

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to the Management of Change
(5AMOC)

Student Name: Victoria Evans

Student Number: 1707444

CIPD Membership Number: 48734057

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed:



Original Submission Date: 13.05.2021 (EC Form completed and approved)

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CIPD Candidate evidence matrix

Candidate name: Victoria Lauren Evans				CIPD Membership/registration No.: 48734057		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1707444		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
	Contributing to Organisational Change	1.1	Tendering Process Confirmation and request for TUPE information from LA	EV1		
		1.2	Employee Information Requested (for LA for consideration of tender bid)	EV2		
		1.3	Mobilisation Plan	EV3		
		1.4	Checklist	EV4		
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		1.5	Consultation notification sent to all affected employees	EV7		
		2.1	Weekly Meetings to ensure change plan managed effectively	EV8		
		2.2	Manager Checklist	EV9		
		2.4	Manager confirmation of change process followed	EV10		
		3.2	TUPE Frequently Asked Questions (FAQ's)	EV11		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.**Date:****13.05.2021**

LO1

Within my organisation, due to the nature of the industry, TUPE transfers happen on a regular basis across regions. A transfer of undertakings happens when a transfer of business happens or service provision changes, and within my organisation, TUPE happens due to service provision changes which are tendered out accordingly by the local authority. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) protect the entitlement of employees in the UK to the same terms and conditions and continuity of employment, as they had before the transfer occurred. (CIPD, 2020)

As a business, we tender for business throughout our region with local authorities on a yearly basis and resulting TUPE transfers are then implemented. We tendered for the business in August 2020 (EV1) and Employee information was submitted for the purpose of the re-tendering process (EV2). Please note due to confidentiality I have only attached the top of the document with the headings for evidence due to the sensitive nature of the information. The result of the tendering process was that the region lost tender bids for contracts within the Swansea area, but won tender for two new services (totalling 26 employees). There is also an outgoing transfer of two other services, however for the purposes of this activity I will be focussing on the incoming transfer. Within this tranche, internal stakeholders impacted are our employees, involved departments, including payroll, quality and compliance and management team, and externally are the local authority and new providers. TUPE transfers can benefit an organisation to be agile and offers opportunity for expansion and growth in the case of winning tenders. However, from an employee perspective, where any contractual arrangement includes the ability to vary or withdraw benefits, TUPE just preserves any existing contractual benefits; it does not improve them for the employees. The employer also has the right to change the terms or scope of benefits, which could affect some aspects of employee benefits and affect employee perspectives on TUPE transfers. (Green, 2013)

The first plan that was initiated and developed once the tender was agreed was a mobilisation plan which was developed between Human Resources and Operations for the whole region to ensure everyone's roles and responsibilities were clear throughout the entire process, up to April 30th and beyond. This plan (EV3) includes key areas/points to consider, who is the 'lead' from each department and a timeframe for completion of each task within a gantt chart. Further to developing this plan, weekly meetings were scheduled to ensure the deadlines and responsibilities of the plan were being met accordingly. The plan also identifies risk to stakeholders and mitigation of such risks, including any additional support required. At this point, I developed a checklist for myself (EV4) that reminded me of what I needed to gather in terms of ELI (Employer Liability Information) and data relating to transferring employees ready for my request to be sent to the providers in January.

During the first few weeks of January, I initiated contact with the provider from which employees were part of the transfer over to us (EV5 and EV6) and requested an introductory meeting to be held with them, which included our operations team too as a 'meet and greet' opportunity. Within this meeting it was also agreed that we would discuss timescales and any queries around our plan for the coming weeks and months for the process. Introductory meetings can also allow for both parties to get an understanding of how each organisation operates and who the main contacts will be within the process.

Further to this introductory process, where we also discussed any involvement from Trade Unions and the period of consultation which was agreed to begin on 22 January 2021 for 30 days. A notification letter of consultation meetings were sent (EV7) to notify employees of the consultation process, during which group and individual consultations would take place. It is critical within TUPE procedures to inform affected employees why the process is happening, what is going to happen,

confirm dates and next steps and invite any questions as tribunal claims can arise if the correct process is not followed, with claims for failure to consult properly being up to 13 weeks' pay in compensation for each employee. As TUPE regulations affect both transferor and transferee, both parties can be liable to pay the compensation. The size and type of organisation is also irrelevant; TUPE regulations will apply for any business transferring. (ACAS, 2021) Failure to consult properly can be a costly mistake which can be and should be avoided by having a robust procedure in place.

References

ACAS, 2021. *Handling a TUPE Transfer*. [Online]

Available at: <https://www.acas.org.uk/handling-a-tupe-transfer>

[Accessed 20 April 2021].

CIPD, 2020. *TUPE: An Introduction*. [Online]

Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/tupe/factsheet#gref>

[Accessed 29 April 2021].

Personnel Today, 2013. *TUPE: The Danger of Removing Staff Perks*. [Online]

Available at: <https://www.personneltoday.com/hr/tupe-and-benefits-the-danger-of-removing-staff-perks/#:~:text=TUPE%20simply%20preserves%20any%20existing,or%20terms%20of%20the%20benefits>

[Accessed 29 April 2021].

LO1 Evidence**EV1****Social Service Department**

Civic Centre, Oystermouth Road,
Swansea, SA1 3SN
www.swansea.gov.uk

Mr M Burgess
Walsingham Wales,
Forge Fach Community
Resource Centre,
Hebron Road,
Clydach,
Swansea.
SA6 5EJ

Please ask for: Paul Bee
Direct Line: 07887055163
E-Mail: Paul.Bee@swansea.gov.uk
Our Ref:
Your Ref:
Date: 27th July 2020

Dear Mr Burgess,

As you are aware, the current Contract for the following services:
Swansea Road, Bevan Way, Cheriton Crescent and Borough Road in the areas of
Cockett A, Mynyddbach and Penderry and Upper Loughor will be terminated. The
Council is preparing tender documents for the new Contract, which is anticipated to
begin in January 2021 ('the Transfer Date').

You will be aware that the Contract (Part 3, section 21, para 2.1.4.) requires you to
provide such information as is necessary to the re-tender and to co-operate with the re-
tendering process.

It is likely that the Transfer of Undertakings (Protection of Employment) Regulations
2006 (SI 2006/246) (TUPE) will apply to the re-tendering of the Contract. Therefore, if
the Contract is awarded to a new service provider, the contracts of employment of those
of your employees who are subject to a relevant transfer within the meaning of TUPE
will transfer under TUPE to the new service provider.

In order to assist the re-tender of this contract and to enable bidders to formulate a bid, I
attach a document which you are required to complete by 7th August 2020. This request
is for generalised/anonymised employment information.

Paul Bee

[illegible]

[illegible]

[illegible]

[illegible]

Tranche 4 – Incoming

Provider/ Data	Provider 1	Provider 2
ELI		
SCW registration		
DBS info		
Training		
Sickness		
Staff files		
P45s		
Annual Leave		
Add to EMS and create email addresses		

EV5


Send Update

Title

Initial Meeting CLC - Walsingham Tranche 4

Required

☐ Diane Jones <diane.jones@communitylives.co.uk>; ☐ Catherine Williams <catherine.williams@communitylives.co.uk>; ☐ Del Rees <del.rees@communitylives.co.uk>; ☐ Estelle Scoulding; ☐ Lynda Rosselli <Lynda.Rosselli@communitylives.co.uk>

Optional

Start time

Mon 18/01/2021



16:00

▼

☐ All day ☐  Time zones

End time

Mon 18/01/2021



17:30

▼

[↻ Make Recurring](#)

Location

 Room Finder

Hi all,

Hope this meeting reaches all ok ready for Monday. Please let me know if you do not receive the link and I will re-send.

|

Microsoft Teams meeting

Join on your computer or mobile app
[Click here to join the meeting](#)

EV6


Send Update

Title

Initial Meeting Perthyn - Walsingham Tranche 4

Required

☐ Diane Jones <diane.jones@communitylives.co.uk>; ☐ Catherine Williams <catherine.williams@communitylives.co.uk>; ☐ Del Rees <del.rees@communitylives.co.uk>; ☐ Estelle Scoulding; ☐ Lynda Rosselli <Lynda.Rosselli@communitylives.co.uk>

Optional

Start time

Tue 19/01/2021 

15:00 ▼

☐ All day ☐  Time zones

End time

Tue 19/01/2021 

16:30 ▼

[↻ Make Recurring](#)

Location

 Room Finder

Hi all,

Hope this meeting reaches all ok ready for Monday. Please let me know if you do not receive the link and I will re-send.

EV7



NAME

ADDRESS

ADDRESS

ADDRESS

DATE

Dear NAME

Re: XXXX

Further to XXXX's letter dated DATE, regarding XXXX, I am writing to invite you to attend one of the meetings to be held on DATE at the following times:

Meeting 1 Time: XXXX

Meeting 2 Time:

Meeting 3 Time:

Meeting 4 Time:

The location for all 4 meetings is: XXXX

At these meetings NAME and I will be outlining your options for future employment with us as well as providing details about the TUPE process. There will also be an opportunity to meet with the management team from the new provider, XXXX.

I look forward to meeting with you.

Yours sincerely

LO2

When managing any change or change process, it is important to utilise project management to ensure the initiative or process is planned effectively and monitored throughout. Having a mobilisation plan (as in LO1) in the form of a gantt chart ensured that the change plan was followed. It also ensured that all parties' responsibilities and deadlines were clear. To support this change plan, ongoing meetings took place every week to ensure everyone involved was able to meet deadlines, carry out their responsibilities in the process and adjust any agreed timescales as necessary. (EV8)

Understanding and promoting change in a positive manner is critical to any change process being a success. Change can sometimes be feared, and poor communication about why change is happening and how it is going to impact individuals can mean change processes fail or do not work properly. From an organisational perspective, change should always be linked to business objectives and involving employees in change processes can be an advantage. This can improve buy-in to a change that is required, and employees will feel more valued as their ideas are being heard and recognised. (Beer, 2019) Due to the complex nature of the process and consultations, I developed a manager checklist (EV9) to support with promoting change and prompting conversations around change during the consultation meetings. Some managers had not been involved in a TUPE process before, so this also ensured they felt comfortable with having the conversations in the correct way. Copies were then provided to me so I could monitor responses and what had been discussed.

Change models can also be a useful tool when identifying or going through a change process. Lewin's three stage change model is a model I utilised throughout the process to ensure there were practical steps taken to ensure a good process was followed. The three stages are:

- Unfreeze – where change is identified, and support is needed (it was here I developed my change plan and started to discuss change with other parties who needed to be involved, delegating actions as required). Managing any concerns is also critical at this point before any changes are made, and therefore I developed documents such as checklists for myself and managers to mitigate concerns, but also attending weekly meetings to discuss any points that needed to be raised.
- Change – whilst the change is happening, communication is key. At this stage, employees were consulted with and 1:1 meetings were set up to discuss what was happening. Again, weekly meetings continued to review and check on change plan.
- Refreeze – change is imbedded, and everyone needs to ensure the change is sustainable. As the change process is ongoing, this will be something to consider once the changes are completed. (Lewin, 1947)

Another model that can be utilised is Kotter's 8 process for leading change (1996), which is a more detailed approach than Lewin's model. Utilising both has supported and underpinned the process by identifying what should be achieved at each stage of the process. However even though a good change process was followed, improvements could have been made to delivery in terms of communicating to the wider business. As communication is not undertaken very well in the organisation, I feel that more can be achieved in change processes from the perspective of ensuring employees, including those not directly involved in the process as in the TUPE changes, are aware of what is going on to alleviate any anxieties. Employee communication is "an essential part of business and HR's role. Effective communication is important for developing trust and has a significant impact on employee engagement, organisational culture and ultimately, productivity." (Peters, 2020) In future, change champions across the organisation could be identified and utilised to ensure change is communicated, with points of contact to deliver updates or answer queries where necessary.

Promoting change effectively is crucial to a change process being effective and delivered in the best possible way. In terms of the TUPE process, even though the change is yet to be fully implemented, I was satisfied with how the process had been carried out and this was supported by my manager (EV10).

References

- Forbes , 2019. *Nine ways to encourage change in your organisation*. [Online]
Available at: <https://www.forbes.com/sites/forbescoachescouncil/2019/02/07/nine-ways-to-encourage-change-in-your-organization/?sh=2477f1d149a5>
[Accessed 29 April 2021].
- Kotter, J. P. (1996). *Leading Change*. Boston, MA: Harvard Business School Press.
- Lewin, K (1947) Frontiers in group dynamics: Concept, method and reality in social science; equilibrium and social change. *Human Relations* 1(1): 5–41.
- Peters, R., 2020. *Employee Communication*. [Online]
Available at:
<https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/factsheet#gref>
[Accessed 29 April 2021].

LO2 Evidence**EV8**

Wednesday	Wednesday	
20	10	
CM hearing pack to be sent.		
	Rachna McEldaghlain (Swansea UHB - Community Learning +2	
	Swansea Mobilisation	Wednesday
		24
Task 5 Delivery Microsoft Teams Meeting Warren Huxford		
Mobalisation Meeting		
		3rd Mobilisation Meeting

EV9

Employee Name	
Employee Location	
Date and time of meeting	

N.B. If group meeting put all employee names

Stages	Detail to Cover	Notes	Completed
To open meeting first outline the purpose of the meeting as follows	1. To outline what is going to happen		
	2. To outline why it needs to happen		
	3. To answer any questions		
	4. To confirm dates of implementation		
	5, What happens next		
1. To outline what is going to happen	1. Confirm issue		
	2. Confirm what the changes will be		
	3. Confirm when they will happen		
2. To outline why it needs to happen	1. Discuss effects of current arrangement and why they need to change		
3. To answer any questions	1. Invite them to ask further questions on any areas you have covered or areas they feel have not been covered		
4. To confirm dates of implementation	1. Verbally confirm date and the number of calendar days notice being given.		

	2. Advise them that the formal letter will be sent out in due course		
5. What happens next	1. Inform them they can come back with any questions within the notice period.		
	2. If manager is not present in the location the individual works, then inform them how to get in touch to ask questions.		
6. End the meeting			

Signed (by chair of meeting)	
-------------------------------------	--

Name	
Job Role	
Date	

N.B. A copy of this meeting checklist must be sent to HR when completed

EV10

Subject TUPE Process

From: Ebony Charles <Ebony.Charles@walsingham.com>

Sent: 20 April 2021 14:27

To: Victoria Evans <Victoria.Evans@walsingham.com>

Subject: RE: Private and Confidential

Hi Vikki

Further to our 1:1 today, I wanted to follow up with an email to demonstrate my support with the TUPE process you have been leading on alongside operations.

Your processes have been clear, with objectives being identified from the very beginning. You have also followed a process in order to ensure every step of the TUPE process has been managed effectively from a HR perspective, engaging with your stakeholders wherever needed.

Thank you, once again and please let me know if you need any further support.

|
Kind Regards

Ebony Charles
HR Manager

Tel: 020 8343 5549 (Ext: 660)

Email: Ebony.charles@walsingham.com

Address: Building 4, North London Business Park, Oakleigh Road South, New Southgate, London, N11 1GN

Work hours: Mon-Fri 9am-5pm

LO3

As previously discussed, it is important that any change process is evaluated and measured appropriately to ensure any objectives are met and the outcome is positive. Throughout the change process as described in LO1 and LO2, even though change was monitored, I feel more measures could have been put in place to evaluate change more widely. When carrying out change processes, it can sometimes be difficult to find time or resource to evaluate or reflect on activities, but it is a critical part of the change process to ensure reflection and evaluation of activities is completed.

The main findings of being a part of the change process from my perspective is that planning is a key part of the process, and I felt more comfortable carrying out my responsibilities due to the change plans I had devised and followed, whilst encouraging others to do the same (i.e. record conversations, utilise checklists and attend regular meetings). Consultation meetings were the main evaluation tool used during the process, and this is where feedback was received from employees involved in the process in terms of their thoughts at the beginning of the TUPE process, up to their transfer (or rejection of transfer). These documents cannot be included due to confidentiality; however, we saw common responses during the meetings including the following points:

- Concerns around T&C's – would there be any changes
- Patterns of work and whether flexible working is accommodated
- Outlook of the company and is it stable in terms of employment

To mitigate any uncertainty and to give a consistent approach to responses, I created an FAQ document which can be used in any TUPE process, as it contains generic questions and answers that could fit any process within the organisation (EV11).

However, I investigated evaluation methods that I could have used - and can use further to the process – for reference should I be involved in a change process in the future. Evaluation of a project can take many forms, and a change process should include evaluation and reflection. As in LO2, change models can be utilised to ensure a process is followed and evaluation forms a critical part of the process as this helps an organisation to think about whether the change is working (or not). This can support adjustments to a process, or ensure organisational change is approached differently in future. I therefore could utilise evaluation tools such as SWOT and PESTLE analysis, to evaluate and monitor change or ensure more tangible metrics are developed. This could be in the form of data, however, this may not have been necessarily applicable for the TUPE process.

On reflection, I feel my contribution to the change initiative explored in the learning outcomes was mainly positive. Ensuring a robust process was developed, followed and monitored supported how I managed the initiative, but also ensured other key stakeholders' expectations were managed in terms of their responsibilities. In terms of the CIPD profession map, I feel that I meet many of the band 2 requirements for change, but also meet band 3 requirements. I identified that I met the following requirements of the organisational development sections of the profession map:

- Work with managers to develop an OD plan to improve ability to meet their objectives – I met this requirement (band 2) by meeting managers and identifying the scope of the TUPE process and what was required.
- Collaborate with relevant stakeholders to develop an OD plan that addresses gaps against organisation plans – I met this requirement (band 3) through my change plan (as in LO1)
- Collaborate with relevant stakeholders to develop an OD plan that addresses gaps against organisation plans – I met this requirement (band 2) as I continuously met with managers to understand any issues with the plan and adjusted accordingly. I feel I could have met band 3

for this requirement if I had planned out potential scenarios and risk, however, I feel my limited capacity and tight timescales meant I didn't have enough time to focus on this. I feel this could be a learning objective for any change processes I am involved in, in future.

- Identify the key levers of change and build implementation plans that leverage these to have maximum impact – I met this requirement (band 3) and could meet band 4 requirements in future by supporting more strategic activities relating to change and Organisational Development.

In summary, on review of the profession map, I feel I have achieved many parts of the organisational development activities, but have more work to complete should I want to ensure a change process or OD activities are structured and link to organisational objectives and strategy. I would, on reflection, say I am within band 2 requirements of the map currently. With more involvement in change activities in future, I feel I could meet band 3 requirements of the profession map and would look to ensure this level is met with the correct structure and support.

References

CIPD, 2013. *CIPD Profession Map*. [Online]

Available at: https://www.cipd.co.uk/Images/Org-Development_tcm18-9618.pdf

[Accessed 5 May 2021].

LO3 Evidence

EV11

WALSINGHAM
SUPPORT *Everyone is different*

TUPE In Frequently Asked Questions

This document answers some of the most commonly asked questions regarding TUPE transfers.

Whilst the answers have been crafted to reflect the current circumstances, we appreciate that you may have specific questions about your own situation. These will be addressed during upcoming one-to-one sessions or can be sent to our dedicated mailbox for queries relating to this transfer.

Who is Walsingham Support?

Walsingham Support is a leading charity that has been supporting people with learning disabilities, autism, brain injuries and complex needs across England and Wales since 1986. We pride ourselves on putting the individuals we support at the centre of everything that we do enabling us to deliver truly person-centred support solutions that provide independence and happiness.

What is the current position?

EG “Walsingham Support has been awarded the contract for the Transformation of Learning Disabilities Residential Care Homes to Supported Living Services in Doncaster”.

We will be providing more detailed information on how the service will be delivered at meetings over the coming weeks. Walsingham Support is keen to ensure that your transition from your current employer happens smoothly and that any unavoidable disruption caused by the move is kept to a minimum. We will keep all of you fully advised of transition arrangements.

What constitutes a TUPE transfer?

TUPE Regulations apply when a business or undertaking, or part of one, is transferred to a new employer, or where there is a ‘service provision change’. Walsingham Support and your current employers agree therefore that this transfer falls under the remit of TUPE.

What protection does the TUPE regulations give me as an employee?

Your employment transfers to the new employer, and your current contractual terms and conditions of employment will continue to apply after the transfer. There are special arrangements on pensions which are described below.

Are all staff covered by the TUPE Regulations?

All employees, whether full or part-time, permanent or on fixed term contracts (whose contracts expire *after* the transfer date), who work either all or the majority of their time in the services that are transferring, are included in the transfer group and are subject to the TUPE Regulations, including those who have previously transferred from another employer under TUPE.

Agency, casual workers, contractors and consultants are not covered by the Regulations. Staff who have been temporarily assigned to the work will not normally be eligible to transfer.

I am on fixed term contract which is due to expire the day before the transfer date. Will I still be entitled to transfer to Walsingham Support?

Generally, you would not be entitled to transfer as your contract ends before the transfer date. However, if you wish to continue working in the service(s) and there are relevant vacancies then you are welcome to apply to Walsingham Support.

What if I have already transferred under TUPE Regulations?

You will continue to be covered by TUPE Regulations and your current terms and conditions of employment will transfer with you.

Do I have to transfer?

If you formally object to the transfer, prior to the effective date, your employment will not automatically transfer under TUPE and you will be deemed to have resigned with effect from the transfer date. Normally, in these circumstances as it is your choice to resign you will not receive any compensation or paid notice by your current employer or Walsingham Support.

What happens about my Pension?

Pensions are covered by the Pensions Act 2004.

Walsingham Support provides access to a Group Personal Pension Scheme (GPPS) for employees. The scheme has been set up by Walsingham Support in partnership with our Pension Advisors, Second Sight, and Aegon. If you were a member of your former employers defined contribution pension scheme and you join our pension scheme, Walsingham Support will make contributions at a level that at least matches your former contribution percentage.

What if I am a member of the NHS Pension scheme?

For employees that have transferred with NHS terms and conditions, or from NHS employment; there are special arrangements that Walsingham Support has to comply with for employees, who are active members of the NHS pension scheme at the date of transfer.

You will continue to be a member of the NHS scheme when you join Walsingham Support. This is because we will apply to extend our NHS "Direction Status" to include you. Walsingham Support's payroll will continue to deduct your employee NHS pension contributions as normal (from day of transfer) and pay these to the NHS Pension scheme.

Mental Health Officer Status

It is your responsibility to inform us if you have mental health officer status, (or any other added agreement) when we meet you at your 1:1 meeting. We must notify the NHS Pensions Agency if you transfer to us and currently hold MHO status.

What will happen if I am not currently a member of any Pension Scheme?

If you are not currently a member of a pension scheme, you will be eligible to join the Walsingham Support scheme provided by Aegon. Our scheme is called the Walsingham Support Group Personal Pension Scheme (GPPS) and you will be eligible for Employer Contributions up to 3% of your basic pay. We are obliged by law to auto-enrol you into the scheme if your earnings meet the eligibility requirement. Walsingham Support operates a three month deferral period before new starters are assessed for Auto enrolment into the pension, however, you can choose to join the

scheme straight away by Opting In. When your employment commences with Walsingham Support, you will be written to regarding the GPPS, with even further information.

Should you need any further clarification, then please contact our Pension Advisors, Second Sight:
Client support desk 0330 332 7143 or E-mail: martin.hellier@second-sight.com

Will my service transfer to Walsingham Support?

When someone transfers over to Walsingham Support under TUPE legislation then their service is considered continuous from the date that they originally started their job with the outgoing employer.

However, TUPE employees are not entitled to Walsingham Support long service recognition awards as they are not employed under Walsingham Support T&Cs.

If a TUPE employee transfers over to Walsingham Support T&Cs then they are entitled to Walsingham Support long service recognition as they would now be employed under Walsingham Support T&Cs and that would be 'counted' from the point of transfer. We would recognise all of their service with Walsingham Support even if someone has transferred to our T&Cs after the point of transfer.

Will my leave entitlement remain the same?

Your annual leave entitlement is a contractual term of employment, which will transfer to Walsingham Support. The annual leave year at Walsingham Support runs from 1 April – 31 March. If this is different from your current annual leave year, we will be consulting with you and your representatives about this change ('Measure').

How will Walsingham Support deal with outstanding leave at the point of transfer?

Entitlement to annual leave is a contractual term of employment. Rules about carry forward may be considered a contractual term. The administrative arrangements for dealing with this will be discussed between Walsingham Support and your current employer.

The options are either for your current employer to pay for outstanding leave accrued but not taken up to the date of transfer or deduct for days overtaken. Alternatively, and exceptionally, it may be transferred, but this will be agreed between the two organisations.

In respect of time owing (TOIL), all toil must be taken (or paid) prior to transfer.

Will my sick pay scheme remain the same?

Where your sick pay arrangements form a part of your contractual terms and conditions these will transfer to Walsingham Support.

I am on maternity leave at the moment, what will happen to me?

Your position is unchanged; your right to return to work will transfer to Walsingham Support. Administration of your maternity leave will become the responsibility of Walsingham Support effective from the date of the transfer. We will talk to you about keeping in touch arrangements at the appropriate point.

If I need specific support related to health or disability issues who can I contact?

This can be discussed at your 1 to 1 meeting. Alternatively, please email us at our dedicated email address, and a member of the Walsingham Support Mobilisation Team will contact you to arrange a discussion or a meeting.

I am on long-term sick leave, what will happen to me?

You will be transferred to Walsingham Support as part of the TUPE transfer. From the date of the transfer, administration of your sickness absence will be undertaken by Walsingham Support. We will talk to you about keeping in touch arrangements at the appropriate point.

Can I opt to take Walsingham Support's terms and conditions instead of my current ones?

Legally you are entitled to transfer, and remain, on your existing contractual terms which are protected through the TUPE Regulations. If you wish to opt to take Walsingham Support's terms and conditions after the point of transfer, please email us at our dedicated email address, and a member of the Walsingham Support Mobilisation Team will contact you to discuss this with you further. Any request to move terms and conditions must be in writing/email from you.

Can Walsingham Support change my terms and conditions?

As a new employer, we are obliged to honour your contract of employment, which means that we must maintain your existing contractual terms and conditions. There are circumstances where an employer can propose changes, in which case these must be formally communicated as proposals, and they would be subject to consultation.

How long does the protection under TUPE last?

There is no specified time limit, however if you choose to move role within Walsingham Support or request a change to your existing contract, you would need to move on to Walsingham Support's terms and conditions.

Does TUPE protect me against redundancy?

There are certain circumstances where an employer can propose changes, which could include redundancy. These must be formally communicated as proposals, and they would be subject to consultation.

If I apply for a different job, will I go onto Walsingham Support's Terms and Conditions?

In such cases, we would normally require you to move onto terms and conditions included in the standard Walsingham Support contract.

What happens to my annual leave if I move to Walsingham Support T&Cs?

At the point at which an individual comes over on to Walsingham Support's T&Cs their leave entitlement will increase to what it would have been if ALL their service (including pre-TUPE transfer service) was done at Walsingham Support.

If your entitlement is more than would be allocated according to Walsingham Support entitlements, then it would be frozen until such time as the entitlements caught up with one another.

What will happen to my salary if I move to Walsingham Support T&Cs?

If an employee opts to move to Walsingham Support T&Cs and their basic salary is lower than the starting point of the relevant Walsingham Support salary bandings, then their salary would increase to the bottom of the relevant Walsingham Support banding. If their salary is higher than the Walsingham Support banding, then their basic salary would be frozen/red circled.

Will I be entitled to a pay review after the transfer?

If you have a contractual entitlement to a pay review on a pre-determined pay scale, then this will transfer to Walsingham Support.

When is Walsingham Support's payday?

Walsingham Support's payday is the last working weekday (Monday to Friday) of each month. If this is different from your current pay day, we will be consulting with you and your representatives about this change ('Measure').

If a change such as this is made we would provide employees with the opportunity to request an advance of salary on the normal pay date and then pay on an ongoing basis on the last working day of each month from the following month. This allows for time to change the dates of regular payments such as direct debits and standing orders that are taken from bank accounts.

We would discuss this individually as part of our 1 to 1 consultation process. However, in the meantime if you have any concerns please do not hesitate to contact one of us.

I am currently weekly paid, will this continue?

Walsingham Support has a monthly payroll and we do not intend to introduce weekly payments. Assistance will be given to you to help with the transition.

What is Walsingham Support's retirement age?

Walsingham Support does not operate a compulsory retirement age and believes that where possible employees should be able to continue working for as long as they wish to do so.

Which Union is recognised?

Throughout the transfer process Walsingham Support will be consulting with the Unions/elected representatives that currently represent you. Walsingham Support does not have a recognition agreement with a Union.

Obviously individuals can remain members of the union of their choice and your representative can accompany you if you are attending any individual meetings e.g. sickness absence, disciplinary and grievance etc

If I pay union subscriptions directly from payroll, can I continue to do so?

Walsingham Support has an established process in place to allow for union subscriptions which are payable to Unison to be deducted at source and paid direct to them on their members' behalf.

Unfortunately, we do not have processes in place to make such deductions and payments for any other unions. Members of other unions should contact their representative and make alternative arrangements to pay their subscriptions directly to the union.

If you already pay your union subscriptions direct to your union, then you need take no further action.

As Bank contracts don't exist at Walsingham Support, if a Bank staff member was to transfer on to a Walsingham Support MGH contract, would this mean that employment starts again with no continuity?

Bank Workers/zero-hour contracts will transfer over on their existing contracts. Walsingham Support do not operate Bank Workers/zero-hour contracts and would prefer for such staff members to be employed on Minimum Guaranteed Hours (MGH) contracts. After transfer, Operations & Development will enter into individual discussions with the relevant employees, regarding the Walsingham Support MGH scheme. If individuals wish to discuss this prior to transfer, then we are happy to do so.

If employees on zero-hour contracts decide to transfer to a Walsingham Support MGH contract then their service is considered continuous from the date that they originally started their job with the outgoing employer.

Would pre-existing flexible working patterns remain in place?

Any formal flexible working agreements that exist at the point of transfer will remain in place as this forms part of an individual's contract. The paperwork in relation to the request and agreement should be held on the individual's file.

Are there opportunities to work additional hours at other services/locations within Walsingham Support and am I able to work for other employers?

There are sometimes opportunities to work additional hours across Walsingham Support services. Any work beyond contracted hours must be by mutual agreement between the employee and their line manager(s).

Walsingham Support policy states:

"Additional hours undertaken either within Walsingham Support or externally should not take the average weekly hours of employees over 48 hours. However, there may be some occasions when line managers need to negotiate working time if, for example, a person we support is taken ill and hospitalised.

It should be noted that permanent employees' primary commitment must be to Walsingham Support and the needs of their department will precede any other commitments that they have.

If a line manager feels that the amount of additional hours being worked by an employee is detrimental to the needs of their department, or presents a health and safety risk, a maximum amount of additional hours should be specified".

What support will I receive through this process?

Change can be unsettling. Things are very rarely ever crystal clear at the outset and people naturally feel uncomfortable or fearful of what is unknown. It is vital that Walsingham Support maintains the level of service to the people we support and we will do all we can to minimise effects on the morale of those transferring to Walsingham Support. We also wish to ensure that your transfer is carried out sensitively and smoothly.

Walsingham Support employees have free access to a confidential Stress Helpline. The helpline can be accessed by calling 0800 015 5632 quoting reference AEG75901.

The service is totally confidential and no information of a personal nature will be shared with your Walsingham Support manager or any other Walsingham Support employee.

Your line manager, HR representatives and Walsingham Support contacts, of course, remain available to you to answer any of your queries and to talk through any issues you may have.

You may also approach your Union/Employee Representative for additional support.

Any queries, concerns or comments at any stage of the transfer process?

Please email:

hr@walsingham.com

