
From: official information
Sent: Thursday, 29 April 2021 13:48
To: [REDACTED] official information
Subject: FW: RESPONSE: LGOIMA 21114 - [REDACTED] - Request for restructure information
Attachments: 2021-03-18 Health and Safety Team Consultation Document.pdf; 2021-04-20 Health and Safety Team Consultation Phase 2 Document.pdf

Kia Ora [REDACTED],

I refer to your **information request below**, Hamilton City Council is able to provide the following response.

Please find attached the change proposal document that set out the business case and rationale in support of the Health and Safety Team restructure.

As part of the wider safety reset programme of work that was commissioned last year, we had committed to reviewing our resources and the team structure to ensure that we are adequately set-up to achieve our goals and aspirations.

Having been part of the Health and Safety Team you were taken through this document on the 18th March 2021. A second proposal document was also presented to the Health and Safety Team on the 20th April 2021 (after your official last day), which is also attached. Contained within the second proposal document is a summary of the feedback we had received via email by individual team members that related specifically to the restructure.

Should you require anything further or clarification we are more than happy to assist.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

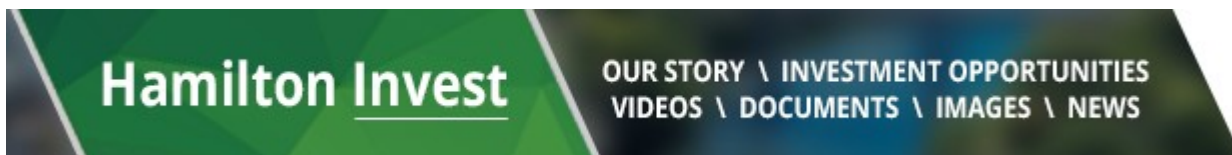
Kind Regards,

Michelle | Legal Services Manager
Legal Services & Risk | People and Organisational Performance
Email: officialinformation@hcc.govt.nz



Hamilton City Council | Private Bag 3010 | Hamilton 3240 | www.hamilton.govt.nz

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From: Hamilton City Council <do.not.reply@hcc.govt.nz>
Sent: Wednesday, 7 April 2021 10:52 am
To: official information <officialinformation@hcc.govt.nz>
Subject: HCC Website - Official Information Request ref: HCC-QF-210407-69DZO-10NF

HCC Website - Official Information Request

Reference: HCC-QF-210407-69DZO-10NF

Attachment: not attached

Name: [REDACTED]

Email address: [REDACTED]

Phone number: [REDACTED]

Detailed Description of Request

All written information including the business case, process and substance as well as any emails regarding the March/April 2021 restructure of the Hamilton City Council Health and Safety Team.

Organisation: not supplied

An aerial photograph of a park and city at sunset. The sun is low on the horizon, casting a warm orange glow over the scene. A river flows through the park, reflecting the sunset. The park is filled with green trees and several buildings, including a large white building with a red roof. In the background, a city skyline is visible under the sunset sky.

Consultation Document

Safety & Wellness Team

18 March 2021

Introduction

- This document looks to set out the business rationale in support of the proposed changes to the Health and Safety Team structure as well as outlining the intended selection and appointment process
- You are encouraged to provide feedback no later than 12pm, 26 March 2021
- All feedback will be taken into consideration before any final decisions are made
- Every attempt has been made to ensure that the information in this pack is correct
- If you believe that something has been represented incorrectly or you have any questions, please let me know

Context & Rationale

- We have been leading an impactful review of Council's safety ecosystem over the last six months to ensure world class performance outcomes are achieved
- Alongside several other streams of work, part of the review looked to assess the safety resourcing and structure required to best achieve greater levels of influence through pro-active, credible and strategic business partnering
- As an organisation we are facing rapid growth and we continue to transform our services and operating models to meet the needs of our customers and communities
- There is strong support for a centrally based 'Center of Excellence' to provide specialist, technical expertise across strategic, assurance and engagement activities for whole of council
- There is opportunity to leverage safety resources already domiciled in the organisation through improved collaboration, stream-lined processors and a consistent way of doing things, coordinated through the a 'Centre of Excellence'
- There is far greater emphasis on putting safety first in all we do

What this means for us

- We are seen and recognised as a **Centre of Excellence**, having subject matter experts who are highly engaged, who are relevant and highly skilled in delivering great outcomes
- To be **‘trusted business partners’** we act professionally, efficiently and provide exceptional service, support and advice
- We are **customer focused**, agile and responsive for our customers, who require improved systems, support and services to keep up with our rapidly changing environment
- We embrace **new ways of working**, which is more aligned to our customers, operating with a sense of urgency and deliver timely on the things that matter most
- We **continually evolve** as a team to remain credible, relevant, and effective
- Continue to focus on developing the **right capabilities and mind set** and we lead by example
- Refine our activities, better **align our resources** and recruit critical capabilities for the future

Our Game Plan – helping shape an awesome Hamilton

Outcomes

Partnering to create a thriving high-performance organisation that impacts our community

- Our high performance way of working is fully integrated and embedded across Council.
- **The People and Performance team are seen as valuable business partners, enhancing performance through fit for purpose people solutions.**
- Enhanced leadership capability (aligned to our Leadership Framework) driving cultural transformation
- **Enhanced organisational safety Performance achieved through our Safety reset**
- **Greater system enablement to support performance and impact**

Partnering to attract and build a thriving workforce diverse in people and opportunity.

- Hamilton City Council is seen as an employer of choice and attracting world class talent
- People and Performance dashboards established and data leveraged to develop and measure impactful people strategies
- We have an inclusive workforce that reflects the diverse community we serve
- We are delivering on the employee experience outlined in our Shape and Awesome Hamilton campaign. Our people feedback that Hamilton City Council is a great place to work.

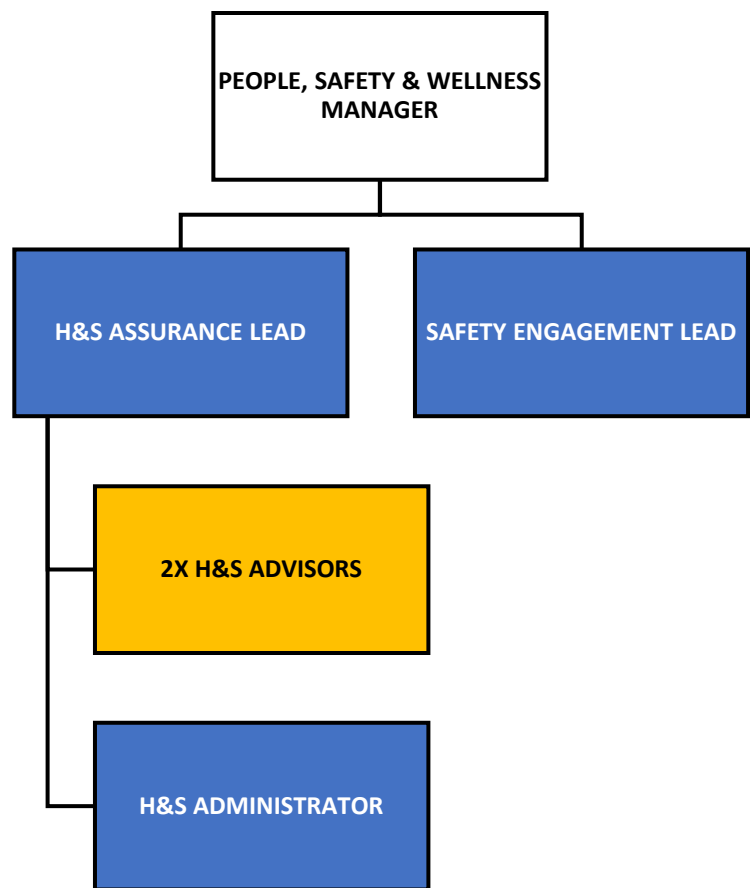
Partnering to enhance the employee experience through a personalised approach, support and development. Enabling our people to be the best versions of themselves.

- Our new starters are set up for success, engaged and connected
- **Our people feel cared for and safe at work**
- **Our people have the capability required to deliver outcomes for our community**
- Are people enabled to have better discussions at work through creation of a coaching culture

How we will measure success

- Increases seen in our 2021 employee engagement survey in performance factor results and employee perception
- Customer satisfaction survey established, benchmark and targets set for improvement
- Increase seen in leadership performance factors in 2021 engagement survey
- **Increase in Health and Safety performance factors in 2021 engagement survey**
- **Efficiencies gained through system implementation**
- Candidate Care survey established, benchmarked and targets set for improvement
- Customer satisfaction survey established, benchmark and targets set for improvement
- Diversity and inclusion metrics established, benchmark and targets set for improvement
- Increases seen in our 2021 engagement data
- Onboarding survey established, benchmarked and targets set for improvement
- Reduction in first year turnover data
- Increases seen in our 2021 employee engagement survey

Current Health and Safety Team Structure



Current headcount/FTE X5

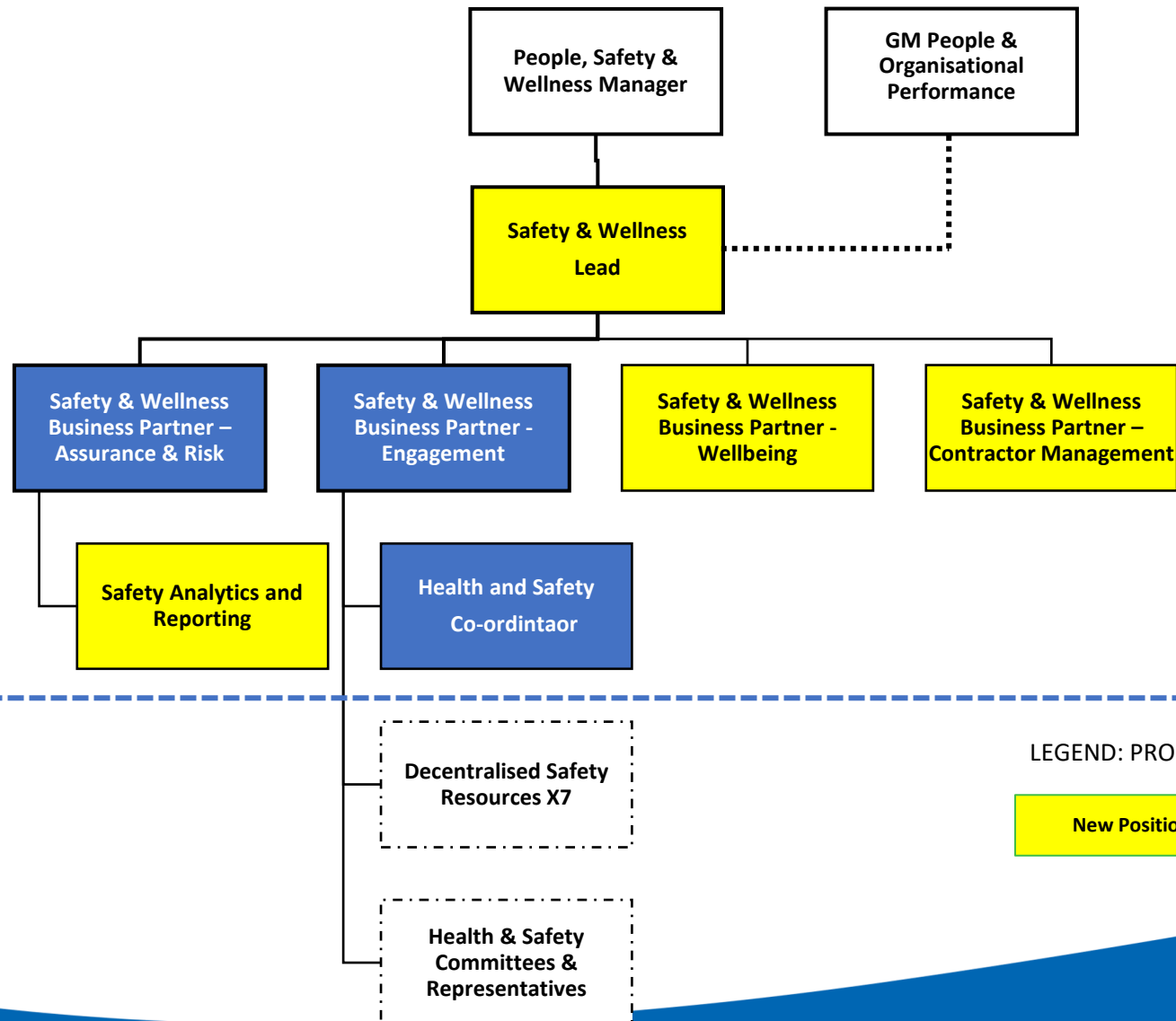
LEGEND: PROPOSED IMPACT

Significant/Disestablish	SUBSTANTIALLY SIMILAR	NO CHANGE
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Proposed Health and Safety Team Structure

The “Tellers”
(Centre of Excellence) -
Corporate/
organisational
creators of safety
management
systems, policy
and resources to
advise and
provide technical
expertise to the
business

The ‘Doers’ –
promote and
implement the
safety systems in
the business
based on critical
risk areas*



Proposed headcount/FTE
X7, equates to an increase
of 2 FTE

Proposed Impacts

Role	Potential Impact
Safety Assurance Lead	Substantially Similar, proposal to match to Safety and Wellness Business Partner – Assurance & Risk, with a reporting line change to Safety and Wellness Lead
Safety Engagement Lead	Substantially Similar, proposal to match to Safety and Wellness Business Partner – Engagement, with a reporting line change to Safety and Wellness Lead
Health & Safety Advisors x2	Significantly impacted, proposal to disestablish positions
Health & Safety Administrator	Substantially Similar, proposal to match to Health & Safety Co-ordinator with a reporting line change to Safety and Wellness Business Partner - Engagement

Brief outline of proposed new roles

Safety & Wellness Lead	
REPORTING LINE	People, Safety and Wellness Manager
PURPOSE	Provide strategic leadership and deliver world class performance, putting safety first in all that we do
KEY ACCOUNTABILITIES	<p>Lead the Safety and Wellness Team to support Council's aspirations in becoming a leader in health and safety performance</p> <p>Take ownership of Council's safety strategy, SMS and supporting frameworks to deliver high performance outcomes</p> <p>Provide coaching and support through influence and engagement with all key stakeholders, focusing on relationships and collaboration</p> <p>Actively contribute to the wider PSW Business Unit's Game Plan through credible leadership and role modelling behaviors</p>

Safety & Wellness Business Partner – Wellness

REPORTING LINE	Safety and Wellness Lead
PURPOSE	Support and provide direction to support Council's wellness initiatives including injury prevention and return to work programmes
KEY ACCOUNTABILITIES	<p>Partner and promote wellness activities in line with our Work Well commitment and aspirations</p> <p>Coordinate health monitoring and act as a key intermediary between Council and WaiOcc Health</p> <p>Ensure RTW programs (work and at home injuries) are well established, clearly communicated, understood and practiced</p> <p>Maintain oversight of EAP activities and wellness training through reporting and relationship management</p>

Safety & Wellness Business Partner – Contractor Management

REPORTING LINE	Safety and Wellness Lead
PURPOSE	Provide technical safety expertise to support contractor management and other important areas e.g. hazardous substances and permit to work practices
KEY ACCOUNTABILITIES	<p>Partner and promote best practice guidelines to support contractor management, compliance and relationships</p> <p>Work with key BU's who engage contractors to ensure consistent approach and continuous improvement</p> <p>Contractor inductions, training and engagement are maintained</p> <p>Partner with BU's in support compliance and certifications</p> <p>Established work practices through SOP's, JSA's and Permitted Work are clearly documented and practiced</p> <p>Provide key technical safety expertise across the whole of Council</p> <p>Monitor, review and evaluate work practices to identify and implement continuous improvement opportunities</p>

Safety Analytics and Reporting

REPORTING LINE	Safety and Wellness Business Partner – Assurance & Risk
PURPOSE	To provide critical systems support to maximise the value from our safety software, using data insights to inform, identify trends and highlight areas of focus
KEY ACCOUNTABILITIES	<p>Maintain data integrity and promote quality reporting</p> <p>Triage events and allocate actions as appropriate</p> <p>Provide dashboard board reporting and extract data insights to identify key trends</p> <p>Input and provide regular performance metrics and data for reporting purposes</p> <p>Support assurance activities and provide cycle of activity to ensure continuous improvement</p> <p>Monitor activities and progress</p>

Proposed Selection and Appointment Process

- We're committed to running a fair process that provides people with certainty and makes the selection and appointment process as easy for you as possible
- New roles are not substantially similar to current roles. New roles will be advertised following confirmation of the new structure and internal candidates will have the opportunity to register an expression of interest
- Selection decisions will be based on some or all of the following:
 - Previous performance and experience
 - Future skills fit and ability to perform role
 - Demonstration of our values and team fit
 - Performance at interview (if interviews are held)
 - Any other supporting information you would like the hiring manager to take into consideration.

Interpreting potential impacts and giving feedback

Interpreting the potential impacts

- “Substantially similar ” means that the proposed role is substantially similar to a current role
- “Role Disestablished” means that the position is not included under the proposed structure

How to provide feedback

- You can provide feedback on anything proposed in this document
- Your feedback will be carefully considered before a final structure is confirmed
- Email your feedback to: dan.finn@hcc.govt.nz by 12pm, 26 March 2021

Important dates and proposed timeline

18 March (afternoon)	Consultation begins with affected employees
19 March (morning)	Communication to wider PSW team
26 March	Feedback closes at 12pm, review and consider feedback
30 March	Final structure and documentation prepared
31 March	Final structure communicated to affected employees followed by wider team
1 April	Communication to wider business
9 April	Recruitment process commences for new roles
TBC	New structure effective (subject to new roles being filled)

Support and guidance during change

- We recognise the uncertainty this proposal may cause so we are focussed on moving quickly as we can through this change process
- We would like to remind you that support is available
- Talk with your me, your Team Lead, or an HR Business Partner
- Contact EAP Services on a confidential basis on 0800 248 678. Services offered include:
 - Strategies for dealing with change
 - They can also help provide broader career advise
 - Work or personal relationships
 - Coping with loss
 - Personal issues
- You are also entitled to seek independent advice

Managing the Change - Alternative

We are sharing the change management protocol we would use. We welcome your feedback on this protocol.

Reconfirmed into unchanged or substantially similar positions

Where a current position is deemed to be the same or substantially similar in the new structure, the incumbent will be reconfirmed as continuing in the position. The following are examples of this:

- Change to reporting line
- Change to title
- Minor changes in responsibilities, duties or tasks

Redeployment

Where a staff member's current position is disestablished, and a suitable redeployment position exists, options for redeployment would be explored individually in line with the terms and conditions of their employment agreement.

Redundancy

Redundancy would occur where a staff member's current position has been disestablished and where the staff member is unsuccessful in their applications or has elected not to apply for any new positions and no redeployment opportunities exist. Redundancy will be in accordance with the staff member's employment agreement.

Managing the Change - Alternative

New Positions

- Any new positions within would be ring-fenced as possible redeployment opportunities in the first instance.
- Once all redeployment opportunities have been explored with those directly affected any remaining roles will then be advertised in accordance with our recruitment policy.
- Suitability for a new role will be made based on the requirements for the role as listed in the position description. These include qualifications, experience, skills, abilities, and organisational behaviours.
- The selection process will be used to determine suitability for a new role. This may include a CV review, interview, skills assessment and any other relevant information (such as performance review information).

An aerial photograph of a large park area at sunset. The sun is low on the horizon, casting a warm orange glow over the scene. A river or lake flows through the park, reflecting the light. There are many trees, a large building with a dark roof, and several smaller structures. The city of Hamilton is visible in the background.

Consultation Document

Phase 2

Safety & Wellness Team

20 April 2021

Introduction

- Following consultation we have met with you and have now considered your feedback
- Based on your ideas and alternative views we have re-designed an updated a newer structure that we would like to further consult with you on
- This document looks to set out the business rationale in support of the updated proposed structure and changes to the Health and Safety Team
- We have also outlined the intended selection and appointment process for your consideration
- You are encouraged to provide feedback no later than 12pm, Tuesday 27 April 2021
- Further feedback will be taken into consideration before making a final decision
- If you believe that something has been represented incorrectly or you have any questions, please let me know

Context & Rationale

- We have been leading an impactful review of Council's safety ecosystem over the last six months to ensure world class performance outcomes are achieved
- Alongside several other streams of work, part of the review looked to assess the safety resourcing and structure required to best achieve greater levels of influence through pro-active, agile and credible strategic business partnering
- As an organisation we are facing rapid growth and we continue to transform our services and operating models to meet the needs of our customers and communities
- There is strong support for a centrally based 'Center of Excellence' to provide specialist, technical expertise, that is aligned to Groups and Business Unit's across all safety and wellbeing activities
- There is much opportunity to partner better with safety resources already domiciled in the organisation through improved collaboration, stream-lined processors and a consistent way of doing things, coordinated through a 'Centre of Excellence' by way of an SLA type arrangement
- Our Organisational Game Plan places far greater emphasis on putting safety first in all we do

What this means for us

- We are seen and recognised as a **Centre of Excellence**, having subject matter experts who are highly engaged, who are relevant and highly skilled in delivering great outcomes
- To be **‘trusted business partners’** we act professionally, efficiently and provide exceptional service, support and advice through our relationships and alignment
- We are **customer focused**, agile and responsive for our customers, who require improved systems, support and services to keep up with our rapidly changing environment
- We embrace **new ways of working**, which is more aligned to our customers, operating with a sense of urgency and deliver timely on the things that matter most
- We **continually evolve** as a team to remain credible, relevant, and effective
- Continue to focus on developing the **right capabilities and mind set** and we lead by example
- Refine our activities, better **align our resources** and recruit critical capabilities for the future

Feedback Summary and Themes

Common Theme/Feedback	Response
There is opportunity to better align the proposed structure to our SMS	To some extent our current and proposed structures do this through the dual leads however there is continued confusion within the H&S team and the wider business, which the structure could address better. The re-proposed structure looks to make clearer that alignment, reflecting both specialist function and business support
There is still a requirement to provide dedicated H&S support aligned to Business Units and Teams	Some Groups have stood up their own H&S resources through a decentralised H&S model to meet their needs and to recognise the importance of health and safety in their area(s). As a Centre of Excellence it is important that we continue to provide the right level of skills, knowledge and experience to support the Organisation. The proposed structure should not only reflect the SMS functions but also identify direct points of contact for Groups and Teams who are entitled to expect excellent H&S business partnering
There continues to be confusion within H&S and the wider Organisation regarding the dual Leads as well as the functions of engagement Vs risk and assurance	It has been difficult to clearly separate and establish independence between the dual Leads as observed by the organisation. The re-proposed structure looks to address this and to clearly articulate where the leadership accountability sits, which is consistent with other PSW functions. The SMS pillars help to align the re-proposed structure and how those areas of responsibility are apportioned out across the team to champion
Greater governance and strategic support is needed. A further Lead could be established within PSW to support Safety Governance and Strategy (0.3 FTE). A H&S Administrator to report into that 0.3 Lead position	As part of your feedback an alternative structure was proposed that included a third SW Lead (.3 FTE) to support the PSW Manager, that sits alongside the Safety Risk and Assurance Lead and the Engagement Lead, with a dotted line reporting into the GM People and Organisation Performance. This would likely create further confusion within the H&S Team and wider Organisation by further diluting where the primary accountability for leadership sits within H&S Team.

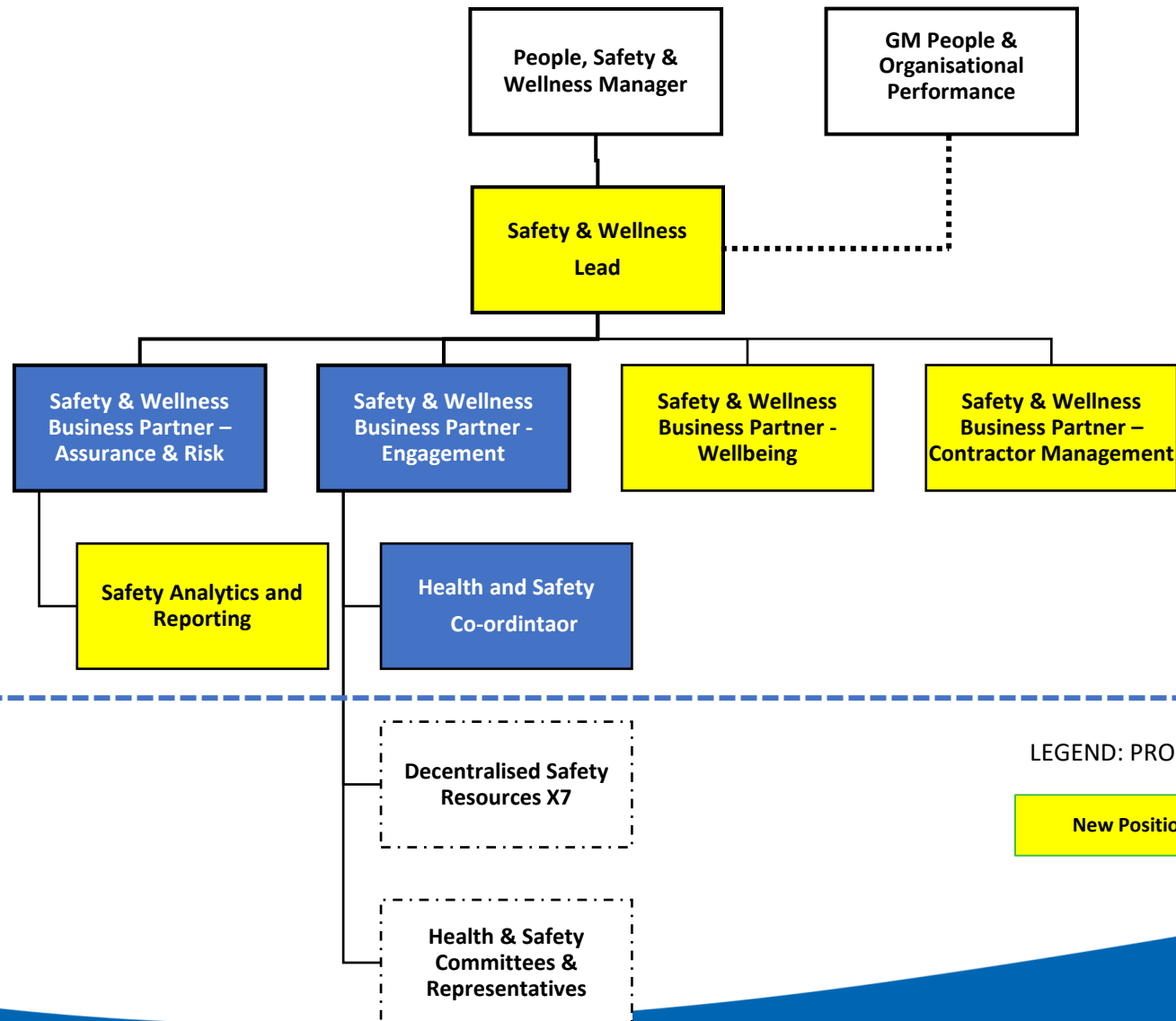
Feedback Summary and Themes

Common Theme/Feedback	Response
Maintain the current Lead structure (plus a new 0.3 FTE) and align team resources under the Safety and Assurance Lead, which would include S&W BP – Critical Risks, an Assurance Advisor and System Admin and Data Analyst. BP – Wellbeing to report into the Engagement Lead	It has been difficult to clearly separate and establish independence between the dual Leads as observed by the organisation. The re-proposed structure looks to address this and to clearly articulate where the leadership accountability sits. The SMS pillars help to align the re-proposed structure and how those areas of responsibility are apportioned out across the team to champion in addition to partnering with the organisation.
The H&S Co-ordinator currently provides support across the whole H&S Team. By aligning this role under the S&W Business Partner – Engagement as proposed, could reduce the effectiveness of this position to work across the whole team	The premise behind the proposal to align the H&S Co-ordinator under the S&W Business Partner – Engagement was to ensure that there was adequate support for that role, where we proposed that the decentralised teams would align to in the first instance. Having considered your feedback we are now proposing that the H&S Co-ordinator would continue to provide support across the whole S&W Team
Similar to the above feedback, could the Safety Analytics and Reporting (BA) position report into the S&W Lead and provide support across the whole team	The proposal to align the Safety Analytics and Reporting (BA) position under the S&W Business Partner – Risk and Assurance was to ensure that there was adequate support for that role, which would hold the responsibility to deliver those functions. Having considered your feedback we are now proposing that the Safety Analytics and Reporting (BA) position would provide support across the whole S&W Team

Previously proposed Health and Safety Team Structure

The “Tellers”
(Centre of Excellence) -
Corporate/
organisational
creators of safety
management
systems, policy
and resources to
advise and
provide technical
expertise to the
business

The ‘Doers’ –
promote and
implement the
safety systems in
the business
based on critical
risk areas*

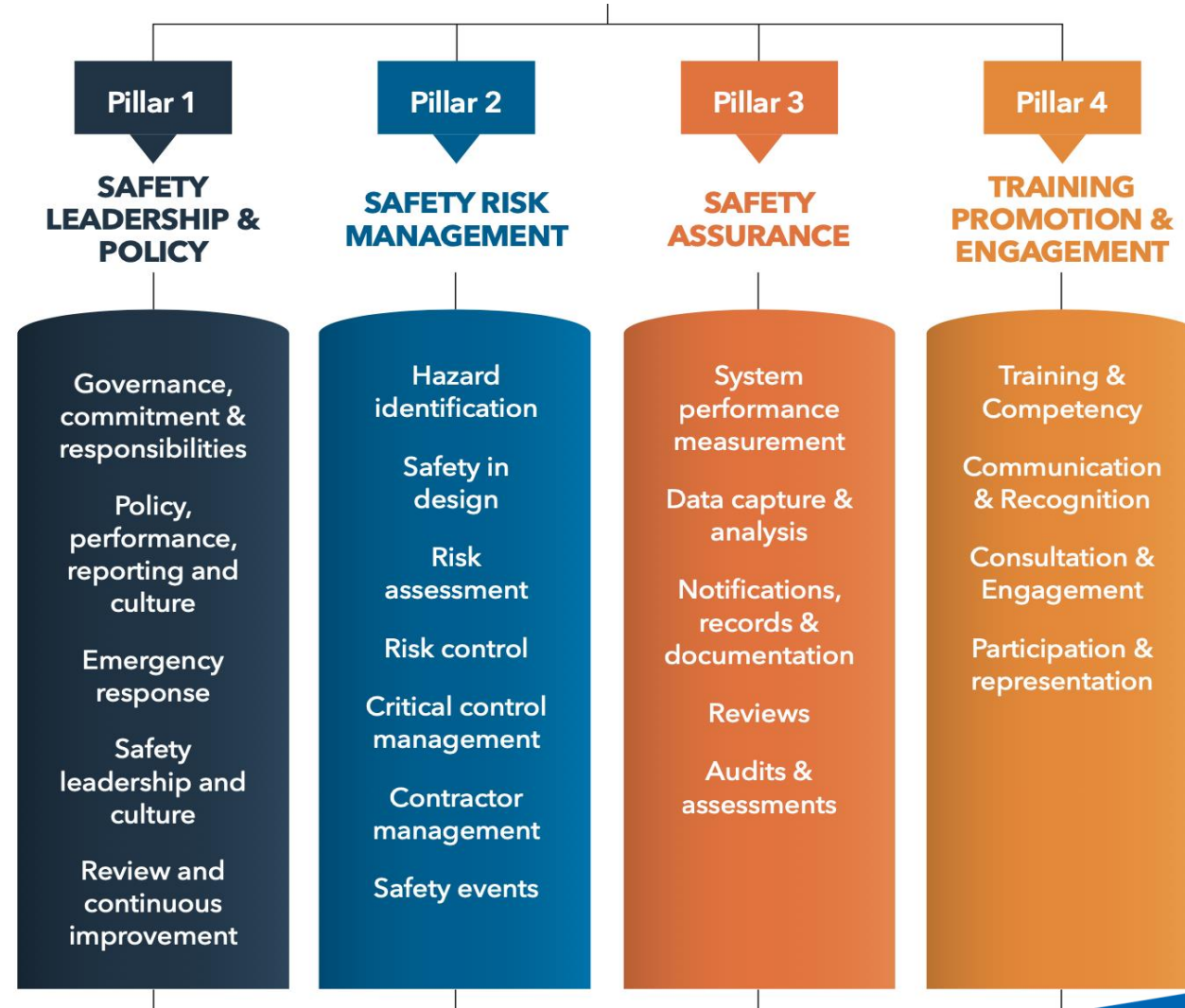


Proposed headcount/FTE
X7, equates to an increase
of 2 FTE

LEGEND: PROPOSED IMPACT



Our Safety Management System

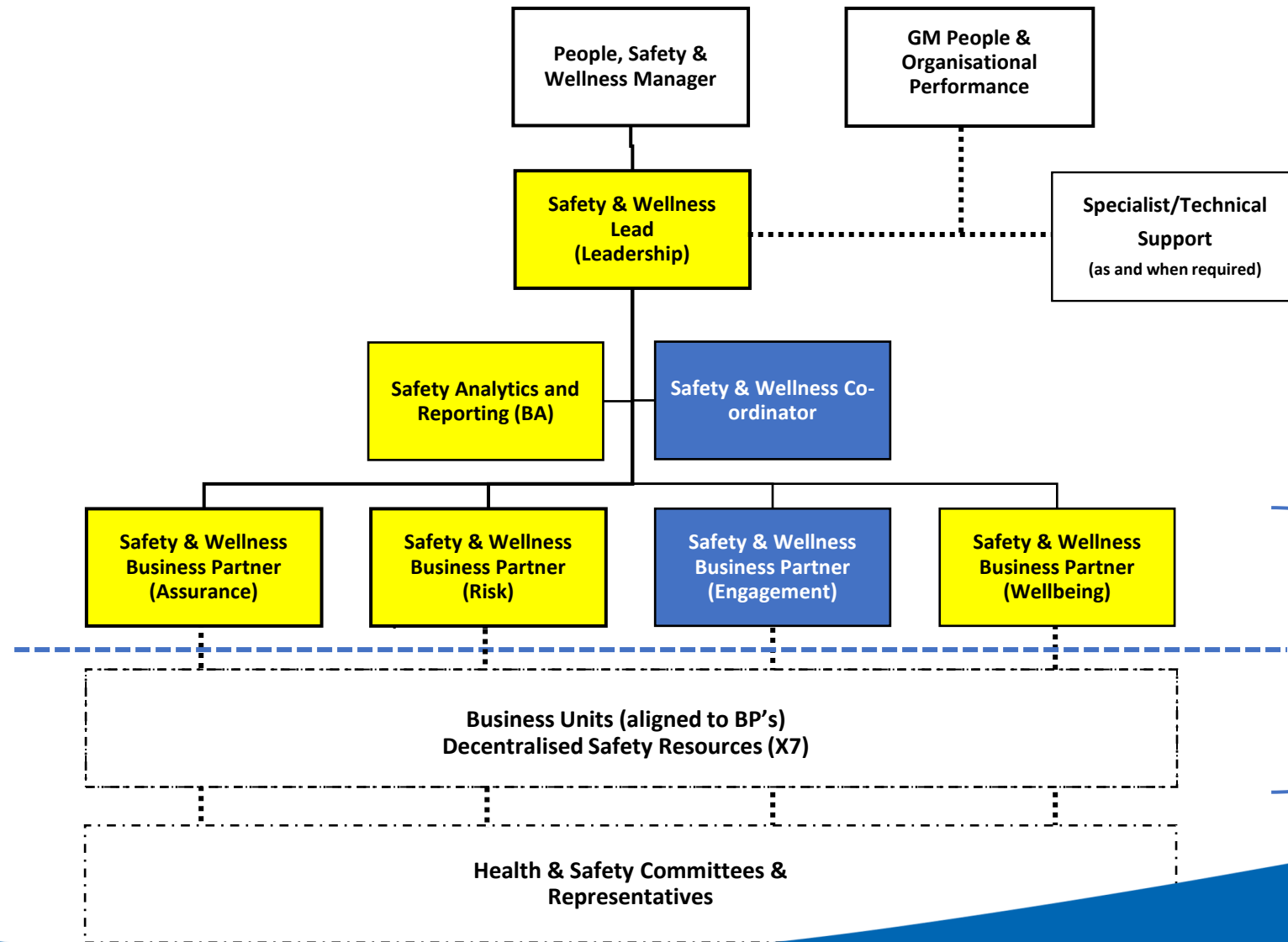


Moving towards a Business Partnership model



Newly proposed Health and Safety Team Structure

The “Influence’s”
(Centre of
Excellence) –
Organisational
creators of the SMS,
Policy and Resources
to advise and provide
technical expertise to
the business



LEGEND: PROPOSED IMPACT

NO CHANGE

SUBSTANTIALLY SIMILAR

NEW POSITION

Establish an SLA between
CoE, BU's and
Decentralised H&S
Resources

Proposed Impacts

Role	Potential Impact
Safety Assurance Lead	Significantly impacted, proposal to disestablish position and redeploy or redundancy
Safety Engagement Lead	Substantially Similar, proposal to match to Safety and Wellness Business Partner (Engagement Champion) with a reporting line change to Safety and Wellness Lead
Health & Safety Advisors x2	Significantly impacted, proposal to disestablish positions
Health & Safety Co-ordinator	Reporting line change to Safety and Wellness Lead and realignment of some duties

Broad outline of proposed roles

Safety & Wellness Lead	
REPORTING LINE	People, Safety and Wellness Manager (dotted line GM POP)
PURPOSE	Provide strategic leadership and deliver world class performance, putting safety first in all that we do
KEY ACCOUNTABILITIES	<p>Accountable for leading the Safety and Wellness Team to support Council's aspirations in becoming a leader in health and safety performance</p> <p>Responsible for Council's safety strategy, accountable for SMS and supporting frameworks to deliver high performance outcomes</p> <p>Provide coaching and support through influence and engagement with all key stakeholders, focusing on relationships and collaboration</p> <p>Actively contribute to the wider PSW Business Unit's Game Plan through credible leadership and role modelling behaviors</p>

Safety & Wellness Business Partner (SMS Pillar Champion)

REPORTING LINE	Safety and Wellness Lead
PURPOSE	Provide direction and support for Council's safety and wellness initiatives to help deliver world class performance, putting safety first in all that we do
KEY ACCOUNTABILITIES	<p>Partner with designated Groups, Business Units and Teams (to be allocated) Champion and take responsibility for implementing SMS Pillar 2 or 3 or 4</p> <p>Contribute to the ongoing development and implementation of strategic and operational safety and wellness initiatives aligned to our SMS</p> <p>Deliver high quality, customer focussed safety and wellness expertise through strategic business partnering, which is responsive to the needs of the organisation and in line with good practice</p> <p>Using your expertise, technical competence and experiences to provide effective coaching, guidance and advice to managers</p>

Safety & Wellness Business Partner (Wellness Champion)

REPORTING LINE	Safety and Wellness Lead
PURPOSE	Provide direction and support for Council's safety and wellness initiatives to help deliver world class performance, putting safety first in all that we do
KEY ACCOUNTABILITIES	<p>Partner with designated Groups, Business Units and Teams (to be allocated) Champion and take responsibility for Council's wellness initiatives including Workwell, injury management and prevention, return to work programmes, health monitoring, employee assistance programmes etc</p> <p>Contribute to the development and implementation of strategic and operational safety and wellness initiatives aligned to SMS</p> <p>Deliver high quality, customer focussed safety and wellness expertise through strategic business partnering, which is responsive to the needs of the organisation and in line with good practice</p> <p>Using your expertise, technical competence and experiences to provide effective coaching, guidance and advice to managers</p>

Safety Analytics and Reporting (BA)

REPORTING LINE	Safety and Wellness Lead
PURPOSE	To provide critical systems support to maximise the value from our safety software, using data insights to inform, identify trends and highlight areas of focus
KEY ACCOUNTABILITIES	<p>Maintain data integrity and promote quality reporting</p> <p>Provide dashboard board reporting and extract data insights to identify key trends</p> <p>Input and provide regular performance metrics and data for reporting purposes</p> <p>Support assurance activities and provide cycle of activity to ensure continuous improvement</p> <p>Monitor activities and progress</p>

Health and Safety Co-ordinator

REPORTING LINE	Safety and Wellness Lead
PURPOSE	Co-ordinate health and safety activities, working closely with team members to deliver world class performance, putting safety first in all that we do
KEY ACCOUNTABILITIES	<p>Co-ordinate safety and wellness initiatives and support team efforts across a variety of work streams to effect positive change</p> <p>Communicate regularly key messages and maintain important information on velocity to ensure access to forms, guides and information is readily available</p> <p>Participate and support in the development of our Workwell initiatives</p> <p>Schedule, support and co-ordinate key events to maintain compliance, policy standards and good practice e.g. drug and alcohol testing, inductions, health monitoring etc.</p> <p>Actively contribute to the S&W and wider PSW Business Unit's Game Plans through continued support and role modelling behaviors</p>

Proposed Selection and Appointment Process

- We're committed to running a fair process that provides people with certainty and makes the selection and appointment process as easy for you as possible
- New roles are not substantially similar to current roles. Effected staff will have the opportunity to register an expression of interest and will be considered first as part of the redeployment process following confirmation of the new structure
- Other new roles will be advertised following confirmation of the new structure
- Selection decisions will be based on some or all of the following:
 - Previous performance and experience
 - Future skills fit and ability to perform role
 - Demonstration of our values and team fit
 - Performance at interview (if interviews are held)
 - Any other supporting information you would like the hiring manager to take into consideration.

Interpreting potential impacts and giving feedback

Interpreting the potential impacts

- “Substantially similar ” means that the proposed role is substantially similar to a current role
- “Significant Impact, Role Disestablished” means that the position is not included under the proposed structure

How to provide feedback

- You can provide feedback on anything proposed in this document
- Your feedback will be carefully considered before a final structure is confirmed
- Email your feedback to: dan.finn@hcc.govt.nz by 12pm, 27 April 2021

Important dates and proposed timeline

20 April (afternoon)	Phase 2 Consultation begins with H&S Team
21 April (morning)	Communication to wider PSW team
27 April	Feedback closes at 12pm, review and consider feedback
30 April	Final structure communicated to affected employees followed by wider team
3 May	Communication to wider business
7 May	Redeployment/Recruitment process commences for new roles
TBC	New structure effective (subject to new roles being filled)

Support and guidance during change

- We recognise the uncertainty this proposal may cause so we are focussed on moving quickly as we can through this change process
- We would like to remind you that support is available
- Talk with your me, your Team Lead, or an HR Business Partner
- Contact EAP Services on a confidential basis on 0800 248 678. Services offered include:
 - Strategies for dealing with change
 - They can also help provide broader career advise
 - Work or personal relationships
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- You are also entitled to seek independent advice