



Operations Support Formal Consultation Paper 14th February 2020

Formal consultation document for Operations Support

Purpose

This formal consultation paper outlines proposed changes and development of the services provided by Operations Support who are part of the Strategy and Sustainability Directorate of the Trust.

The purpose of this document is to advise staff and their representatives of the proposed changes, to outline the process that will be followed concerning any changes to reporting structures, and to provide an opportunity for them to consider and feedback their views on these proposals.

Please be assured that there are no planned redundancies as an outcome of this proposed reorganisation.

Background

The Trust has undergone significant changes within the past two years and how we develop and deliver operational support services within this changing environment has been a key focus for us. The ever-present challenge for us to find new and more efficient and effective services is never truer than within our Fleet, Clinical Engineering and Make Ready Services which are truly the backbone of the Trust's operational and patient care services.

As we continue to transform our overall operational and clinical capability as a modern, Urgent and Emergency Care organisation, the support of well-joined up and inter-operable support services is now even more important which is why I have taken this opportunity to initiate a review of what we do, how we do it as this gives us the opportunity to update many established roles to ensure that they meet the current and anticipated needs of our services, our staff and, of course, our patients. It also enables us to introduce new jobs that will now enable us to develop new and more efficient/effective support services that are essential to provide 24/7 healthcare. As you are hopefully aware, we have already completed earlier phases of consultation last year with our Fleet Workshops and Make Ready Services colleagues to refresh these roles which included a pay re-banding exercise..

We are now at a point where we need to finalise the overall structure of the Operations Support team and we have looked at the requirements of the department as a whole as well as the current and future needs of the Trust. We have taken time and care to develop a new, proposed departmental structure which I am sharing with you as part of this important consultation process: I want to discuss these plans with you and in a structured way, as described within the Trust's Managing Change policy. We plan to meet with as many of you as possible as a group initially as part of a 'Breaking News' event which I will lead and again with you individually with your line manager, providing time-out to review these proposed changes insofar as they might affect you and to explain the duties, responsibilities, accountabilities and expectations of you going forward.

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As a key part of this key discussion with you, together you will also identify whether there are any personal development opportunities or support required to help you feel comfortable within your role and the new team. This meeting will also give you the chance to fully understand the appointments process, be it 'slotting -in' arrangements, restricted applications or open competition as described within the Managing Change Policy and, to ask us questions where you are unsure of anything

As you will note, we have reviewed job description/ person specifications to ensure that they properly describe the roles required and where it is a new post these job descriptions have been subject to a rigorous 'desktop review using the Trust's Job Evaluation process and procedure.

It is our intention to automatically slot existing staff (in blue on the chart) into their existing role and as per the criteria outlined in the Trust's Managing Change, Redundancy and Redeployment Policy (a copy of which can be reviewed on our East24 website).
<http://east24.connector/Policies%20on%20website/hr/change-management-redundancy-redeployment-policy.pdf>).

During this consultation period you will be given the opportunity to discuss the proposed slotting process in more detail with your line manager, myself or [REDACTED], HR Advisor. We can schedule 1:1 session between you and your line manager, and if necessary arrange for further collective group meetings to provide you an opportunity to have a full and open discussion concerning these developments. Attendance at these sessions is optional although I would really encourage you to attend at least one of them.

We plan to conclude individual and group consultation and engagement by **Monday 16th March** by which time we will have collated (anonymised) questions and provided written answers as part of Frequently Asked Questions (FAQs) to be circulated to you by **Wednesday 18th March (latest)**

We have begun discussions with UNISON whose contacts details are [REDACTED] or [REDACTED] should you have any questions you would like to discuss with them directly. A representative from Unison has been invited to join us at the initial consultation 'Breaking News' group meeting on Friday 14 February 2020.

Post consultation we will ensure our new working practices and processes are well-embedded within each work area in order to ensure everyone is able to work together efficiently and effectively as we drive our new services forward. We will also provide an effective on-boarding process (for all new employees and those moving to a new role) encompassing any essential training elements identified for the role.

Consultation Process

The formal consultation process relating to these proposals will commence on **Friday 14th February 2020** and last for a period of 30 calendar days, closing on **Monday 16th March 2020**.

As part of the Trust's consultation process, we are duty-bound to provide documentation to support why we are considering these changes

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I would like to explain in more detail the different colour schemes within the structure chart as follows:

Slotting In (Blue Boxes)

It is anticipated that the majority of current staff members will want to 'slot in' to their existing role as detailed within the proposed structure. However, we appreciate that there may be individuals who will want to discuss other roles with us as part of the 1:1 meeting within the consultation process. Please be assured that we will provide all necessary time and support to discuss fully on a case by case basis to assist individuals to reach a decision that works for all

Restricted Vacancies (Red Boxes)

Under the proposed structure we have identified specific roles that are currently being undertaken by individuals either on a secondment or fixed term basis. In these circumstances, we will advertise these vacancies internally only and for a period of one week. It is therefore anticipated that these individuals will apply via our website in order to be considered for the role.

Open Vacancies (Orange Boxes)

We have identified a requirement for eight additional roles covering seven positions within the new structure. These will be advertised on our website (internal and externally) for a period of one month.

Opt-Out Agreement Option

I can also confirm that following the initial notification letter, this Consultation document, and the first consultation meeting, as there is no contractual change for those individuals who will be slotted into their existing role, should you wish to exercise the right to withdraw from the formal consultation process for this initiative, I ask that you complete the section at the end of this letter and return a copy of the Opt Out only to me by **Friday 21st February 2020**. Two copies of the last page of this documents have been provided to allow you to keep a copy for your records of this document in full.

Please note that if you choose to opt out of this consultation process you will effectively be slotted into your existing role with immediate effect. This will allow us to confirm which roles are to be classed as vacant and whether they are for open or restricted applications.

Grievance Procedure

Any member of staff who feels aggrieved with the way he or she is treated or with the outcome, can use the Trust's grievance procedure – <http://east24/connector/Policies%20on%20website/hr/grievance-policy.pdf> or speak to your line manager or [REDACTED] in the first instance.

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Equal Opportunities

We are committed to ensure that the change management process as a whole and our recruitment/selection processes conform to good employment practice. No employee will receive less favorable treatment on grounds of age, gender, marital status, race, religion, creed, sexual orientation, colour or disability or on working patterns or on the grounds of trade union membership.

Timetable

Event	Person Responsible	Completion Date
Briefing Letter	Paul Henry	Monday 10 th February 2020
Formal Consultation Begins	Paul Henry	Friday 14 th February 2020
Group Meeting	Held in Barton Mills	Friday 14 th February 2020
One to one meetings	With line managers	W/c Monday 17 th February 2020
Opt Out Agreement	Individuals	Friday 21 st March 2020
End of consultation period	Paul Henry	Monday 16 th March 2020
Response to Consultation	[REDACTED]	Tuesday 17 th March 2020
Operational date of new structure	Paul Henry	Wednesday 18 th March

Individuals wishing to raise any questions or make representation or comments regarding these proposals should do so – via email to [REDACTED] before the end of consultation period.



Paul Henry
Deputy Director of Operations Support

Right to withdraw from Formal Consultation Process Section

I understand that my role will be one that is to be slotted into the new structure and that there will be no formal changes to my contract as a result of my acceptance of this initiative and therefore I wish to withdraw from the individual consultation process with immediate effect.

Signed: _____

Print Name: _____

Date: _____