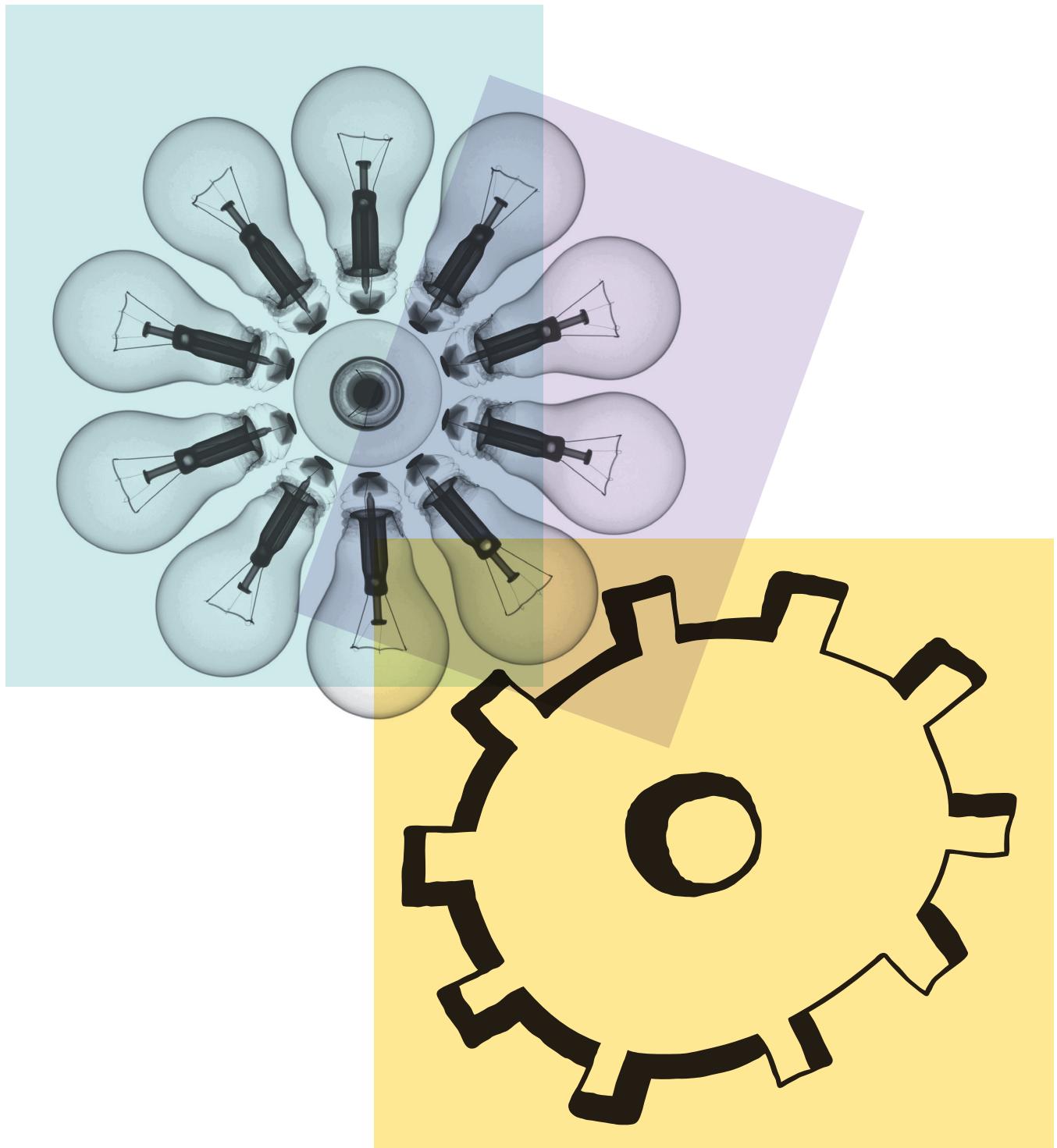




# HR Support services for CSUs and CCGs



# What is the offering

## Overview

### Why Capsticks?

We have a reputation for quality, in-depth knowledge and delivery.

Collectively we have a wealth of knowledge and experience to offer NHS clients and with a background of working within and for a broad range of NHS organisations. The aftermath of transition from the NHS reform, is well understood from a client and especially HR perspective. We offer premium quality services but not at premium rates.

We offer a suitably qualified team of experienced HR specialists who can provide a range of services (please see our Product Menu page 7 for the full range of products). Once we understand your needs we will develop bespoke products to meet your needs. We have a track record of delivery in this field and we often receive repeat instructions in these areas of work.

Products in our Product Menu include provision of end-to-end recruitment, selection and assessment through our partnership with You HR Consultancy. Capsticks and You HR Consultancy have a long standing relationship partnering on various projects over the years that have strengthened the connection between good employment advice and support from a legal and HR perspective. More recently the synergies between Capsticks HRA and You HR Consultancy have been established through embarking on major search and selection programmes to appoint resources on a national scale within the NHS, providing a spectrum of experienced HR resources to varying assignments.

Our clients include NHS England, Imperial Healthcare NHS Trust; North West London Hospitals NHS Trust; Sussex Community NHS Trust; the London Orthopaedic Clinic; Ashford & St Peters NHS Trust.

Our teams of resources are appointed following a robust method to ensure they are delivering from day one of being on assignment. Our customer feedback will tell you how effective our services are.

*“A quality provider of HR Consultancy Services”*

NHS Provider Trust

*“We used Capsticks HR Consultancy Services to undertake a major staffing investigation in Spring 2011. It was a very complex piece of work involving a large number of staff across a number of locations. It was completed in a highly professional and sensitive manner, to time and budget, and we would happily consider using the service again as a quality provider of HR Consultancy Services”*

NHS Provider Trust

## Examples of what we do

### Case Study 1 – NHS Provider Trust

Since April 2013 we have provided end-to end HR services ranging from HR Adviser level through to Board level support. The services provided cover recruitment and selection; employment checks (including DBS -Disclosure Barring Scheme); EMAR (ESR Management Absence Report system); workforce reporting; Remuneration Committee support; management of the Equality Delivery System (including EDS2); employee communications and engagement; establishment and management of a Staff Partnership Forum; Employee Relations management; Policies and Process development and implementation; SLA management (for providers including Occupational Health, Payroll and Health & Safety); Change Management, covering any consultations, role changes, job evaluations; producing HR and OD strategies and plans; providing an effective and efficient response to day-to-day HR operational queries. Known by the Executive team and Governing Body as some of the best HR and OD services they've ever experienced - we have a reputation of delivering high quality, sustainable products that meet, and sometimes exceed, the expectations of our clients.

### Case Study 2 – Clinical Commissioning Groups

We have provided specific recruitment and selection support to CCGs, designing and delivering the entire campaign including shaping the job description, testing it against the market and then advertising/marketing it, depending on where our client wants to attract the 'ideal' candidate from. Our systems, process and methods have been commended by NHS England as one of the most thorough and robust processes put in place to appoint to critical senior (Executive level) posts within the NHS, involving over 30 stakeholders from across the health and social care system. We engaged and involved those that count to ensure the right appointment was made. We have also provided interim staff to CSUs and CCGs where we take the weight off our client by managing the resources through a service provision contract to simply provide them with the resource that they need.

### Case Study 3 – Commissioning Support Units/ Clinical Commissioning Groups

We played a pivotal role in the set-up and establishment of CCGs and CSUs on a national and regional level; our processes for managing transition were adopted by the Department of Health and our reputation for engaging with key Union representatives was second to none. We manage transition well. Our consultation approach is meaningful and engaging and we have a strong track record of managing organisational changes without grievances or appeals. More recently we have supported CSUs and CCGs with whole system change and transformation programmes, some of which are reaching right across the health and social care sector, generating innovative change and ultimately improving patient care.

### Case Study 4 – NHS Provider Trusts

We provide an effective ER service for over 30 NHS Clients, offering 24/7 advice and solutions for all staff categories. This ground breaking service helps deliver quality and responsive services. It works for smaller commissioning organisations as well as large NHS Trusts and is predicated on our paperless Footprints tracking and monitoring system., enhanced by employment law advice and training to support Managers in handling disciplinary, grievance and related ER issues. The service now supports over 100,000 NHS staff in over 30 organisations.

## CCG Resource Model

The structure below is based on a full HR service being provided to a cluster of 9 CCGs or a total workforce size of approximately 150.

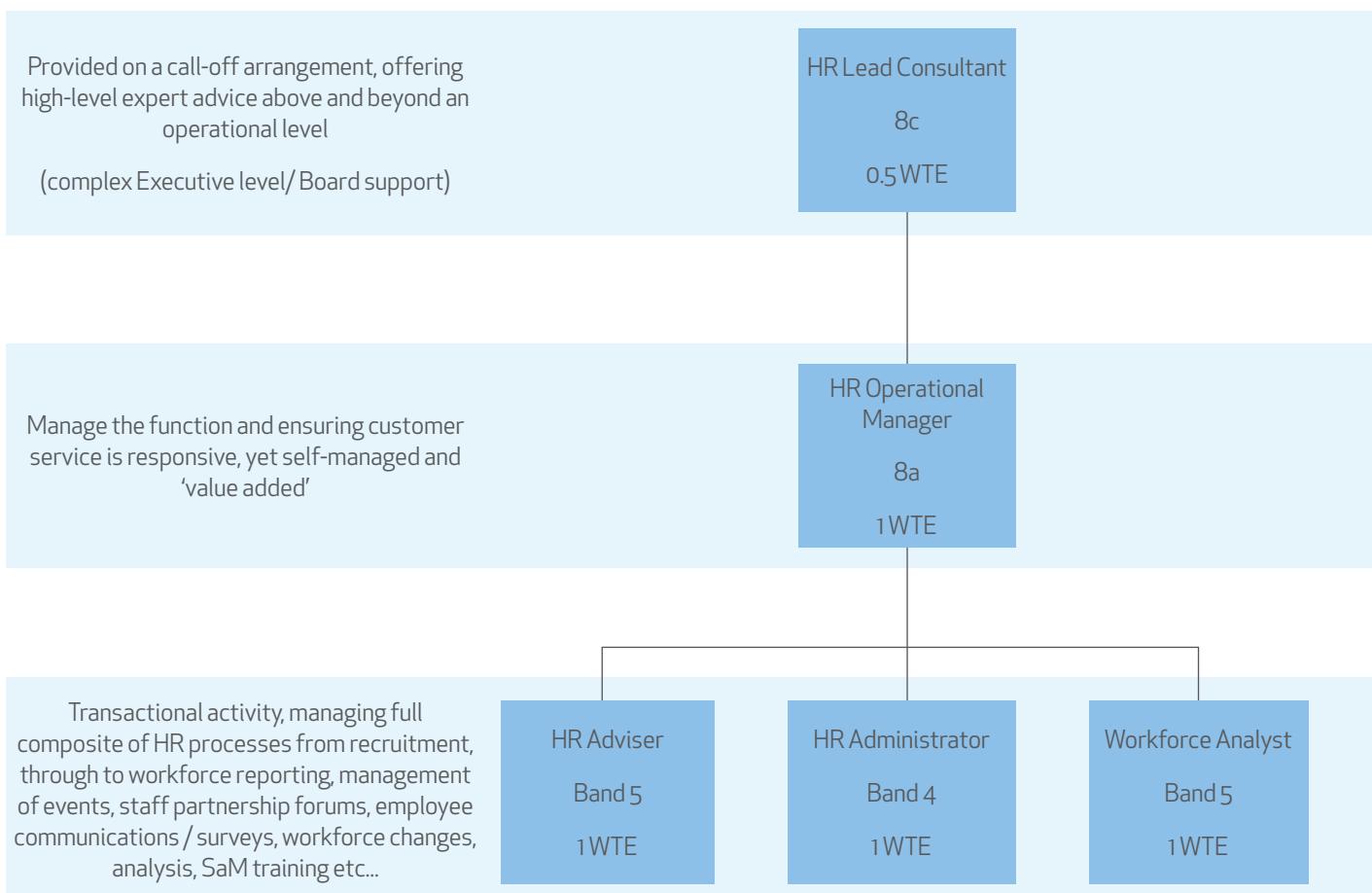
A Core Team, delivering just ER case management would consist of the Band 8a and Band 5 resource (approx. £9.5k pa per CCG).

The additional resources would be 'bolt-ons' if the full spec of HR products is provided.

The cost of the team for a cluster of 9CCGs buying a full service would be £16.4k per CCG.

The team could work off-site providing that access to necessary systems (such as ESR) could be provided.

All costs are exclusive of travel and VAT.



## Staff profiles for our CSU/CCG team



KELVIN CHEATLE  
**Director HRA**  
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kelvin.cheatle@capstickshra.com

Kelvin is the Director of the HR advisory service, providing ER and HR services to a range of NHS and other clients. Kelvin is a former President of HPMA (Healthcare People Management Association). He joined Capsticks in a consultancy role in October 2009, to assist with the delivery of the HR advisory and other consultancy services to NHS bodies.

Prior to joining Capsticks, Kelvin was Director of Workforce with West London Mental Health Trust, where he had a full board voting executive director role operating trust-wide. Kelvin is passionate about organisational development and communications. He also has a keen interest in modernising employee relations and had close working relationships with all of West London Metal Health Trust's ten recognised unions, becoming the first ever NHS HR director to address the Prison Officers Association Annual Conference.

Kelvin and members of his HR team at West London were awarded the title of overall winner in the Association's 2007 Excellence in HRM Awards for their development of a diversity toolkit - an innovative publication and online resource that has been used by health trusts across the UK. He sat on two government inquiries into employment matters, including recently Choosing with Care (Warner 1994) and has written two major HR textbooks - A Code of Personnel Practice (NCVCCO 1996) and Mastering HR Management (Palgrave 2001).



ALAN WISHART  
**Assistant Director HRA**  
020 8780 6996  
alan.wishart@capstickshra.com

Alan is the Assistant Director of the HR Advisory Service, providing ER and HR services to a range of NHS and other clients. He joined Capsticks in June 2013. Prior to joining Capsticks, Alan was an Associate Director of Workforce and OD at West London Mental Health NHS Trust managing the ER function, HR Business Partners and Workforce Planning. Originally from a trade union background, Alan has worked with the Banking Insurance Finance Union for a few years before moving to the British Medical Association as an Industrial Relations Officer. He was based at the BMA HQ in London for just over ten years. Seeking a fresh challenge Alan moved to the NHS initially working at the NW London Strategic Health Authority, specifically to project manage the introduction of the new consultant contract and EWTD for junior doctors within the sector. Given his broad based experience and career to date, Alan is very well positioned to provide HR support and in particular advice on MHPs casework.



KATY TANN

**HR Consultant**

020 8780 4797

[katy.tann@capstickshra.com](mailto:katy.tann@capstickshra.com)

Katy is one of the team's HR Consultants looking after a number of our smaller clients as well as leading on various work-streams for a range of organisations across the country, including employee relations cases and strategic HR projects. As a graduate of an award winning management training scheme Katy has a wide range of experience in the NHS, having worked for NHS England on national projects as a HR Manager. Having gained experience of the new healthcare commissioning area within CSUs and CCGs, Katy also has experience of NHS Trusts of varying sizes, national NHS bodies, other public sector organisations and the private sector.

Katy's experience and expertise lies in employee relations, strategic and operational change management including mergers, small structural alterations to large-scale consultations, tendering and procurement, remuneration reviews at local level with Agenda for Change and medical staff, complex and sensitive employee relations and MHPs cases, and organisational development.



ALICE WYMAN

**HR Consultant**

020 8780 4786

[alice.wyman@capstickshra.com](mailto:alice.wyman@capstickshra.com)

Alice is an experienced, innovative and enthusiastic HR Consultant leading on a number of HR projects and providing HR services to a range of NHS and private sector healthcare clients. Alice thrives on challenges and is proactive in adding value and making a strong strategic contribution to her client organisations.

Alice is a graduate of the coveted NHS graduate management training scheme and has worked in a range of NHS organisations including ambulance, acute and commissioning. Alice has cross-sector HR experience including working for Deloitte where she undertook a Learning Consultant role.

Prior to joining Capsticks, Alice was an HR Business Partner and Shared Services Manager at NWLCSU where she led a number of strategic HR, organisational development and change management initiatives. Alice's passion and expertise lies in employee relations and engagement, leadership development, organisational development and change management.

# You HR Consultancy

You HR Consultancy are a dedicated team of experienced HR professionals, motivated to work as an extended part of your team, and taking a flexible approach to delivering HR Solutions. We have a reputation to always meet client expectations whilst delivering results that fit with their culture and way of working. We have provided Capsticks LLP with an array of HR Support over the years and work in partnership seamlessly ensuring a range of good quality and best products are offered to clients. Having worked with the NHS for over 3 decades, collectively, we really understand how to listen to what is required, act on and deliver results quickly.



JONNA MUNDY  
**Director You HR Consultancy**  
jonna@youfaryou.co.uk

Jonna is an Human Resources and Organisation Development professional with over 20 years' experience across both public and private sector, from the NHS to Centrica and the Royal Mail, and is a Fellow member of the Chartered Institute of Personnel and Development (FCIPD). Her business-focused approach enables her to influence, engage and work flexibly in any environment and with all types of client and stakeholder groups. She ensures alignment, engagement and involvement in shaping the future and is passionate about motivating and maximising individuals' potential. Having successfully set-up various HR functions across an array of NHS organisations, led restructures and managed mergers and de-mergers through Commissioning a Patient Led NHS (CPLNHS) through to the NHS Reform, with one of the most complex transitions being achieved nationally, Jonna is extremely experienced in understanding the health sector and how to ensure change is embraced well to prevent unnecessary people issues emerging, to this end her regional and national roles during the reform ensured the seamless set-up of a CSU, engagement from regional and national Trade Union Representatives and acknowledgement from the DH in some of the complexities that were addressed. For the last year Jonna has ensured a full end-to-end HR service is provided to CCG clients, delivering their entire HR function and radically turning around systems, processes, policies and strategies to put in place an effective and efficient HR service that meets clients' needs



ROBERT CHAMPION  
**HR Consultant**  
bob@youfaryou.co.uk

Bob has been an HR professional for 14 years and a Fellow of the CIPD since 2004. Starting in clinical roles and progressing to senior operational management, Bob's career path has taken him across all NHS sectors and also as an independent HR consultant, into commercial enterprises in a broader range of industry sectors. Bob's forte lies in developing organisational change and growth programmes, and he has implemented business planning and governance systems, reporting outcomes at board level. Bob has substantial experience of establishing HR functions from client specification to start up, including shared services for several organisations and developing contact centre solutions and business partnering models. Bob's key passions are for employee engagement, developing partnership approaches to establishing harmonious employee relations environments, and respect for workforce diversity. Operating with the NHS Employers Policy Board, Bob has chaired numerous reference groups and the national diversity forum. More recently Bob has fine-tuned his technical expertise in the field of TUPE (Transfer of Undertakings (Protection of Employment)) by project managing three large scale workforce change programmes in PCTs and community health care providers.

The Product Menu below sets out what we can offer as a full or bespoke package to meet your HR needs. We recognise that the skill, capability and capacity for each HR Team differs to the next and, therefore, one size does not fit all. We have a pricing structure that enables our clients to select part of a whole part of a working days' equivalence of service in order to provide our clients with the volume of service they are looking for at the right price. Our products are aligned to the latest systems, initiatives and policies within the NHS enabling us to apply NHS best practice effectively and efficiently.

## Product Menu

Workforce Analysis, Planning and Management	End-to-End Recruitment	HR Advice, Guidance and Support (including compliance)	HR Systems Management
Organisational Development	Committee /Board Support	Talent Management and Succession Planning	Provide Bespoke Training Programme
Induction	EDS2	Maintain NHS Jobs 2	Remuneration Services
Employee / Industrial Relations	HR SLA Management	Change Management	Policy & Process Development and Implementation
HR Best Practice People Management	Job Evaluation	Employment Checking Service	Health & Wellbeing (including Employee Assistance Programme)

These products are offered as bolt-on services, not part of the resource model

## Time Purchased per WTE per 0.5 of a day

Time Purchased per WTE per 0.5 of a day													
Level	Product	0.5	1	1.5	2	2.5	3	3.5	4	4.5	5	Monthly	Per Annum
8c	Remuneration Committee & Board Level Support	£170.00	£340.00	£510.00	£680.00	£850.00	£1,020.00	£1,190.00	£1,360.00	£1,530.00	£1,700.00	£6,170.00	£74,000.00
	HR Best Practice(Advice & Support- Strategic)	£170.00	£340.00	£510.00	£680.00	£850.00	£1,020.00	£1,190.00	£1,360.00	£1,530.00	£1,700.00	£6,170.00	£74,000.00
	Change Management	£154.00	£308.00	£462.00	£616.00	£770.00	£924.00	£1,078.00	£1,232.00	£1,386.00	£1,540.00	£6,170.00	£74,000.00
	Equality & Diversity	£130.00	£260.00	£390.00	£520.00	£650.00	£780.00	£910.00	£1,040.00	£1,170.00	£1,300.00	£6,170.00	£74,000.00
8a	Bespoke Learning, Training & Development	£125.00	£250.00	£375.00	£500.00	£625.00	£750.00	£875.00	£1,000.00	£1,125.00	£1,250.00	£4,550.00	£54,500.00
	Talent Management & Succession Planning	£113.00	£227.00	£340.00	£454.00	£567.00	£681.00	£794.00	£908.00	£1,021.00	£1,135.00	£4,550.00	£54,500.00
	Policy & Process Implementation	£62.50	£125.00	£187.50	£250.00	£312.50	£375.00	£437.50	£500.00	£562.50	£625.00	£2,500.00	£30,000.00
	HR Best Practice(Advice & Support - Operational)	£62.50	£125.00	£187.50	£250.00	£312.50	£375.00	£437.50	£500.00	£562.50	£625.00	£2,500.00	£30,000.00
5	Induction	£72.00	£144.00	£216.00	£288.00	£360.00	£432.00	£504.00	£576.00	£648.00	£720.00	£2,170.00	£26,000.00
	Recruitment, Selection & Assessment Process Management	£54.00	£108.00	£162.00	£216.00	£270.00	£324.00	£378.00	£432.00	£486.00	£540.00	£2,170.00	£26,000.00
	NHS Jobs 2	£54.00	£108.00	£162.00	£216.00	£270.00	£324.00	£378.00	£432.00	£486.00	£540.00	£2,170.00	£26,000.00
	HR Administration	£54.00	£108.00	£162.00	£216.00	£270.00	£324.00	£378.00	£432.00	£486.00	£540.00	£2,170.00	£26,000.00
4	Workforce Analysis & Reporting	£62.00	£125.00	£187.00	£250.00	£312.00	£375.00	£437.00	£500.00	£562.00	£625.00	£2,170.00	£26,000.00
	Systems Management	£62.00	£125.00	£187.00	£250.00	£312.00	£375.00	£437.00	£500.00	£562.00	£625.00	£2,170.00	£26,000.00
	Internal Personnel Audit & File Management	£54.00	£108.00	£162.00	£216.00	£270.00	£324.00	£378.00	£432.00	£486.00	£540.00	£2,170.00	£26,000.00

In addition to the flat rate charges described on page 3, clients are welcome to purchase from the above menu of services on a product, monthly or per annum basis.

## What to do next

To find out more about our HR Consultancy Services please visit our website: [www.capsticks.com](http://www.capsticks.com) or please call one of our team (details found in Staff Profiles section page 4) to discuss your needs and obtain a cost estimate.



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