

Additional Annex to Sir David Nicholson's letter on 'Equity and Excellence: Liberating the NHS' – Managing the transition and the 2011/12 Operating Framework

Gateway Reference: 15383

Appendix A

Influencing your own future

This appendix is a living document that may be updated as appropriate following further discussions with partners and stakeholders.

1. The HR Annex to Sir David Nicholson's letter, published on 15th December¹ explains that this reorganisation is like no other that has gone before. The pace and scale of the proposed change is unprecedented and some aspects of the future landscape remain unclear for affected staff. This presents challenges and uncertainty for many about their personal futures, but it also creates the opportunity for individuals, with the support of their managers and organisations, to work out where they want to be in the future and begin to shape this to some extent.
2. This Appendix provides initial guidance to staff and managers about actions they can take to best place themselves for the future. The following section is split into actions for line managers, organisations, and, supported by their employer, for individuals. It is not exhaustive, but should provide staff with some support as they think about their own futures. Appendix B, issued alongside this, responds to Frequently Asked Questions.
3. In addition to 1:1 discussions with managers, staff can seek advice and support from their trade union and other local staff support arrangements throughout the process, and are encouraged to do this.

¹ http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_122740

Actions for Managers/organisations	Actions for individual staff members
All potentially affected staff should have a further 1:1 discussion with their line manager before the end of February 2011.	Ensure that you are offered a 1:1 meeting with your line manager before the end of February 2011.
Ensure all managers know about the HR annex published on 15 December 2010 and the 3 broad categories of staff it describes. Where possible, ensure managers are briefed on issues such as local PCT clustering arrangements and the possible options for the provision of commissioning support and the functions which will eventually be undertaken by the NHS Commissioning Board. This information should be made available to all staff through staff engagement sessions and/or in a written form preferably before the 1:1.	Ensure you have read and understood the information provided by your organisation about the current circumstances and plans for the transition in your local area. Think about your current job and where you believe it sits during transition and where you would wish to be in the future. Go to your 1:1 with some thoughts about how you see your own future.
Ensure all managers are aware of the support package being offered to staff referred to in the HR Annex to David Nicholson's letter of 15 December, and how this will work in practice. Ensure you have processes in place for recording agreed outcomes and actions from 1:1 discussions and that requests for support are responded to in a timely manner where appropriate.	Think about what support <i>you</i> may need from the support package that is offered. Also, be prepared to ask for other support if you feel there is more that can be done for you. This could include career planning; appropriate training and development; CV and interview preparation as well as other support.
Give staff time and space to have collective discussions as teams, or more broadly if they wish, about a possible collective future. It should be the decision of staff whether they wish to include their line manager or other management interests in such discussions and if so, at what stage that involvement is requested. The Government is keen that where staff show interest in the creation of a social enterprise and /or joint venture, it should be made clear that they would be supported through the provision of expert advice in due	Have a discussion with colleagues, including managers if you wish, about their plans for the future. You may find some common understanding about the future of your function and the options open to you either individually or collectively. This could include moving into a commissioning support function or perhaps being involved in the creation of a social enterprise. It is worth you having had some of these conversations prior to your 1:1.

<p>course.</p>	
<p>Ensure staff are informed of the possible future options for the organisation and how this may affect them personally.</p> <p>If your organisation is participating in the national MARS which has been re-opened until the end of January you should ensure staff are made aware of this.</p>	<p>You may decide that working in commissioning support or even a social enterprise or other option is not for you. Therefore, you need to think about whether you wish to have a future within the NHS/DH. You should discuss with your line manager what your options might be.</p> <p>The national MARS has been re-opened to enable organisations who may have missed the opportunity to take part earlier this year to choose to offer the scheme to staff now. You should check with your line manager or HR department if your organisation is participating, as the closing date for applications will be the end of January 2011.</p> <p>The HR annex outlines the possibility of another national MARS for eligible NHS staff. However, it is not yet known if or when such a scheme would be launched.</p> <p>If you are interested in opportunities that may be open to you, for example, in a joint venture or social enterprise, further guidance will be issued about these in due course. In the meantime, you should speak to your line manager about these options and, if you are a member of a trade union, you may wish to seek the views of your local representative.</p>
<p>Managers and organisations should ensure that they have all information available regarding the regional HR Framework and how staff can access job opportunities within the framework. They should also ensure that relationships with Jobcentre Plus and other routes into the private sector locally are fully understood and communicated in a timely manner to all staff.</p>	<p>You should ensure you know how to access jobs through your regional HR Framework and what arrangements are in place for accessing posts in the private sector through Jobcentre Plus or other routes.</p>

<p>Organisations and managers must commit to regular briefing and information sessions to all staff in the most appropriate manner as more information about transition and the future of the NHS becomes available. We understand that this process is organic and not all information will be known, this is to be acknowledged, but not used as an excuse to not share what is known.</p>	<p>You should seek up to date information from your line manager and/or HR department. If you are a member of a trade union you should ensure that you have as much contact as you wish with local representatives and have access to any information or support they may be providing during the transition. We are committed to working in partnership wherever appropriate with staff representatives throughout this process.</p>
<p>Ensure managers and staff are aware of all the relevant deadlines for transition outlined at the end of the HR Annex published on 15th December 2010.</p>	<p>You should ensure that you request and agree further 1:1s with your line manager as 2011 progresses towards the deadlines outlined in the HR Annex. You should feel engaged and supported and ensure that you have all the information you need to help you work through your options.</p>
<p>Managers and organisations should ensure that the deadlines outlined in the HR Annex are effectively communicated so that staff understand the timescale within which the change is happening. Staff should be given as much information and time as possible to think about their own futures, either individually or collectively.</p>	<p>Think creatively. This change is the biggest, but also most organic, that the NHS has experienced. The new NHS will be radically different with different methods of delivery of commissioning; public health provision and support services. Each area will look different. You should request help and information when you need it, but you should also take the opportunity to work with others to influence your own futures wherever you can.</p>

4. The table above is designed to show the expectations and responsibilities for both organisations and individual members of staff. It shows that information is key, and that openness and trust is important to ensuring a smooth transition. You are positively encouraged to plan for your own future and to ask for the support you need to do that.
5. Below is a summary checklist for the second 1:1 with your line manager, which should be held by end of February 2011.
 - You should be informed about local circumstances and any organisational plans to date, where possible, and preferably before your next 1:1.

- You should, if you are interested and think this would be beneficial, have initial discussions with colleagues about the possibility, or not, of moving to the new NHS together through a collective process such as the creation of a social enterprise or joint venture.
- You should have a clear understanding of the initial support packages available to staff both individually and collectively.
- You and your line manager should commit to being open and honest throughout these ongoing discussions.