

Consultation on the Relocation of non-clinic-based services: Shrublands Medical Centre and Herbert Matthes Block, Northgate 15th April 2024

1. Introduction and rationale for change

Shrublands Medical Centre

The current Shrublands Medical Centre is a modular temporary building which has been in situ for over 10 years. Various attempts by the landlord, NHS Property Services (NHSPS), to re-provide the space as a permanent structure have not been successful and the ICB has now engaged an alternative organisation (Assura) to progress the site redevelopment. The new build will be substantially more expensive to occupy, would represent a significant cost, and is not in line with ECCH's operational and estate plans. As a result, we have been exploring estate options within the locality with a view to relocating some ECCH functions to a new location (leaving just clinic-based services on the redeveloped Shrublands site). In looking for an alternative for the non-clinic-based services, ECCH has also been looking for any further opportunities to reduce the company's estate footprint in Gorleston, Great Yarmouth, Hamilton House, and the possible consolidation of administration processes.

Herbert Matthes Block, Northgate

The landlord of the Northgate Hospital site (Norfolk and Suffolk Foundation Trust) is redeveloping part of the site (Cranbrook House) to accommodate the new Community Diagnostic Centre (CDC) that will be run by JPUH.

At the end of January ECCH was approached by the landlord to ask if we could give up some space on the top floor of the Herbert Matthes block (HMB) to assist with its very short notice relocation of NSFT staff based at Cranbrook House. Subsequently the landlord has confirmed that ECCH needs to vacate the whole of the top floor of HMB and are providing a financially significant incentive for us to complete this move by 1st July 2024.

We are making our best endeavours to support this request as the successful development of the CDC is to benefit all citizens and partners in our area and is aligned to our strategic objectives.

Summary of Key Drivers for Change

- Avoiding the substantial cost pressures of the redevelopment of the Shrublands site for non-clinic-based accommodation.
- Reduced duplication in PCH administration process.
- Support the ECCH estate rationalisation and landlord redevelopment of the Northgate Hospital site.
- Improved clinical training and meeting facilities.
- Supporting the ECCH vision to deliver Healthier Communities and deliver social value by aligning with a key local community partner.

2. Proposed Arrangements

The following sets out the initial proposals for changes to terms and conditions.

2.1 The proposal

Yare House

It is proposed to relocate the non-clinic-based services from Shrublands Medical Centre, the training facility in the Hive on the Northgate Hospital site and other non-clinic-based services from the Herbert Matthes Block on the Northgate site to a new leased site in Great Yarmouth (Yare House). It is also proposed to relocate the Looked After Children (LAC) team, who are currently based at Hamilton House, to Yare House due to estate requirements at Hamilton House.

The relocation will deliver a space that meets staff needs and promotes wellbeing. The site will be delivered to the same specification and standard as Hamilton House with new desking, chairs, meeting space, 1-2-1 meeting rooms and a boardroom/training room.

The site is prominently positioned at the junction of Morton Peto Road and Edison Way in the centre of the established Gapton Hall and Harfreys Road Industrial Estates. Nearby occupiers include Moughton Engineering, Scantech, Expro and Baker Hughes. The proposed site (Yare House) is owned by the charity Centre 81 that operates from the ground floor of the building <https://www.centre81.co.uk/skills-activities/about-us/>.

Yare House is a substantial complex providing a 3-storey brick-built office building; it was built in 1997. There is a main reception facility which is security protected operating a swipe card system. The proposed occupancy at Yare House is the 1st floor of the building which includes two open plan areas, approx. 6 offices, two storerooms and is approximately 4031 square feet. There is one lift in the building which is large enough to accommodate a wheelchair, and there are 12 car parking spaces directly on site. There is ample on street parking within the immediate vicinity.

Martham Medical Centre

It is proposed to relocate the PCH Great Yarmouth and Northern Villages team to an expanded ECCH demise on the Martham Medical Centre site. This will create a single base for the PCH team.

Herbert Matthes Block

The clinical services delivered from the ground floor of HMB will remain. There will be estates works to create a "touch-down point" for any clinical staff working in Great Yarmouth town to be able to take a break.

2.2 Summary of key proposed changes

Relocation of the following teams to Yare House

- Admin Adult Services (Gorleston and Great Yarmouth Northern Villages)
- Continence Team
- Cardia Rehab
- CFS/ME
- Frailty Team
- Gorleston PCH

- Health Connectors (Shrublands)
- Heart Failure
- Looked After Children (LAC) Team
- Memory Impairment Nursing Services
- Operational Services Leadership
- Stroke/ESD
- TB Services
- Tissue Viability Team
- St Elizabeth's Hospice

Relocation of the following teams to Martham Medical Centre

- Great Yarmouth & Northern Villages PCH
- Health Connector (Great Yarmouth)

3. The Change Process (please also refer to ECCH's Change Management Policy)

Phase 1 - Development of proposals and Consultation

Your Contract of Employment

As you may be aware, your contract of employment includes what is known as a 'mobility clause' – please see extract below:

Flexibility

In order to ensure the Company's ability to respond to changes in the needs of the service, after appropriate consultation and discussion with you (including consideration of personal circumstances current skills, abilities and career development) the Company may make changes to your location, duties and responsibilities that are deemed reasonable in the circumstances.

Place of Work

Your normal place of work will be as set out in your Offer letter and Principal Statement, but you may be required to work in other designated locations of the Company. Any excess travel from home to base incurred as a result of you agreeing to change your place of work will be paid as per the Company's Travel and Expenses Policy. You are not required under the terms and conditions of employment to work outside the UK.

The mobility clause allows ECCH to make changes to your work location, following reasonable consultation. We understand that the proposed relocation may have an impact on you both personally and professionally, therefore, we are committed to engaging in a transparent and consultative process to address any concerns or questions you may have.

A period of formal consultation will commence from Monday, 15th April 2024.

The consultation process will be carried out in two phases. Firstly, we will consult with you as a group – this is the 'group consultation' phase. The group consultation phase will be carried out through Staff Side Representatives via the Joint Consultation and Negotiation Committee ("JCNC").

ECCH will consult with the staff representatives and the staff representatives are responsible for ensuring that your representations, queries and/or concerns are captured and put forward to us as part of the group consultation process.

As part of the group consultation process, meetings will take place on a regular basis with management representatives and Staff Side Representatives to discuss the changes proposed in this consultation document.

During and at the conclusion of the group consultation phase, all findings and any representations made by staff will be reviewed, and changes made where appropriate. The results will be shared with all affected staff members in a timely manner.

The staff representatives will be available to all affected staff and their contact details can be found on page 6 of this document. Please do speak with your staff representatives with any concerns or queries about the staff consultation process or if you wish to make any representations or have any views to put forward.

Once the group phase of the consultation process is concluded, all staff will have the opportunity of individual consultation meetings. The meeting will be with an appropriate manager and an HR representative, and you will have an opportunity to discuss the implications of the proposed changes, which will include addressing any potential challenges you may face and exploring potential solutions collaboratively. We value your input and want to ensure that this process is as smooth and supportive as possible for all affected employees. Our goal is to maintain open lines of communication throughout this period and work together to find mutually beneficial solutions. You will have the right to be accompanied by either a Trade Union Representative, (if you are a member of a Trade Union) or a colleague at all individual consultation meetings.

Compensation - Change of Base Location

If there is a requirement for an employee to change base because of organisational change, then the employee may be reimbursed their extra daily travelling expenses at the agreed excess travel rate outlined in ECCH's Travel and Expenses Policy (Excess Travel). ECCH's current policy in respect to Excess Travel is under review, however, for the purposes of this consultation process, excess travel for all staff who qualify for a compensation payment, will be honoured under the current arrangements, i.e., payable for a period of 4 years.

There is no facility for any paid travel time at the start and/or end of the working day.

Flexible Working Arrangements

We are not proposing to review any previously negotiated flexible patterns of work because of this consultation process. However, there will be an opportunity during individual consultation meetings for any staff member to discuss their current flexible working arrangement if they wish to ensure that it still meets the needs of both the individual and the organisation.

Support

We appreciate that being affected by a change process is difficult and can cause uncertainty and anxiety, therefore we would like to take this opportunity to remind you of our Employee Assistance Programme (EAP) which is a confidential service for our employees, available 24/7. They can be contacted by telephoning 03303 800658 or alternatively you can visit www.vivup.co.uk. If there is

any further support that you would find helpful, then please do not hesitate to discuss this with your line manager in the first instance.

4. Next steps/approach to the consultation process

A formal consultation will commence on 15th April 2024. All staff affected will be invited to a meeting where the rationale and detail of the proposals will be presented. A member of the HR Team will also be present at this meeting, along with a representative from Staff Side. Due to the geographical spread of the affected staff, meetings will be held simultaneously at Shrublands (First Floor Open Plan Area) and Northgate (the Hive).

Whilst there is no time limit for how long the consultation period should be, we will ensure that there is sufficient time for meaningful consultation to take place. It is anticipated that implementation of the proposals will take effect within the following suggested timeline:

- Formal consultation process starting on 15th April 2024.
- Feedback/representations from the group consultation will be reviewed and amendments made by 3rd May 2024
- One to one meeting(s) held with all staff affected by this proposal between 6th and 31st May 2024.
- Relocation to take place week commencing 3rd June 2024.

However, if it is felt by all members of the team that the consultation process has been fully exhausted, the consultation period may be reduced, and the outcome of the consultation process communicated to the team at an earlier date.

Right to Representation

All staff have the right to be represented at every stage of the consultation process by either a work colleague or a recognised staff side/trade union representative (if the staff member is a member of a trade union).

Consultation Portal

We have set up a staff portal to aid with the flow of communication throughout the consultation process. This portal can be accessed at the following address <http://pcnstaff.ecch.org/> and is now live. We will use this portal to update you on matters related to the consultation process, and general updates in relation to progress in respect to refurbishment and space allocation of the relocation estate (Yare House and Martham). You will also be able to raise any questions in respect to the consultation via the portal and all responses will be posted on the portal too.

If you have any questions in relation to the portal or have any difficulty accessing the portal, please speak with your line manager.

Key Contacts

Management	Email	Telephone
Louise Barrett, Deputy Director of Operations	Louise.barrett@ecchcic.nhs.uk	07779 417536
Nicky Macnamee, Operational Manager Primary Care Homes	Nicola.macnamee@ecchcic.nhs.uk	07980 716940
Catherine Freeman, Operational Lead for LAC, ME/CFS & Supporting Services	Catherine.freeman@ecchcic.nhs.uk	07887 796626
Lisa Windle, Locality Lead for Great Yarmouth and Northern Villages PCH	Lisa.Windle@ecchcic.nhs.uk	07805151355
Nick Wright, Associate Director of Health Inequalities	Nick.wright@ecchcic.nhs.uk	07789 987155
Sharon Warner, Head of Estates and Facilities	Sharon.warner@ecchcic.nhs.uk	07824 327397
Human Resources		
Sam Sullivan, Deputy Director of HR	Samantha.sullivan@ecchcic.nhs.uk	07951 393188
Susannah Bridges, HR Business Partner	Susannah.bridges@ecchcic.nhs.uk	07810 550340
Katina Chapman, HR Business Partner	Katina.chapman@ecchcic.nhs.uk	07929 330214
Tom Gaskell, HR Advisor	tom.gaskell@ecchcic.nhs.uk	01502 445304
Staff Representatives		
Stuart Calver, Staff Side Representative, Chartered Society of Physiotherapists	stuart.calver@ecchcic.nhs.uk	01502 719825
Lynn Knights, Staff Side Representative, Unison	lynn.knights@ecchcic.nhs.uk	01493 809977 / 07766 307256
Dulcine Carney, Staff Side Representative, Unison	dulcine.carney@ecchcic.nhs.uk	07805 143996
Amanda Miah, Staff Side Representative, Royal College of Podiatry	amanda.miah@ecchcic.nhs.uk	07966 450047
Jonny Paim, Staff Side Representative, Chartered Society of Physiotherapists	Jonny.paim@ecchcic.nhs.uk	
Alex Watts, RCN Representative	Nse.patch@rcn.org.uk	

Louise Barrett
Deputy Director of Operations
April 2024

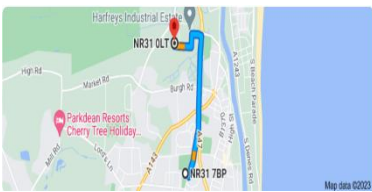
Nicky Macnamee
Operational Manager Primary Care Homes

Appendix 1:

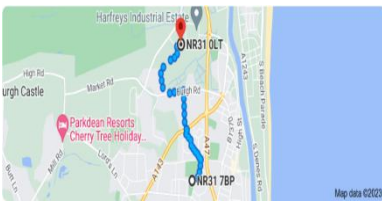
BUS ROUTES FROM SHRUBLANDS TO YARE HOUSE - Approx. 24 to 33 mins



CAR JOURNEY FROM SHRUBLANDS TO YARE HOUSE - Approx. 4 mins 1.5 miles



WALKING FROM SHRUBLANDS TO YARE HOUSE – Approx. 33 mins 1.7 miles



BIKE FROM SHRUBLANDS TO YARE HOUSE – Approx 10 mins 1.9 miles



Appendix 2 Change Management Policies



Appendix 2 - EXCESS Travel and Expenses
TRAVEL EVALUATION Policy v4 FINAL.pdf



Change Management
Policy - Final Novemb



Change Management
Policy Guidance Note

Appendix 3: Centre 81

The site is owned by Centre 81 a charity that operates from the ground floor of Yare House <https://www.centre81.co.uk/skills-activities/about-us/>. Centre 81 offers Community Transport and a Skills and Activities Centre. Centre 81 have made vast improvements (works ongoing) to the warehouse section of the building to improve the services they can supply to support disabled people in the community; it is managed by Diane Staines. The associated income from ECCH taking up a lease on the first floor will help the charity to continue to provide those vital services.

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