



Organisational change

1 What this policy covers

GHC is continually seeking to improve the services and care it provides. This, along with responding to financial and other pressures, means sometimes it has to make organisational changes. This policy is designed to provide a framework to ensure that any organisational change process is clear, fair and supportive. It outlines the key processes, responsibilities and timescales involved.

2 Principles

- GHC will seek to manage organisational change in accordance with best practice principles and processes.
- This policy applies to all staff with a permanent (substantive) employment contract with GHC, except Executive Directors and Non-Executive Directors, who have a different process. Employees on fixed-term contracts with GHC will be considered on a case-by-case basis, based on if they have a right to be included in the process.
- Changes that are not considered to be a contractual change will not require consultation.
- Employees on maternity, adoption or shared parental leave or absent from work due to sickness absence, a career break or secondment, will be included in the organisational change process at the same time as the other affected employees.
- If the organisational change could result in a TUPE transfer of employees/teams/services advice must be sought from HR at the earliest opportunity to ensure that the process is managed in accordance with the legal requirements.
- GHC will make all reasonable efforts to secure suitable alternative employment for employees affected by organisational change.
- Redundancy will only be considered once all other options have been exhausted.

3 Responsibilities

- GHC aims to ensure that this policy is followed where organisational change is required.
- Managers leading a change process within their area are responsible for following the principles and processes within this policy and seeking HR support as part of the planning stage.
- Employees are expected to engage positively in any organisational change process.

4 Support for staff

4.1 Support

If you are affected by organisational change, you may find it unsettling or stressful. Sources of support you can access during this time, other than your manager, include:

- your trade union/professional organisation if you are a member of one
- staff counselling through Working Well
- the employee assistance programme Vivup.

Your manager will allow you reasonable time during working hours to meet with your union representative to discuss the change. Depending on the circumstances other support available may include:

- practical assistance or guidance on completing application forms or writing a CV
- practical assistance or guidance on preparing for interviews
- reasonable time off to seek other employment or undertake training.

After the change has taken place it may still take you some time to adjust to the change. The management team will remain available to you to address any issues that may arise and support you through the transition.



4.2 Right to be accompanied

You have the right to be accompanied by a trade union representative or work colleague who is a GHC employee at any consultation or formal meeting about the organisational change.

5 Non-contractual and minor changes

5.1 Non-contractual changes

Changes that are not considered to be a contractual change will not require consultation or a formal process to be followed. This includes changes to line management arrangements. Managers should seek HR advice to establish if a proposed change is a contractual change.

If a proposed non-contractual change will affect you, your manager will still:

- communicate with you about the change, as appropriate
- tell you about the change as early as possible
- consider how you can be supported if appropriate
- confirm the outcomes of the change in writing.

5.2 Minor changes

There may be occasions when managers need to implement minor changes that are a contractual change (eg an amendment to flexible working arrangements). Managers may be able to implement reasonable minor changes and adjustments to duties and working practices without using the formal process if everyone involved agree to it. To do this they would need to have discussions with Staff Side and the affected staff, and confirm any discussions and changes agreed in writing.

The manager should seek HR advice before having any discussions with Staff Side or employees, to understand if this route would be appropriate. Any situation involving staff being put 'at risk' or a change in banding is not considered a minor change. If you agree to a minor contractual change without using the formal process, your manager will still:

- communicate with you about the change, as appropriate
- consider how you can be supported if appropriate
- confirm in writing the outcomes of the change.

6 The process

The stages for planning and carrying out organisational change are as follows:

- identifying the change needed through service development or workforce planning
- getting the business case for change approved
- consulting with Staff Side
- consulting with staff that will be affected by the change
- filling of posts in the revised or new structure
- looking for suitable alternative roles for any remaining affected staff
- the change takes place.

6.1 Service development and workforce planning

The need for a change to staffing may come about in response to a specific situation (eg commissioning of a new service) or through regular workforce planning. As a manager you will need to identify the staff changes required for the service change. This may involve:

- identifying the need for any new roles or changes to existing roles
- analysing current staffing levels and skills
- reviewing or creating job descriptions and person specifications
- establishing the new departmental structures and reporting lines
- identifying any shortfall or surplus in respect of existing staffing.

6.2 Business case and staff side consultation

Please see [Organisational Change Policy Addendum \(Feb 2026\)](#)



6.3 Consultation

If you are going to be affected by a proposed organisational change, the consultation meetings are an opportunity:

- to provide you with information about the proposed change and how it will affect you
- for you to raise any concerns or feedback about the proposed changes with the manager
- for you to ask questions you may have
- for the manager to provide you with updates about any changes to the proposals
- for the manager to understand if there is any support required, either by you individually or collectively as a group of affected employees
- for the manager to understand, consider and address any individual needs.

If you are carrying out consultation meetings and discussions you should ensure that:

- meaningful consultation with the employees affected takes place as early as possible, while the proposals are still formative
- information is given regarding the reasons for the proposed change, expected timescales and possible options
- the employees affected can feedback on any options and suggest alternatives
- employees are assured the appropriate processes will be followed and appointments to any new structures will be completed as speedily as practicable.

The timing, length and extent of consultation needs to be proportionate:

- to the level or extent of the proposed change – it should be long enough to allow appropriate time for it be meaningful, enable one-to-one conversations to take place and any follow up work that may result from discussions during the consultation period to be considered
- if the change could result in a TUPE transfer of staff, teams or services – if so the process will need to be carried out in accordance with the Transfer of Undertakings (Protection of Employment) Regulations
- if redundancy could be a possible outcome of the proposed change – if so any legal timeframes for consultation will need to be followed

- the deadline for the change to take place if it is outside of GHC's immediate or direct control.

While group meetings may be appropriate to discuss the change plans, all employees directly affected by change are entitled to a one-to-one meeting. All staff affected by the change will be consulted with regardless of whether they are at work or not. Managers should ensure any employee not at work immediately before or during the consultation period is, as far as reasonably practical, involved in the consultation process to the same extent as those employees at work.

At the end of the consultation period the managers involved will consider any comments and feedback received. The outcome of the consultation and the arrangements that will be implemented will then be confirmed in writing to all the affected employees.

6.4 Filling posts in the new / revised structure

When it comes to posts in the new or revised structure being filled, any or all of the following four stages might be used:

- Stage 1: slotting in to new roles
- Stage 2: ring-fencing of available posts
- Stage 3: looking for suitable alternative employment
- Stage 4: redundancy

All employees affected by change will be considered for posts in the new/revised structure at the same time, regardless of whether they are at work or not. Employees on maternity or adoption leave are protected under legislation and are entitled to be offered a suitable alternative role (if one is available). This means they will be considered for posts ahead of other employees, unless they are on a fixed-term contract in which case it will depend on their specific circumstances. They may still need to participate in any selection process as appropriate.

Employees will not be placed in a higher banded post through an organisational change process. Although in exceptional circumstances this may be considered when all of the following apply:

- the employee's current role has been removed from the structure
- the new role is no more than one band higher than

the employee's old role (bands 8a-8d are four separate bands)

- the employee has been assessed as having the required skills and competencies for the role of the higher-banded role
- the process for filling the role uses one of the stages set out in this policy
- this situation was set out in the business case to ensure it has been considered and approved appropriately.

Stage 1: slotting in

This is the process by which employees are placed into another post in the new structure that is substantially similar to their current post. The following criteria should be met for 'slotting in' to be used:

- there is the same amount or more available posts as employees eligible
- the new post is broadly similar to the current post in terms to job content, responsibility and requirements for skills, knowledge and experience
- the employee is employed on a permanent contract, or if on a fixed-term contract is eligible to be part of this process
- there is no change in banding
- the employee meets the minimum qualifications and experience required for the new post.

If it is possible to slot you into a role, you should be informed of this as part of the consultation process. It should then be confirmed in writing to you when the consultation process concludes.

Stage 2: ring-fencing

Ring-fencing of roles is used when a role in the new structure is broadly similar to an employee's current role, but slotting in cannot be used because there are more employees currently in broadly similar roles than new posts available. The posts available in new structure will be ring-fenced so that only those eligible employees can be considered for them.

If you will need to go through a ring-fencing process you should be told as part of the consultation process. There will be a competitive selection process for the ring-fenced post. This will usually involve you and any other employees identified as eligible taking part in an interview process. You may also be asked to submit a CV or application form.

All outcomes from the ring-fencing stage will only be confirmed in writing once the outcome of all selection processes at this stage are known. If you are unsuccessful in being appointed to a post as part of the ring-fencing process, you will progress to the next stage, which is looking for suitable alternative employment.

You may be eligible to be considered for more than one ring-fenced role if your current role is broadly similar to more than one role in the new structure. If you successfully secure a ring-fenced post but you are also eligible for another ring-fenced role, you may choose to continue to compete for the other role or accept the role you have already been offered. If you choose to compete for the other role, the second highest scorer for the offered post will be advised that there will be a pause in process while the other selection process takes place.

Stage 3: looking for suitable alternative employment

The redeployment process will be used to look for a suitable alternative role within GHC for employees if:

- there is no broadly similar post in the new or revised structure for them – if this is the case it should be confirmed at the end of the consultation process
- they were not offered a post through slotting in or ring-fencing stages.

Any posts in the new structure that have not been filled through slotting in or ring-fencing will be considered as part of this process.

A suitable alternative role will usually be considered to be one where there is no significant change to your:

- banding
- status
- contracted hours
- level of responsibility within GHC.

Roles that are one band below your current role will be considered suitable.

At the point it is confirmed there is a need to look for suitable alternative employment, you will be placed 'at risk', added to the redeployment register and supported to try to find an alternative role in GHC. The redeployment process will be explained to you, confirmed



in writing and will be managed in line with the process set out in the Redeployment policy.

If you potentially have the ability to undertake the full duties of a role but not the immediate experience, you may be given appropriate skills development/training if:

- it is reasonable, practical and cost-effective to provide the development/training
- you demonstrate a willingness to learn the new skills
- you can apply the new skills within an agreed timeframe.

If you are formally offered a role through the redeployment process, there will be a four-week trial period. Trial periods only apply to roles offered through the redeployment process, they are not available to employees who have secured roles via the slotted in or ring-fencing processes.

If your trial period is deemed to be unsuccessful and no reasonable action can be taken to address this, and there are no other suitable alternative posts available during the time you are 'at risk', redundancy arrangements may apply. Even if redundancy is confirmed, you will still be considered for other suitable alternative employment if available, until the end of your notice period, in line with the redeployment process.

After a trial period, if you maintain the post is not a suitable alternative but GHC believes it is, you can appeal. You must confirm in writing you are declining the role and appealing about the suitability of the role within three calendar days of being informed it is believed the role is suitable. A fair assessment procedure using objective criteria (eg experience, skill and aptitude using current job description/person specification, completed skills profile and current pay banding) will be undertaken by a manager and HR representative not directly involved in the organisational change process.

While HR will support you to look for roles within GHC, you are also responsible for proactively looking for suitable alternative employment. If you do not actively take part in the redeployment process or you unreasonably reject a suitable alternative job, it may eventually result in loss of redundancy payment.

Stage 4: redundancy

GHC regards redundancy as the last resort and will take all reasonable steps to avoid compulsory redundancy. Measures to avoid redundancy include:

- not replacing employees who leave (natural wastage)
- robustly reviewing all vacancies
- retraining of staff for another role within GHC
- redeployment to a suitable alternative role
- reviewing the use of agency and bank staff
- reducing the use of overtime within the affected department.

Redundancy will apply if:

- you have not been successful in securing a position within the new structure and
- it is agreed all the other stages for filling roles have been exhausted and it has not been possible to source redeployment to suitable alternative employment for you.

You will be invited to a meeting at which you will be given formal notice of redundancy. The main points discussed will be confirmed in writing within seven calendar days of the meeting. You will be required to work your contractual notice period. During this time you will be given support to help you secure alternative employment. Only in exceptional circumstances will pay in lieu of notice be agreed. GHC reserves the right to pay in lieu any redundancy notice period which has not been worked before the organisational change is implemented.

Only employees with at least two years' continuous GHC or NHS employment will be eligible for contractual redundancy payments. Redundancy payments will be calculated in line with the NHS National Terms and Conditions of Service in operation at the time. However, the following service does not count for the purposes of redundancy:

- periods of NHS employment taken into account when calculating a previous redundancy/loss of office payment by an NHS employer
- periods of NHS employment taken into account for the purposes of their pension benefits if the employee is already accessing their NHS pension.

You will not be entitled to redundancy payments on the grounds of redundancy if you:

- are dismissed for reasons of conduct (with or without notice)
- obtain a suitable alternative employment with GHC or other NHS employer either at the date of the termination of your employment without a break or with a break less than four weeks
- unreasonably refused to accept or apply for suitable alternative employment with GHC or another NHS employer
- leave your employment before your contractual notice period ends, unless GHC has agreed and confirmed in writing you have been released early
- are offered a renewal of contract (with the substitution of the new employer for the previous NHS one)
- have your employment transferred to another public service employer who is not an NHS employer.

7 Right of appeal

If you are an employee affected by an organisational change you will have the right to appeal:

- if you believe the process has been incorrectly applied to you. If this is the case you must submit your appeal in writing within seven calendar days of the end of the consultation period
- if a decision is made to dismiss you by reason of redundancy. If this is the case you must submit your appeal in writing within seven calendar days of being given formal notification you are to be made redundant.

How to appeal will be detailed in the correspondence confirming the outcome of the consultation or process. It will be considered in accordance with GHC's appeal process.

If you appeal, the manager leading the organisation change process will need to consider if the 'status quo' needs to apply to any element of the uncompleted process until your appeal has been heard. The possible impact of this on service delivery will need to be considered when this decision is made. If decided that it is not appropriate to apply the 'status quo', the responsible manager will need to seek authorisation to

continue with the organisation change process from the Director of HR and OD.

Any redundancy notice will not be suspended while an appeal procedure is being followed, but would be revoked or amended if the appeal was successful.

8 Transfer of Undertakings (Protection of Employment) Regulations

Where a proposed organisational change involves the transfer of current GHC services and employees to a different employer, the manager responsible for the organisational change must seek HR advice at the outset to determine if the change meets the requirements under the Transfer of Undertakings (Protection of Employment) (TUPE) regulations.

If it does, the following principles will apply:

- support must be obtained from HR at all stages to ensure that the correct legal requirements are met
- the Executive team and appropriate senior managers should be informed
- a staff consultation paper will be produced, providing as much information as available at the time
- every effort to enter into meaningful consultation will be made
- every possible support will be given to staff to understand the reasons for and implications of the transfer
- as much notice of a transfer as possible will be given
- GHC will endeavour to obtain information from the receiving organisation on the measures intended.

If you are transferred through a TUPE process, the terms and conditions of your current GHC contract of employment will transfer with you to the receiving organisation. These terms and conditions should not be changed by the receiving organisation specifically as a consequence of the transfer.

If you have responsibilities that span more than one organisation or more than one service, discussions will take place with you, your trade union representative and HR to determine if your employment should transfer or remain with GHC.