

# Organisational Change Policy

## Policy reference – HR001

SUMMARY	This policy outlines the principles for managing organisational change consistently and equitably to all staff.
AUTHOR	Human Resources
VERSION	2.0 FINAL
EFFECTIVE DATE	February 2018
APPLIES TO	This document applies to all staff employed by the CCG including those that are seconded out to another organisation.
APPROVAL BODY	CCG Remuneration Committee
REVIEW DATE	February 2021

*This policy has been aligned to Greater Huddersfield and North Kirklees CCGs in light of shared staff working across the CCGs.*

**THIS POLICY HAS BEEN SUBJECT TO AN EQUALITY IMPACT ASSESSMENT**

**VERSION CONTROL SHEET**

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Status/Approval Body</b>	<b>Circulation</b>
0.1	N/A	Hannah Morris	Draft	Creation of core elements and circulated to HR
0.2	04.09.2014	Kelly Brook	Draft	Policy prepared for SMT for discussion and approval
0.3	16.09.2014	Kelly Brook	Draft	Amends made to the policy following SMT
0.4	05.11.2014	Kelly Brook	Draft	Amendments made to the policy following comments from the HR Policy Working Group
1.0	18.12.2014	Kelly Brook	Final	Policy Approved by the Remuneration Committee, in line with the electronic policy approval process.
1.1	22.01.2018	Tazeem Hanif	Draft	Revised policy aligned to GH/NK CCGs submitted to SMT for comment – policy approved.
1.2	04.01.2018	Tazeem Hanif	Draft	Policy submitted to the Social Partnership Forum with amends – policy approved
2.0	28.02.2018	Tazeem Hanif	Final	Policy Approved by the Remuneration Committee, in line with the electronic policy approval process.

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## **1. POLICY STATEMENT**

- 1.1. The Clinical Commissioning Group (the “CCG”) actively manages its services so as to ensure the provision of the most effective health care for patients and stakeholders within its resources. It recognises that as a result, changes may need to be made to the CCG’s organisational requirements which may affect staffing needs.
- 1.2. Change is inevitable in any organisation as services are developed that meet the needs of the population and improve efficiency. Careful planning in the adoption of new working practices and the redesign of services is the best way to provide security of employment to employees. The CCG will strive to cope with fluctuations in required staffing levels by robust workforce planning.
- 1.3. Organisational changes may include the reorganisation, relocation, merger, significant expansion or reduction of a function, competitive tendering or outsourcing, or a major change in working practice. All such changes will be conducted in accordance with this policy which incorporates best practice and legal requirements and aims to provide a framework for common understanding for Line Managers, staff and Trade Unions.
- 1.4. It is recognised that any reconfiguration or change process may cause concern to employees. Consideration has therefore been given in this policy to develop a framework to consider the individual interests of employees with care, consideration and equity. During any organisational change a fair and equitable process will be followed, however the process may be adapted depending on the circumstances of the change to suit the needs of the CCG.
- 1.5. The aim of the policy is to provide guidance to Line Managers and employees during periods of organisational change to ensure due process is followed and employees affected by change are supported. For clarity, definitions on organisational change can be found in Appendix 1).

## **2. PRINCIPLES**

- 2.1. Organisational change is driven by the business needs of the CCG. Change can be initiated by the external environment or by an interval review of organisational requirements. The list below provides an example of when this policy may apply (this list is not exhaustive):
  - National and local policy impacting on organisational form and structure
  - Departmental restructuring/reorganisation and developing the organisation to ensure it is performing effectively.
  - Transfer of a service in or out of the organisation
  - Changes to commissioning and contracting
  - Cross organisational moves (such as to the Local Authority)
  - Changes which affect terms and conditions of employment
  - Workforce modernisation and large changes to current processes of work
  - To develop the organisation and ensure it is performing effectively

- 2.2. In order to meet changing business needs more effectively, there may be occasions when Line Managers need to implement relatively minor changes. Reasonable minor changes and adjustments to duties and working practices may be implemented without recourse to the formal procedures in this policy but will take place by way of discussion with employees to ensure there is an understanding of the minor change, and the reasons for it. (Depending upon the nature of the changes, Line Managers may also seek agreement from the Senior Management Team (SMT) before proposing and implementing any agreed changes).
- 2.3. It is expected that employees will demonstrate flexibility in agreeing changes to their job/working environments. Where the change is significant, changes will be subject to consultation, where employees will have the opportunity to ask questions and make alternative suggestions (Appendix 3). Any situation which may lead to redundancy will not be deemed to be a minor change.
- 2.4. The CCG is committed to employee development and promoting security, continuity and stability of employment for employees as far as possible. All reasonable steps will be taken to retain the skills and experience of employees by appropriate retraining, developing or redeploying employees wherever possible when change has become necessary. Where these options are not viable and workforce reductions are necessary, compulsory redundancy may be considered.
- 2.5. The objectives of any reconfiguration process are as follows:
- To create an organisation with the right numbers of people with the right skills to deliver the business of the CCG as effectively and efficiently as possible, ensuring it is fit for purpose.
  - To achieve a balanced workforce that meets the needs of the CCG and delivers on its objectives.
  - Fill posts with the most suitably qualified and experienced people.
  - Minimise redundancy and retain valuable skills.
  - Maintain services.
  - Avoid unnecessary costs.
  - Act lawfully and engage in meaningful consultation.
- 2.6. The CCG will always try to avoid redundancies by considering:
- Not filling vacancies to enable natural wastage.
  - Reduction/elimination of overtime working.
  - Termination of temporary or agency staff.
  - Redeploying existing employees where ever possible.
  - Retraining 'at risk staff' so that they can be redeployed as appropriate.
  - Limited applications for voluntary redundancy.

### **3. RESPONSIBILITY**

3.1. Good working relations are vital for the CCG to operate successfully and provide services. There is a joint responsibility for management, Trade Unions and employees to accept the responsibility of working together on issues in good faith and with the shared intention of facilitating good working relations.

#### **3.2. Line Managers**

The key responsibilities for Line Managers include:

- Informing and engaging their team regarding proposed changes, including employees who are absent from the CCG (i.e. on maternity, long term sick leave, secondments).
- Working in line with the policy and procedure treating all employees fairly and equitably.
- Providing support to employees and maintaining confidentiality at all times recognising the sensitive nature of change for individuals.

#### **3.3. Employees**

It is the responsibility of the employee to ensure that they:

- Actively participate in all forms of communication to ensure they are fully engaged and informed of proposed changes.
- Attend related meetings.
- Speak to their line manager or HR representative regarding any personal concerns.
- Ensure business as usual before, during and after changes

#### **3.4. Human Resources**

The Human Resource team will provide advice and support on all aspects of this policy to ensure consistent, fair and reasonable application.

### **4. EQUALITY STATEMENT**

4.1. In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, carers and sexual orientation, A consistent Equality Impact Assessment is used for all policies and procedures.

### **5. ACCOUNTABILITY**

5.1 The Chief Officer is accountable for this policy.

### **6. IMPLEMENTATION AND MONITORING**

6.1. The CCG Remuneration Committee is responsible for the formal approval of this policy. Following approval, the policy will be disseminated to staff via internal communication methods and available through the staff intranet.

6.2. The policy and procedure will be reviewed periodically by the HR Team in conjunction with Trade Union representatives where applicable. Where review is necessary due to legislative change, this will happen sooner.

## 7. CONSULTATION

- 7.1. In accordance with legislation and the partnership working principles of the NHS, the CCG commits itself to meaningful and appropriate consultation with Trade Unions, Staff Side representatives and employees affected by organisational change with a view to reaching agreement on the way forward. Occasionally, there will be times when organisational change will need to proceed without a consensus being reached on all issues. The timing and extent of consultation will be proportionate to the degree of proposed change, the number of staff affected and the impact on the individuals.
- 7.2. In the instance of redundancy there is a legal obligation to inform and consult the Trade Union and Staff Side representatives of the employees whom it is proposing to make redundant, and to consult the individuals affected. The duty to inform and consult appropriate representatives depends on the number of employees it is proposing to make redundant. If 50 or more redundancies are proposed, consultation must begin at least 45 days before the first dismissal takes place. If more than 20 but fewer than 50 redundancies are proposed consultation must begin at least 30 days before the first dismissal takes effect. If fewer than 20 redundancies are proposed the CCG will inform and consult individual employees as appropriate. It is recognised that due to the size of the CCG – consultation and information exchange between the CCG and the Trade Unions should be undertaken at the earliest opportunity.
- 7.3. Effective consultation is likely to improve the quality of management decisions, increase commitment and co-operation from employees and contribute to good employee relations. There are a number of mechanisms which can be adopted for meaningful consultation. As a minimum employees who are affected by change and potentially at risk of redundancy will be notified of steps that will be taken to avoid redundancy and the reasons behind the change. The purpose of consulting with appropriate representatives is to try to:
- 7.4.
- Reach agreement on ways to avoid the redundancies
  - Communicate the reasons for the redundancies
  - Reduce the numbers to be made redundant
  - Minimise the consequences of the redundancies
  - Agree selection criteria for redundancy
- 7.5. Consultation must begin at the earliest possible opportunity. When it is clear that any organisational change or other development may result in some employees being declared redundant (even though the identity of the individuals affected may not be known at the time the decision was taken) there is a proposal from the moment that the decision is reached even though the proposal may not be finalised.

This gives employees the opportunity to influence the decision making process. Consultation may vary depending on what is deemed reasonable and proportionate to the change.

- 7.6. Consultation will normally be conducted through the relevant Trade Union or staff representatives. Consultation can take place locally within the relevant operational area but overall timescales for consultation will be dictated by the total number of redundancies that may take place across the organisation if applicable. Information relevant to the scale of change will be provided to representatives. Affected individuals will also be consulted and advised at this stage they are “affected by change” based on current proposals. If appropriate, a communication plan will be developed to regularly feedback on comments received as part of the consultation. Upon completion of the consultation deadline a final document will be published outlining any further changes, providing a response to comments which were considered and final details of staffing implications if appropriate to the circumstances.
- 7.7. Where organisational change is proposed, but redundancies are not anticipated, consultation will take place, where there is expected to be a significant impact on employees. For instance, if there is a proposal (agreed by SMT) to significantly change roles or working practices, consultation will take place. This will normally be for a 30 day period, but this timescale may be adjusted depending on organisational need.
- 7.8. Where there is a proposal to change any contractual terms and conditions, consultation will be held with staff to discuss the proposed changes. This will normally be for a 30 day period.
- 7.9. Consideration will be given to how fixed term contract holders will be involved in any organisational change process.

## **8. FILLING POSTS**

- 8.1. It is recognised each organisational change process may differ slightly depending on the circumstances. Appendix 2 outlines the stages which should be used as a guideline to manage employees affected by change fairly and consistently. A selection process will be determined in partnership with staff side where appropriate and reasonable adjustments will be made as necessary for disabled staff.
- 8.2. Employees who are absent from work, such as those on maternity leave and long term sick leave will be included in the procedure. Employees currently on a secondment or in an ‘acting up’ role will be considered for posts relevant to their substantive role for the purposes of filling posts.
- 8.3. On completion of the procedure for filling posts, employees will be notified of the outcome and their right to appeal against the slotting in/ring fencing decision within 10 working days of receipt of the outcome letter.



## **9. REDEPLOYMENT**

- 9.1. Employees displaced as part of a change who have not been appointed into a post will then be informed they are at risk of redundancy and the HR representative will place the employee on the 'at risk' register maintained by HR. It is the responsibility of the lead Manager to notify individuals of this and to invite the individuals to an initial meeting with their Line Manager and the HR Representative to discuss their personal circumstances and the process for suitable alternative employment and redeployment, the employee will be entitled to representation at this meeting. All reasonable steps will be taken at this stage to avoid redundancies in order to ensure that business critical skills and experience are not lost.
- 9.2. The at risk register will contain information on an employee's preferences for redeployment in addition to basic personal information. Employees on the at 'risk register' will be advised of suitable posts in the organisation and where appropriate posts will be advertised on a restricted basis to employees on the register only, or to internal candidates only.
- 9.3. Local programmes of support will be developed and resourced to meet, as appropriate, the personal and professional needs of employees when going through change or redeployment. Individual counselling is available on a confidential basis through the Employee Assistance Programme, which may help employees to cope with the implications of change.

## **10. SUITABLE ALTERNATIVE EMPLOYMENT**

- 10.1. Suitable Alternative Employment will be defined in terms of pay, working hours, status, grade, the type of work, the way work is carried out and location, usually suitable alternative employment will be considered to be one pay band higher or lower than the employee's substantive band. The individual's personal circumstances will be taken into account as will the pay protection and excess travel policy relevant to their terms and conditions. Some flexibility is expected on the part of both the employee and the CCG in this respect and it is important that each case is looked at on its own merits.
- 10.2. If an employee unreasonably rejects an offer of suitable alternative employment and there is no other alternative employment, or any reasonable prospect of alternative employment in the near future, the employee will jeopardise their entitlement to redundancy compensation. This will then be classed as a resignation. The employee has the right to appeal against the suitable alternative employment decision within 10 working days of receipt of the outcome letter.

## **11. TRIAL PERIODS & APPROPRIATE SUPPORT & DEVELOPMENT**

- 11.1. A trial period is required if an offer of suitable alternative employment is made to an employee. The purpose of the trial period is for both Line Managers and the employee to assess the suitability of the post as alternative employment. Where employees have the potential ability but not the immediate experience to undertake full duties of the role, they will be provided with appropriate development. This will be provided where it is reasonable, practical and cost effective and where the employee demonstrates a willingness to learn and can apply the new skills within an agreed timeframe.
- 11.2. The trial period is usually for a period of 4 weeks. If, during the trial period, the employee reasonably decides to reject the post or CCG management feel that they are unsuitable for the post, he/she will not forfeit his/her right to redundancy. If an employee who would otherwise be declared redundant wishes a trial period in a post that would not be regarded as suitable alternative employment, the employee would not forfeit his/her redundancy payment if he/she decided during the trial period that they no longer wished to carry out the role for any reason.
- 11.3. Once the trial period has concluded, should the employee wish to leave the post, they will no longer be eligible for a redundancy payment.

## **12. CHANGE OF LOCATION**

- 12.1. If, as a result of organisational change, there is a requirement to move staff from their normal place of work to another location on a temporary or permanent basis and this results in increased travel costs to and from work, staff may be reimbursed their extra daily travelling expenses for a period of 4 years from the date of transfer in accordance with Agenda for Change Terms and Conditions Handbook and the CCG's Expenses Policy.

## **13. REDUNDANCY AND EARLY RETIREMENT**

- 13.1. Whilst the CCG is committed to avoiding compulsory redundancies as far as possible, this may become necessary in certain circumstances. Every effort will be made to help the employee secure suitable alternative employment, with additional support provided where appropriate. In some cases of organisational change it may be appropriate to consider the use of voluntary redundancy and early retirement schemes for defined categories of employees. In such cases, full consultation will take place and there will be strict criteria for those being eligible to apply. Application for voluntary redundancy does not guarantee that it will be granted, even when expressions of interest have been invited.

## **13.2 Redundancy payments**

Any person who faces the possibility of redundancy will be made aware of payments to which they would be entitled in this event subject to current legislation. Redundancy payments will be made in accordance with contractual entitlements described in Agenda for Change. Employees shall not be entitled to redundancy payments or early retirement on grounds of redundancy if:

- They are dismissed for reasons of misconduct, performance or absence;
- Suitable alternative NHS employment has been secured at the date of the termination, and without a break exceeding 4 weeks;
- Suitable alternative NHS employment has been secured and the employee unreasonably refuses to accept it;
- The employee leaves before the expiry of their notice, except if they are being released early and this has been agreed by the CCG;
- Their contract is renewed.

## **14. PAY PROTECTION**

- 14.1. The Pay Protection Policy is in place in order to support employees who, as a result of organisational change, are required to move to a new post which would entail a reduction of earnings.
- 14.2. Pay protection will apply for the agreed periods as set out in the Agenda for Change Terms and Conditions Handbook or until the employee moves voluntarily to a new post within the CCG.

## **15. NOTICE PERIODS**

- 15.1. Where compulsory redundancies remain unavoidable, having exhausted all measures in this policy, the employees affected will be interviewed and will be given the maximum possible notice of dismissal. As a minimum, the notice period will be:
- The contractual notice as detailed in their statement of main particulars of employment; or
  - One week's notice for each year of reckonable continuous service up to a maximum of 12 weeks. Individuals will receive the most beneficial notice period under the above options.
- 15.2. Employees who are under notice of termination due to redundancy will be:
- Given reasonable paid time off work to look for new employment and/or make arrangements for training to assist them to find new employment.
  - Given advice and guidance on job searching and applying for jobs
  - Offered counselling and support where necessary
- 15.3. Priority must be given to business continuity; therefore displaced employees will be required to work their contractual notice period in all but exceptional circumstances. Cases which are considered to be an exception can be agreed only by the relevant Senior Manager. Where displaced employees obtain alternative employment during their period of notice and wish to commence this employment prior to the end of their period of notice of redundancy, managers should consider releasing the employee on a mutually agreeable date.

## **16. EARLY RETIREMENT ON THE GROUNDS OF REDUNDANCY**

- 16.1. Employees retiring prematurely on the grounds of redundancy should refer to <http://www.nhsbsa.nhs.uk/pensions>

## **17. TRANSFER OF EMPLOYEES**

- 17.1. The Transfer of Undertakings (Protection of Employment) Regulations (TUPE) protects employee's terms and conditions of employment when work; is transferred from one employer to another. The Cabinet Office Statement of Practice (COSOP) allows for transfers on a TUPE like basis where there is no statutory entitlement to TUPE. Advice should be taken from a HR representative in line with current legislation if a potential transfer is identified.

## Appendix 1 - Definitions

For the purpose of applying the provisions contained in this document, the following definitions shall have the following meanings:

**Affected by Change** – employees who may be affected by change for example significant change in responsibilities or structures, but are not expected to be at risk of redundancy. It may also apply in situations where it is known that changes will be made in an area, which may result in redundancy, but work is still underway to avoid redundancies. Where there is a risk of redundancy, there may be a reasonable time period between employees being affected by change and being formally declared as at risk of redundancy, to ensure appropriate consultation takes place and to allow for stage one and two of the procedure for filling posts to be completed.

**At Risk of Redundancy** – where formal consultation has taken place, feedback received has been considered and a final way forward determined. The outcome confirms the removal of their substantive post from the structure and the employee is deemed at risk of redundancy if there are no slotting or ring fencing options immediately available.

**Continuous Service** – means full or part time employment with the CCG or any previous NHS employer provided there has not been a break of more than one week or more (Sunday to Saturday) between employments. This reflects the provisions set out in the Employment Rights Act 1996 and Agenda for Change Handbook (where applicable) on continuous service).

**COSOP** – means Cabinet Officer Statement of Practice. National NHS guidance should be referred to if COSOP applies.

**Reckonable Service** – means Continuous Service plus any service with a previous NHS employer where there has been a break of 12 months or less. At the CCGs discretion any period of employment outside of NHS which is relevant to NHS employment may be counted as Reckonable Service. For information, please refer to the Agenda for Change Handbook.

**Redeployment** – means the transferring or recruitment of employees who are at risk into a suitable alternative post.

**Ringfencing** – means the process by which ‘at risk staff’ will be considered for a post in a new staffing or management structure which is similar to their current post and where there is more than one contender for the post.

**Reorganisation and Redundancy** – Redundancy may occur as a result of a reorganisation. For the purposes of the Employment Rights Act 1996 an employee who is dismissed shall be taken to be dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to:

**A. The fact that the employer has ceased or intends to cease:**

- to carry on the business for the purposes of which the employee was employed by them, or;
- to carry on that business in the place where the employee was so employed;

**B. The fact that the requirements of that business:**

- for employees to carry out work of a particular kind, or;
- for employees to carry out work of a particular kind in the place where the employee was employed by the employer;
- have ceased or diminished or are expected to cease or diminish.

**Slotting In** – means the process by which employees are confirmed into a post in a new staffing or management structure which is similar to their current post and where that

individual is the only contender for the post. Slotting in may occur where a post is in the same band as the individuals current post or where it remains substantially the same with regard to job content, responsibility, grade, status and requirements for skill, knowledge, experience and location.

**Suitable Alternative Employment (SAE)** – describes an equivalent post defined in terms of pay, working hours, status, grade, duties, responsibilities, location and location allowances. It must be suitable to personal circumstances, skills and experience. It may be on any site operated by the CCG subject to individual travel considerations.

**TUPE** – Where a service transfers to a new organisation, or into the organisation, employees in that service may transfer to the new organisation under a transfer order or the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) where TUPE applies. Where employees have responsibilities across more than one NHS organisation or more than one service, discussions will take place with the employee, their Trade Union representative and the organisations concerned to determine if their employment should transfer.

## **Appendix 2 – Procedure for filing posts**

### **Stage 1: Slotting in**

Slotting in may apply where the duties and accountabilities of a post are not significantly reorganised and are substantially the same in the new and existing role, and this is the same Pay band/grade. There must be only one person in the CCG who can claim they should be slotted in to the role for this to apply.

Depending upon the scale of the change, slotting in may be on a provisional basis in the first Instance and subject to formal confirmation as soon as possible thereafter. The purpose of This will be to ensure safeguards are built into the process which facilitates the application of a fair approach. Employees will be notified of the outcome, including any right of appeal.

### **Stage 2: Ring Fenced Competition**

Where there is more than one potential match for a post based on the criteria in Stage 1 (slotting in), the employees will be ring fenced and interviewed to decide who is slotted into the role.

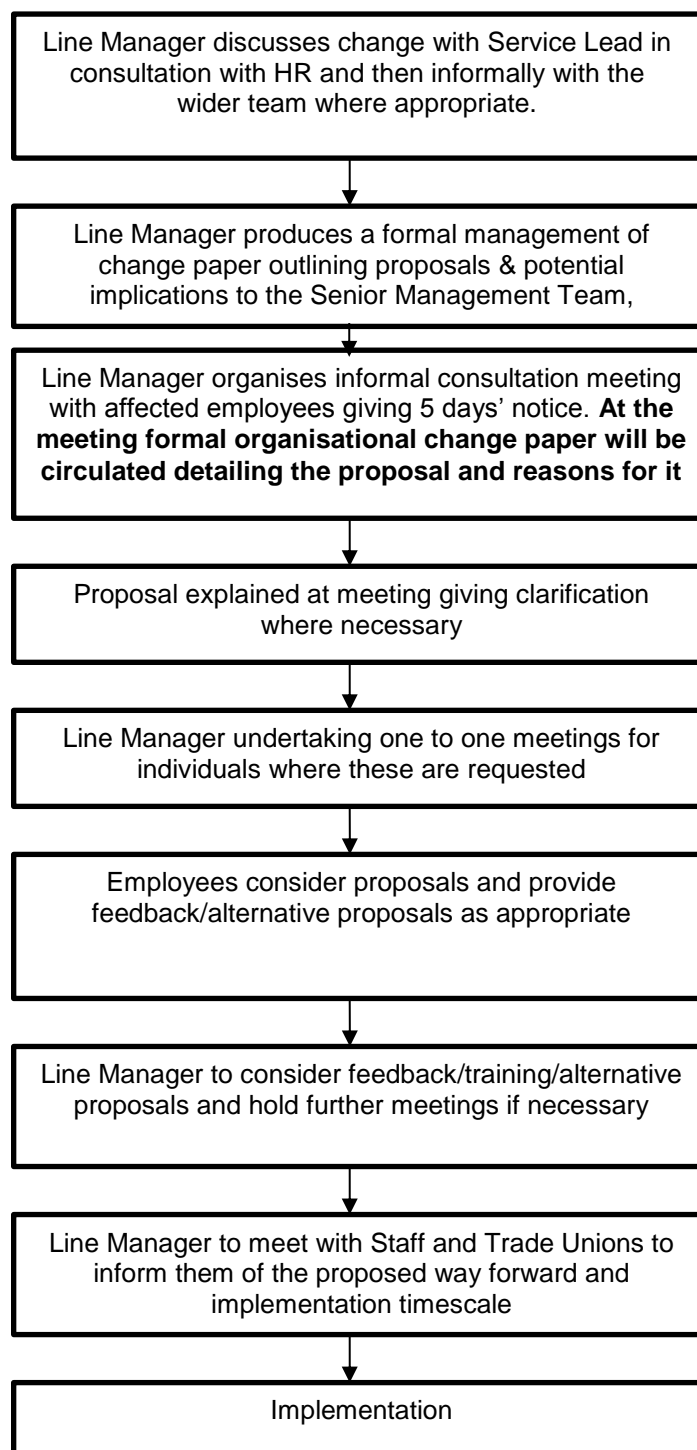
Any posts which have not been filled at stage 1 will be ring fenced for eligible employees to apply for. This will be a closed round of competitive interviews for employees “affected by change” currently doing similar work at a similar level. In some circumstances the posts in the new structure may be at a higher grade. Eligible employees will be considered for an interview if they meet the essential qualifications, competence or requirements of the higher banded post(s). If the interview panel decide they meet the essential criteria or could do so within a 3 month period supported by a short term development plan they will be slotted into the post.

Where there is only one employee for one post but the grade of the post is higher this is also ring fenced competition as there will be a need for an interview process to ensure the individual has the necessary skills to undertake the role. If the interview panel decide they meet the essential or could do so within a 3 month period supported by a short term development plan they will be slotted into the post.

### **Stage 3: Open Competition**

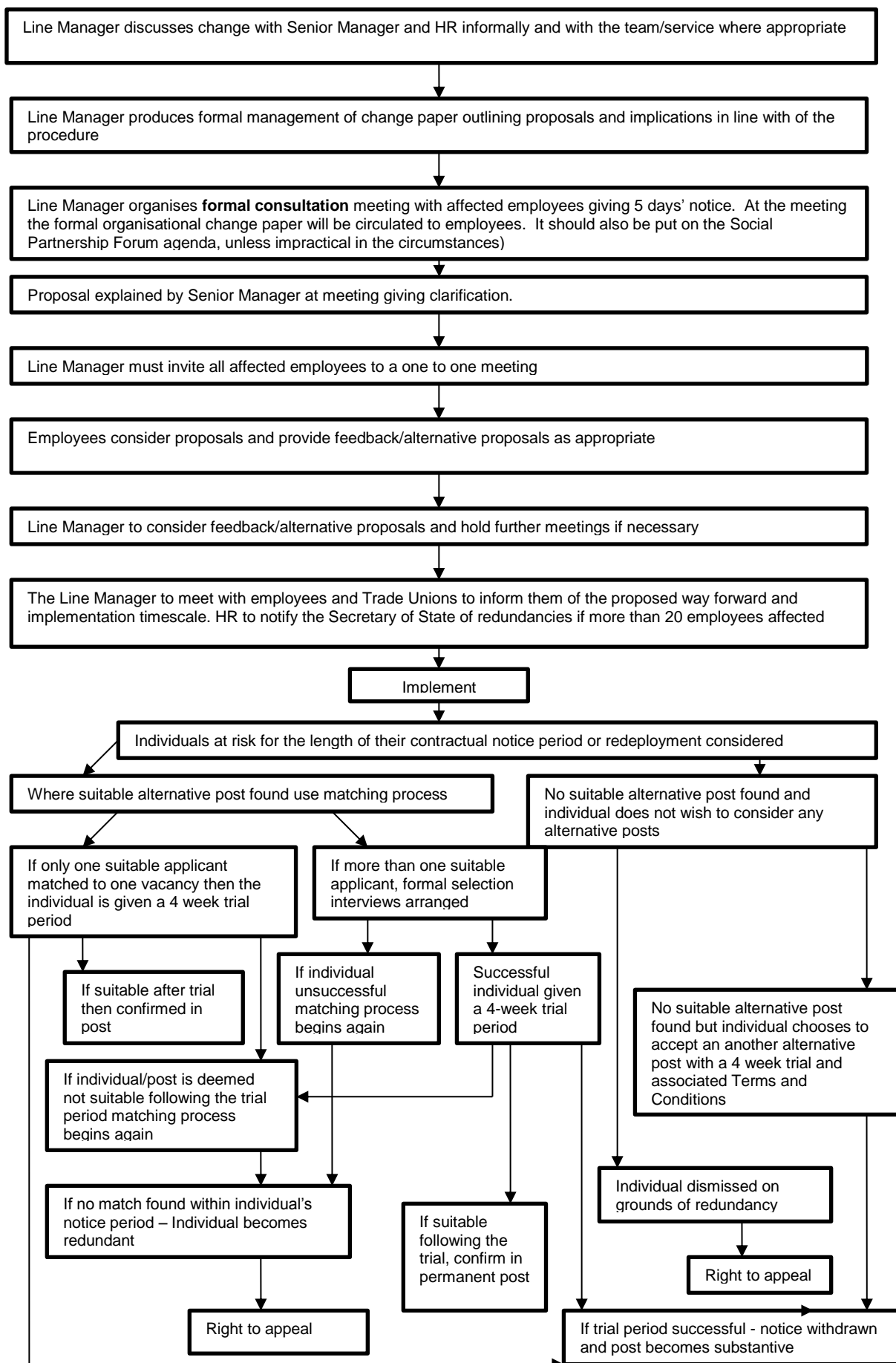
If no one from stage one or two is appointable, wider advertisement of the post will apply. Should there be national or regional guidance guiding the change (i.e. it is part of a national programme of organisational change rather than local) the initial period of open competition may include considering staff from other NHS organisations who are on an identified and agreed ‘at risk’ register. Likewise should the CCG enter into local reciprocal agreements to retain NHS employees then the agreed process will be followed to allow for priority of other “at risk” staff in different NHS organisation. If there are no candidates on the ‘at risk’ register and this stage has been exhausted, then the post can be advertised in the normal way.

### Appendix 3 – Organisational change with no redundancies





## Appendix 4 – Organisational change with posts at risk of redundancy



## Appendix 5 - Equality Impact Assessment

<b>Title of policy</b>	Organisational Change Policy	
<b>Names and roles of people completing the assessment</b>	Tazeem Hanif – HR Business Partner Kate Bell – Equality Lead	
<b>Date assessment started/completed</b>	28.02.2018	01.03.2018

1. Outline	
<b>Give a brief summary of the policy</b>	This policy outlines principles to manage organisational change to ensure a fair and equitable process.
<b>What outcomes do you want to achieve</b>	A clear and fair process during periods of organisational change that is both supportive to staff and enhances the provision of the highest quality provision of patient care.

2. Analysis of impact			
This is the core of the assessment, using the information above detail the actual or likely impact on protected groups, with consideration of the general duty to; eliminate unlawful discrimination; advance equality of opportunity; foster good relations			
	<b>Are there any likely impacts? Are any groups going to be affected differently? Please describe.</b>	<b>Are these negative or positive?</b>	<b>What action will be taken to address any negative impacts or enhance positive ones?</b>
<b>Age</b>	Yes, early retirement as a result of organisation change may be offered as an option to staff at a certain age.	Positive	The policy signposts staff considering early retirement to a specialist.
<b>Carers</b>	No		
<b>Disability</b>	Yes, reasonable adjustments must be made for disabled staff. This may be necessary as part of the selection criteria/process for organisational change.	Positive	The policy provides provision to make reasonable adjustments for disabled staff.
<b>Sex</b>	No		
<b>Race</b>	No		
<b>Religion or belief</b>	No		
<b>Sexual orientation</b>	No		
<b>Gender reassignment</b>	No		

<b>Pregnancy and maternity</b>	Yes, consideration given to employees that are on maternity leave – see sections 3.2 and 8.2.	Positive	The policy makes reference to ensuring employees on maternity leave are given the opportunity to participate in consultation.
<b>Marriage and civil partnership</b>	No		
<b>Other relevant group</b>	No		
<b>If any negative/positive impacts were identified are they valid, legal and/or justifiable? Please detail.</b>	The policy is applicable to all employees and adheres to the NHS Litigation Authority Standards, statutory requirements and best practice. Makes all reasonable provision to ensure equity of access to all employees. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic. The policy provides a clear and equitable process for all staff.		

<b>4. Monitoring, Review and Publication</b>			
<b>How will you review/monitor the impact and effectiveness of your actions</b>	Monitoring information may be collected for staff undergoing organisational change when this is on a large scale to check for trends regarding the protected groups.		
<b>Lead Officer</b>	Tazeem Hanif	<b>Review date:</b>	01.02.2021

<b>5. Sign off</b>			
<b>Lead Officer</b>	Kate Bell		
	<b>Date approved:</b>	01.03.2018	