proposals with staff as part of a Staff Engagement process. This is not part of a formal consultation process but can help prepare the staff for the changes planned. To implement change however, it will be necessary to develop a formal consultation document and consult on that change. Change which would lead to redundancies is covered by statutory requirements – as set out in the Model pan-London Change policy.

A formal consultation process needs clear proposals that are meaningful and should be shared with Staffside in advance of a final launch in order that they can prepare for supporting their members.

Staffside will maintain appropriate confidentiality during this process prior to final launch, so that staff communication can be consistent and well managed.

Consultation should be launched in a way that involves Staffside at the initial meeting which will then be followed by individual meetings.

Consultation Checklist

<p>Develop change proposal - new structure plus process of filling new posts</p>	<ul style="list-style-type: none"> • Get advice from your HR Business Partner from the start. Remember a redundancy is a reduction in posts. Make sure the consultation document is checked by HR to ensure it complies with the Trust's HR policies and contracts • Discuss proposal with trade union colleagues • Involve all relevant stakeholders (Trade Unions, Staff, Users). • Prepare your team for change. Wherever possible develop the proposal with people affected by change • Involve your Finance Business Partner. Find out the recurrent costs for the current and proposed structure. Get approval for the cost of any potential redundancy • Plan the consultation, implementation and selection process – get the dates sorted out before consultation starts
<p>Write the consultation document</p>	<ul style="list-style-type: none"> • Use template at appendix 2 or write a letter if less than 10 people are affected • Append new job descriptions, rotas etc. to the consultation paper. Job descriptions should be evaluated where possible. These do not need to be finalised documents as this is still a consultation process. They need to contain enough information for the staff affected to be able to consider what these changes will mean for them and what their options will be, so that their individual consultation is meaningful to them
<p>Notify trade union colleagues</p>	<ul style="list-style-type: none"> • At least 5 working days before the planned start of formal consultation, send the consultation document and list of affected staff to the Chair of JSC, the lead representative for any relevant TU and the Head of ER • Revise consultation document in the light of TU comments as appropriate (factual, accuracy / clarity) • Offer meeting with trade union representatives to discuss the proposal
<p>Consult</p>	<ul style="list-style-type: none"> • If less than 20 staff affected, agree the timescale for the consultation • Hold group consultation meeting where there are general issues that apply to all or most people affected by the change Invite trade union representative(s) to the meeting • Individual meetings. People can be accompanied by a TU rep or colleague • Encourage people to comment on the proposal throughout the consultation period • Keep notes to ensure these points can be considered at the end of the consultation
<p>Close consultation and consider comments</p>	<ul style="list-style-type: none"> • Decide if extension is required
<p>Confirm outcome of consultation in writing</p>	<ul style="list-style-type: none"> • Confirm decision and highlight modifications to original proposal • Respond to comments and alternative proposals

	<ul style="list-style-type: none"> • Set out next steps e.g. meetings to confirm impact on people of change, selection activities, • Redundancy quotes should be made available for staff who are put at risk.
Selection activities, as appropriate	
Give notice and / or seek redeployment if appropriate	<ul style="list-style-type: none"> • Meet affected people to give notice of redundancy or change of grade. • Right to be accompanied • Confirm in writing • Organise appeals if necessary • Seek redeployment

TEMPLATE CONSULTATION DOCUMENT

NAME OF DIVISION/ DIRECTORATE AND DEPARTMENT

CONSULTATION ON PROPOSAL TO XXXX

1. EXECUTIVE SUMMARY

The aim of this paper is to initiate formal consultation on the proposed organisational changes for the XXXX in accordance with the Trust's Change Management Policy *[insert link]*. It is proposed that *[outline proposal very briefly]* in order to *[outline rationale briefly]*. It is proposed that the new structure is implemented from *[add in date if appropriate]*

2. CURRENT STRUCTURE

Org chart, table form

3. THE CASE FOR CHANGE

e.g. effectiveness, cost, role clarification, new technology, increase in demand, commissioning decision to change service, legal

4. PROPOSED STRUCTURE

- Proposed structure – org chart, table form
- Proposed roles
- Arrangements to support new structure, e.g. training, rota changes
- Any transitional arrangements

5. FINANCIAL IMPACT (if cost reduction is part of the case for change)

6. IMPACT ON THE QUALITY OF CARE FOR PEOPLE USING OUR CLINICAL SERVICES

- **Please complete if appropriate**

6a. EQUALITY IMPACT FOR PEOPLE USING OUR CLINICAL SERVICES

If the equality impact is judged to be low, it will be sufficient to write: This proposal is judged to have a low impact on service users. It is anticipated that most organisational change proposals will have a low impact for service users.

If the impact is medium the manager will need to state what the impact is likely to be in terms of race, gender, disability, sexual orientation, age or religion. If the potential impact is negative, they will need to state how, if possible, the impact can be mitigated.

If the impact is high, a full Equality Impact Assessment needs to be carried out as per Trust Equality Impact Guidance – insert link XXX. The EIA should be attached to the consultation document or summarised in the consultation document.

7. IMPACT UPON STAFF AFFECTED BY THE PROPOSAL

- ❑ slotting-in arrangements, ring-fencing
- ❑ Criteria for selection , as appropriate
- ❑ Impact e.g. redundancy, changes to shift, on-call, banding
- ❑ Pay Protection
- ❑ Confirm NHS redundancy provisions apply
- ❑ Measures to mitigate redundancies

7a. EQUALITY IMPACT FOR STAFF

If the impact is judged to be low, it will be sufficient to write: This proposal is judged to have a low impact on staff. If however the proposal entails one or more of the types of change:

- ❑ Staff at risk as a result of a proposal to disestablish posts
- ❑ Changes that potentially impact disproportionately on staff with caring responsibilities e.g. changes to rotas
- ❑ Changes that potentially impact disproportionately on staff with access or mobility problem e.g. relocation of work base

The following information should be presented in this section:

Headcount of staff in posts at risk of being disestablished or transferred to another organisation by race, gender, disability and age. Information to be presented in table form. Distribution restricted to the people in 'at risk' posts and their representatives.

ETHNICITY		GENDER		DISABILITY			AGE				
BME	White	male	female	Disabled	not disabled	not known	<25	25-34	35-44	45-54	55+

8. Proposed TIMETABLE

Date	Action
	Consultation document sent to Chair of JSC and any relevant TU rep
	Start of consultation. Consultation document given to affected staff
	Group meeting to discuss proposals.
	Consultation meetings with individuals, as required
	Responses to consultation from Staffside, individual TUs or staff submitted to management (it is a matter for those responding to decide who should be copied into their response)
	End of consultation period
	Management consider all responses and discuss their response with Staffside. At this stage any need for further consultation or an extension can be considered
	Written notification of decision following consultation, including timetable for implementation of changes

	Selection activities – e.g. interviews
	Meeting to confirm impact on affected people

8. TRADE UNION REPRESENTATIVES

For a list of Trades Union Representatives and their contact details please go to XXXX

9. CONTACT

If you feel very anxious about the proposed change you can speak to your trade union representative or your manager. Alternatively you can get advice from XXXX the Trust's confidential counselling service

If redundancies (voluntary or compulsory are being considered) then explain any staff support arrangements that have been put in place to assist staff affected – e.g. pensions advice, outplacement services

Consultation Best Practice Flow Chart

