

Questions:

I request the following information relating to the organisational change referenced in the directorate communication issued to staff by Director of Community Care / Social Work, Mental Health and Disability Directorate on 12 March 2026 regarding proposed changes to the Social Work, Mental Health and Disability Directorate structure of SPPG.

The information is only requested for the Social Work, Mental Health and Disability Directorate structure.

Unless otherwise stated, please provide information covering the period 1 December 2025 to the date of this request.

Document Metadata

For all documents disclosed, please also provide:

the date the document was created or finalised the author or originating role / team the date of any governance review or approval where applicable

1. Management of Change Policy and Framework

Please provide:

- A copy of the Management of Change policy / framework applied in relation to this organisational change.
- Copies of any supporting guidance, directorate procedures, toolkits or local protocols used.

2. Change Proposal and Approval Documentation

Please provide copies of:

- completed Management of Change proposal templates rationale for change papers impact assessments Communication plan/ strategy staffing or service impact assessments implementation plans and proposed timelines any options appraisal or analysis undertaken documentation evidencing governance review or approval of the proposed structure

3. Consultation and Engagement Activity

Please provide:

- Dates, agendas and minutes of meetings relating to the organisational change including:
 - staff engagement sessions
 - working groups
 - HR consultation meetings
 - Trade Union meetings
 - directorate leadership meetings

Copies of:

- engagement plans
- communication plans

- feedback summaries
- consultation outcome reports
- action logs relating to consultation activity

4. Consultation Scope and Cascade Communication

Please provide:

- Documentation setting out which staff groups or grades were identified for consultation or engagement.
- Any rationale or decision making that resulted in the exclusion of staff below Band 8 being included in the process.
- Guidance, briefing materials or instructions issued to senior managers (Band 8 staff and above) regarding expectations for:
 - communicating proposed changes
 - gathering feedback
 - reporting workforce concerns
 - escalating service-specific risks
- Written cascade team specific communications issued by managers to their teams.
- Reports, summaries or feedback logs produced following cascade engagement.

5. Equality and Risk Considerations

Please provide:

- Equality Screening documentation or Equality Impact Assessments risk assessments or risk register entries relating to the organisational change workforce or staff wellbeing risk assessments undertaken in advance of, or during, the change process to include detail of most recent staff survey.

6. Decision-Making Trail and Draft Development

Please provide:

- decision logs, recommendation papers, briefing notes or decision summaries relating to the proposed organisational change draft organisational structures or proposal documents where substantive revisions were made records of comments, tracked changes or recorded feedback from senior management, HR or governance forums during development

7. Risk Mitigation and Implementation Planning

Please provide:

- documentation setting out planned mitigation actions relating to workforce capacity, staff wellbeing, recruitment challenges or service continuity risks implementation risk management plans or monitoring arrangements established to track impact following the proposed change

8. Post-Consultation Monitoring or Review Arrangements

Please provide:

- mechanisms to review outcomes of consultation activity

Responses:

Re. 1, 2, 4, 5, 6, 7 and 8

I have been advised that the Business Services Organisation (BSO) provide Human Resources services on behalf of the Strategic Planning and Performance Group (SPPG) of DOH.

I would refer you to BSO who may be in a position to provide a response to your queries detailed above. BSO can be contacted at Foi.bso@hscni.net or alternatively Corporate Services, 2 Franklin Street, Belfast, BT2 8DQ.

Re. 3

Meetings were held within the Directorate on various dates:

Senior Leadership Team (SLT) Meetings	07/01/2026; 14/01/2026; 11/02/2026 18/02/2026; 25/02/2026; 04/03/2026 11/03/2026	
Community Care Directorate All Staff Team Briefs	27/01/2026 24/02/2026	
Senior Leadership Forum (SLF) Meetings	20/02/2026	
Community Care Directorate Senior Management Team	16/01/2026 04/03/2026	
Co-Director Meetings with affected Staff	14/01/2026	Meeting with RMHS Staff regarding upcoming structural changes
	15/01/2026	RMHS Team Meeting
	26/01/2026	Meeting with RMHS/Inclusion Health, Health care in Prisons/MDT Teams regarding upcoming structural changes
	03/02/2026	RMHS Team Meeting and meeting with CCD Director
	11/03/2026	RMHS Team Meeting

The agenda and notes of the meetings along with email communications with staff are attached, I refer you to appendices 1 through 28. You will notice a small number of redactions have been made to the contents. The redactions have been applied via application of Section 40 of the FOI Act – Personal Information. Further information in respect of this exemption is provided in appendix 29.

Appendices may be requested from the Information Management Branch (IMB) if required at the following address:

- FOI@health-ni.gov.uk

Date response issued: 1st May 2026
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