

**To: The Chair of the Probation Board/Trust  
The Chief Officer of the Probation Board  
The Chief Executive of the Probation Trust  
(Copy enclosed for the Head of Human Resources)  
The Secretary of the Probation Board/Trust  
Members of the NNC**

15 October 2009

**NNC CIRCULAR NO.12/2009**

Dear Madam/Sir

**Management of Change Protocol**

1. The Joint Secretaries would like to advise Boards, Trusts and unions that a review took place on Monday 21<sup>st</sup> September 2009 to reflect on the operation of the Management of Change Protocol and to identify any learning points from the first 3 months of operations.
2. So far the Protocol and the associated Period of Reflection has been used in 8 areas, 1 having withdrawn from the process before its completion as there was no longer a need for compulsory redundancy.
3. As a consequence of the application of the Protocol, a total of just 3 people have been made compulsorily redundant – redeployment and voluntary redundancy being the main drivers of this reduction.
4. It was recognised that the Joint Secretaries had not been able to provide a report to the parties following their intervention. With this in mind a revised procedure was identified:-
  - During the Management of Change meeting, recommended action points for the local parties would be identified.

- Prior to the end of the Management of Change meeting, the Joint Secretaries would briefly adjourn the meeting to ensure that there was a shared understanding of the recommended action points.
- The Management of Change meeting would re-commence after the adjournment to share the recommended action points with the local parties.
- The Joint Secretaries would confirm the recommended action points to the local parties within 72 hours of the Management of Change meeting.
- Prior to the end of the Period of Reflection, the Joint Secretaries would forward a report of their findings at the Management of Change meeting. If agreement between the Joint secretaries did not prove possible this would be reported to all the parties within this timescale.

5. Experience has shown that some Boards and Trusts had triggered the Period of Reflection before all relevant facts were known e.g. selection processes and/ or redeployment exercises were not complete. It was thought advisable that Boards and Trusts should aim to have completed all such exercises before triggering the Period of Reflection to permit the Management of Change meeting to focus on problem-solving .

You are asked to advise all concerned as appropriate.

Yours faithfully

**Christine Lawrie**  
**Jonathan Ledger**

**Joint Secretaries**

