

Organisational Change Policy & Procedure (HR-028)

Version Number:	5.1
Author (name & job title)	Karen Phillips – Deputy Director of Workforce & OD
Executive Lead (name & job title):	Steve McGowan, Director of Workforce & OD
Name of approving body:	EMT
Date full policy approved:	14 November 2022
Date Ratified at Trust Board:	30 November 2022
Next Full Review date:	November 2025

<i>Minor amendments made prior to full review date above (see appended document control sheet for details)</i>	
<i>Date approved by Lead Director:</i>	<i>15 April 2024 - Karen Philips, Associate Director People and Organisational Development</i>
<i>Date EMT as approving body notified for information:</i>	<i>April 2024</i>

Policies should be accessed via the Trust intranet to ensure the current version is used

Contents

POLICY	3
1. Introduction.....	3
2. Scope	3
3. Duties and Responsibilities	3
4. General Principles	4
5. Consultation.....	4
6. Employees at Risk.....	4
7. Protection Arrangements	5
7.1. Cessation of Pay Protection.....	5
8. Change of Location.....	6
9. Redundancy	6
9.1. Definition of Redundancy.....	6
9.2. Trial Periods and Training.....	6
9.3. Redundancy Arrangements	7
9.4. Right of Appeal	7
10. Review and Revision.....	7
11. Dissemination and Implementation.....	7
PROCEDURES	7
CONSULTATION PROCEDURE	7
PROCEDURE FOR RESTRUCTURES	9
PROCEDURE FOR TUPE	11
Appendix 1 - Consultation Document.....	12
Appendix 2 – Equality Impact Assessment	14
Appendix 3 - Document Control Sheet.....	16

POLICY

1. Introduction

Humber Teaching NHS Foundation Trust recognises that service development and the requirement to continually improve necessitates changes to staffing levels, structures and ways of working. The Trust recognises that as a result of managing these resources and service requirements, changes may need to be made to its organisational requirements which in turn may affect the workforce.

Organisational change may include:

- remodelling / restructuring of services
- relocation of services
- reducing/closure of services
- outsourcing of services
- TUPE
- changes in working practices

Any organisational change will be conducted in accordance with this policy which aims to provide a framework to assist managers, employees and Trade Union Representatives/professional organisations.

2. Scope

The Organisational Change policy and associated procedures apply to all employees of the Trust.

3. Duties and Responsibilities

Senior Leaders / Managers

Senior Leaders and Managers are critical to the change management process and will therefore be regularly briefed so that they are in a position to respond to the concerns of employees in their teams. In turn, managers will provide information to employees and trade unions/professional organisations so that they are able to make meaningful contributions to the consultation process.

No formal consultation will commence without approval of the relevant Director and sign off from both Finance and Workforce and OD that the proposals are within approved budgets and trust policy.

Workforce & OD

Workforce & OD will provide appropriate technical advice to leaders in the operation and application of this policy and its associated procedure.

Employees

Employees will be expected to engage fully with information sharing sessions, engagement, consultations and one to one meetings in order to ensure they are adequately informed and are able to make meaningful contributions.

Trade Union Representatives

Trade unions/professional organisations will be expected to advise and represent their members involved in any organisational change, and where possible, work towards achieving a satisfactory outcome for all parties.

4. General Principles

Organisational change is driven by the business needs of the Trust. Change can be triggered either by the external environment or by an internal review of service requirements.

In order to meet changing business needs more effectively, there may be occasions when 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 require discussions with affected employees and Workforce & OD. Notes from these meetings will be made and provided to employees. In situations where minor changes include a change of staff terms and conditions of employment, employees will be advised of this policy, their right to reasonable consultation on the changes and their rights to representation.

Any situation which may lead to employees being declared at risk of redundancy or a change in banding/grading will not be deemed to be a minor change and will therefore be managed under the provision of this policy.

The Trust is responsible for ensuring the most efficient use of the workforce, but in doing so is committed to the following principles for managing organisational change:-

- The Trust will provide information on proposed organisational change to trade unions/professional organisations representatives in writing at the start of any process;
- Employees will receive notice of any organisational change which may affect them at the earliest reasonable opportunity;
- Employees will have the right to be accompanied by a recognised trade union/professional organisation representative or work colleague at formal meetings to discuss any organisational changes which may affect them.
- Organisational change exercise will be carried out in an open and transparent manner providing relevant support to affected employees throughout.

5. Consultation

In accordance with legislation and partnership working principles, the Trust will ensure that meaningful and appropriate consultation with affected employees and staff side takes place.

The purpose of consultation meetings with trade unions/professional organisations and employees will be:

- To receive and, where possible, address any questions on any consultation documentation.
- To consider any comments or views on any consultation documentation including any alternative proposals.
- To clarify any change processes and timeframes specific to the proposed organisational change exercise under discussion.

6. Employees at Risk

When changes in staffing levels or skill mix are proposed which will lead to a reduction in the numbers of employees in particular bands/grades or occupational groups, management will identify the positions, individuals or pool of employees who are at risk of redundancy.

The potential to be put 'at risk' of redundancy will be notified as part of the consultation process. At risk status will only commence once a redundancy notice has been given and an employee is working their notice.

Employees who are notified that they are 'at risk' will be placed on a register held within Workforce & OD. Workforce & OD will keep employees on the register informed of any potential vacancies. 'At risk' employees get first option on all staff vacancies, but staff will need to meet the essential criteria and apply using the usual process.

7. Protection Arrangements

Protection arrangements will apply to employees who, as a consequence of organisational change are required to move to a post at a lower contractual salary or basic hourly rate of pay, which results in a loss of earnings. Pay Protection will be for a period of 18 months, at the end of which, pay and other earnings will revert to that of the new post.

Protection will only be granted on appointment to lower graded posts if the post is deemed by the Trust to be suitable alternative employment and the individual's concerned would otherwise be at risk of redundancy.

Protection will not apply where an employee voluntarily seeks and is subsequently appointed to a post of a lower band.

7.1. Cessation of Pay Protection

Pay protection will cease when:

- Protection expires;
- Basic pay and earnings in the new post permanently exceed that of the old post;
- The individual moves on their own application to a new post;
- The individual reduces hours of their own volition, their protection will be reduced accordingly on a pro rata basis.
- Protection may be terminated if an employee unreasonably refuses a subsequent offer of suitable alternative employment in a comparable post at the previous band/hours or a post where the earnings are comparable to the earnings in the previous post.
- The employee leaves the employment of the Trust or retires, this includes retire and return arrangements.

When an employee is in receipt of pay protection then they will retain their previous incremental date (on the revised banding) which was applicable prior to the pay protection period.

When an employee is in receipt of pay protection and they apply and are successful with their application for a post, on a temporary basis, fixed term or secondment basis which is at the level of their pay protection or higher than the pay protection, the pay protection period will not be extended in line with the duration of the short-term post. The effective end date of the pay protection remains unchanged.

Any additional hours worked will be reimbursed at the applicable rate for the job and the amount of protected pay reduced accordingly.

8. Change of Location

If, as a result of accepting another post as an alternative to redundancy, there is a requirement for an employee to change base, then the employee may be reimbursed their extra daily travelling expenses at reserve rate for a period of 18 months from the date of transfer.

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

9. Redundancy

9.1. Definition of Redundancy

Under the Employment Rights Act 1996, redundancy arises when employees are dismissed because:

- The employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was so employed; or
- the employer has ceased, or intends to cease, to carry on the business in the place where the employee was so employed; or
- the requirement of the business for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish; or
- the requirements of the business for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.

The place of work referred to above should not be confused with the specific site or unit in which an individual works.

Workforce & OD is responsible for notifying the relevant department in writing via the HR1 – Advance Notification of Redundancies form if the Trust proposes to make 20 or more employees redundant within a 90-day period, within the terms of the legislation. A copy of the notification form will be sent to the trade union/professional organisation representatives concerned. Advance notification to the relevant department does not bind the Trust to make the employees redundant.

9.2. Trial Periods and Training

A trial period will only apply to employees who have been placed 'at risk' and where a formal offer of suitable alternative employment has been made.

The purpose of a trial period is for both the manager and the individual to assess the suitability of the post. Where the individual has the potential ability but not the immediate experience to undertake the full duties of the role, they will be provided with appropriate skills development/training. This will be provided when 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.

The trial period will normally last 4 weeks but may be extended by mutual agreement where an employee requires additional training and development.

At least one review will be undertaken, 1 week prior to the end of the review period in order to allow both parties to discuss any issues at which the employee's trade union/professional representative may be present along with a member of Workforce & OD.

If the trial period is unsuccessful, as determined by the individual and/or the manager concerned, redundancy arrangements will apply as from the date when the original contract of employment will terminate. Until the end of their notice period employees placed 'at risk' will be considered for other

suitable alternative employment if available which will be subject to the same arrangements including a trial period.

9.3. Redundancy Arrangements

An employee will have their contract of employment terminated on the grounds of redundancy if no suitable alternative employment can be found or if a trial period is unsuccessful.

The terms under which a redundancy payment is agreed is in accordance with Agenda for Change Terms and Conditions, section 16 'Redundancy Pay.' Some employees may be subject to locally agreed contractual arrangements (for example staff that have previously TUPE transferred in the Trust) in respect of redundancy which will need to be honoured.

9.4. Right of Appeal

The right of appeal against the decision to dismiss an employee by reason of redundancy should be to the Director of Workforce and OD within 7 calendar days of the date of the letter confirming the redundancy and the case for the appeal must be outlined in full.

10. Review and Revision

This policy and procedures will be reviewed every three years, however there may be some review and revision as and when required to accommodate changes to tribunal decisions and legislation. These reviews and revisions will be in consultation with the Trust's recognized Trade Unions.

11. Dissemination and Implementation

This policy and procedure will be disseminated by the method described in the Policy and Document Control Policy.

PROCEDURES

CONSULTATION PROCEDURE

As a minimum, formal consultation will involve :-

- A meeting with staff side that represent those affected;
- A group meeting with affected staff and their representatives to share and discuss the proposals;
- Opportunity for individual meetings with any affected employee and their representative.

Consultation will have been deemed to have commenced at the date of the formal group meeting with affected staff and their representatives. Reasonable notice of this meeting must be given, this should not be less than 7 days' notice unless there are exceptional circumstances.

In a collective redundancy scenario, consultation will continue for a period of no less than the statutory time scales as detailed in the Trade Union and Labour Relations (Consolidation) Act 1992 (Amendment) Order 2013.

In an individual redundancy scenario, consultation will normally start at least 30 days before any individual notice of redundancy is given. However, consultation may be for a shorter period, if jointly agreed by both parties.

Where the proposal identifies possible redundancies, the Trust will invite applications for voluntary redundancy from the affected group. There is no guarantee that voluntary redundancy applications will be accepted. In considering any measures to avoid redundancies, operational efficiency and service needs must be taken into consideration. If an employee volunteers for redundancy/early retirement, approval of the request will be subject to the needs of the service and the cost implications.

Formal group consultation with affected staff

The manager leading this change is responsible for this meeting. This includes:

- Letters/emails to invite staff and their representatives to the group consultation meeting
- Presentation to the staff of the proposed change, in line with the consultation document
- Preparation of answers for possible questions posed by staff
- Providing information to staff on the Employee Assistance Programme should they require any additional support throughout the change programme
- Collating feedback and any proposed alternatives, to inform the consultation outcome

This meeting needs to be handled sensitively and if some staff are affected more than others, consideration of how staff receive this message needs to be given.

An HR representative will support the manager in this meeting.

Consultation with Trade Unions/Professional Organisations

Relevant staff side will be invited to a formal consultation meeting by the manager leading the change. The HR Business Partner will support the manager in this meeting.

It is good practice to have shared the proposal with staff side before this meeting to allow them time to understand the proposals and support their members. This is best done via a meeting so that questions can be answered.

During any periods of organisational change, management will ensure that trade union/professional organisation representatives are kept up to date of any changes or developments and will meet with trade unions/professional organisations as appropriate.

Consultation with individual employees

A meeting will be held with all employees affected by the organisational change to announce the proposed change and explain the consultation process.

Each employee will be offered the opportunity of at least one individual meeting with the manager leading the change. The employee has the right to be accompanied by a trade union/professional organisation representative or work colleague. It is for the employee to notify and inform their representative. Notification should be provided to the manager. HR advisory support will be offered to the manager.

At the meeting each employee will be invited to comment and respond to the proposals. A written record of the individual meeting will be kept and provided to the employee and their trade union/professional organisation representative where applicable. The record will be a note of the main points discussed at the meeting, not a verbatim record.

Updates and frequently asked questions will be circulated to employees throughout the formal consultation period. Throughout this period the affected employees will be encouraged to discuss their concerns and queries with the lead manager and trade union/professional organisation representative.

Whilst every effort will be made to respond to all queries; FAQs, bulletins, 1:1s and group meetings should be used purposefully and meaningfully as a means to communicate, and as such individually posed questions may not warrant a response but will be addressed in the above forums.

Trade unions/professional organisations and employees may request additional information or an extension of time if necessary to enable them to understand and contribute to an informed discussion on the merits of the proposal. Such requests will be considered and a decision made by the lead manager.

End of Consultation

At the end of the consultation period, the lead manager will consider all comments received (including applications for voluntary redundancy) from the affected employees and their trade unions/professional organisations.

A revised consultation document will be formed. If there are changes, this will need to be signed off again by the Director, Finance and HR leads. This should then be issued to trade unions and employees as the final proposal and implantation plan.

Templates letters and forms are provided on the Trust Intranet site for managers to use.

PROCEDURE FOR RESTRUCTURES

1. A formal consultation document needs to be produced with approvals from the relevant Director, Finance (that it is within approved budgets) and Workforce & OD (that it is in accordance with Trust policy and procedures). A template is attached at Appendix 1. HR Business Partners can support managers putting this document together.
2. The consultation process will take place in accordance with the procedure above.
3. New or revised structures will have three categories of posts. These are:-
 - **Materially Unaffected.** These posts may have no change or small changes to the job description, but the changes are not considered to alter the grade or the role significantly enough to involve the postholder being part of a formal change process;
 - **Changed Post.** These posts will have been sufficiently changed to make it a new role. This will be if there is **any** change to the grade, or the job description has changed significantly. These posts may previously have had a postholder in a similar role. There is no exact science to determine what is a significant change, but it would need to be fundamental;
 - **New Post.** A completely new post that didn't exist previously.

In determining the appropriate category of post, this will be based on a comparison to post-holders' substantive roles as opposed to any temporary arrangements e.g., acting up/secondment positions. Job descriptions and person specifications will be produced for any new or amended posts and made available as part of the consultation process. They need to be available as part of the consultation so that staff can make representation regarding ringfencing. All new or amended posts will need to have been evaluated in accordance with Agenda for Change or through the Royal College for medical posts before consultation starts.

4. Implementing new structures will need to follow the process detailed below:-

4.1 Materially Unaffected Posts

If the post is unchanged, or only small changes are made (for example slight amendments to a JD but not enough to justify a grade change), staff will continue in the role unaffected by the change process. If the role remains unchanged but the number of roles is to be reduced, expressions of interest for voluntary redundancy will be requested. If these are not forthcoming or are not acceptable, then a competitive interview will take place from the existing postholders. The lowest scoring will be selected for redundancy.

4.2 Changed Posts

For a role that has significantly changed and/or has a grade change (either up or down), managers will have identified as part of the consultation process staff they believe are 'ringfenced' to this role. These will be staff that can demonstrate that this role forms a significant part of what they currently do. Staff that are ringfenced can be slotted in, that is there is no need for a recruitment process if there is just one person ringfenced. If more than one person is ringfenced, a competitive Interview process will be used. The unsuccessful person will be selected for redundancy.

No claims for ringfencing can be made if the grade is more than one grade either way (up or down). For example, if the new role is band 7, potentially bands 6 and 8A could be ringfenced, grades 5 and 8B could not.

A slotting in will be deemed an offer of suitable alternative employment. If a member of staff refuses this offer they will be considered to have resigned rather than being made redundant.

4.3 New Posts and Existing Vacant Posts

Posts that are either new (i.e. do not have any ringfenced staff for them) or are existing vacant posts will be offered first to those that have not got a role in the restructure. This will be through the usual recruitment process. If these roles are still not filled through this process they can be advertised externally and across the rest of the Trust.

4.4 Notification of Redundancy

Staff that remain without a role will be issued with notification of redundancy and placed 'at risk' for the period of their notice. At the conclusion of their notice their employment will be terminated on the grounds of redundancy.

Managers must liaise with Workforce & OD in order to obtain details of redundancy entitlements and other aspects of the redundancy process. The manager will provide, in writing, to the individual and their trade union/professional organisation with the following details:

- The number of weeks' notice due to the individual, in accordance with the contractual notice period.
- The effective date of the redundancy, which will also be the last day of service.
- There is the expectation that employees take any accrued annual leave during their notice period.
- The amount of redundancy payment that will be paid.
- What efforts will be made to assist the individual in seeking suitable alternative employment during the notice period.
- What support is offered during the notice period.
- That reasonable time off with pay will be given to seek and prepare for alternative work.

- That early release will normally be given, unless there are compelling service reasons to the contrary, if the individual is successful in obtaining other employment outside the NHS and wishes to take this up during the notice period; the date of early release will then become the revised date of redundancy for the purpose of calculating any entitlement to a redundancy payment.

PROCEDURE FOR TUPE

Where it has been agreed that a proposal to transfer services and employees to a different employer meets the requirements under the TUPE regulations, there will be consultation with the trade unions/professional organisations at the earliest opportunity. The consultation document should be used to set out the details.

There should be a minimum of 30 days (unless otherwise agreed) and where 100 or more employees are affected, it should be 45 days where reasonably practicable.

The terms and conditions within the transferring employees' contract of employment (including relevant policies and procedures) will transfer with them and should not be changed as a consequence of the transfer.

Where employees have responsibilities spanning more than one NHS organisation or more than one service, discussions will take place with the individual, their trade union/professional organisation representative and the organisations concerned to determine if their employment should transfer. The options in this situation might be that the individual will transfer to one organisation with an agreement to provide services to the other, or have more than one contract of employment or, in exceptional circumstances, to be declared at risk.

In all of these circumstances, for the purposes of the consultation that will be carried out, the manager will identify the services, posts and individual employees that will transfer or be affected in accordance with the obligations of TUPE and shall write to the individuals affected and the trade unions/professional organisations informing them of the intention that employees will transfer, the implications of the transfer and any measures which will be taken in connection with the transfer.

The manager will then offer one-to-one meetings with individual employees and their trade union/professional organisation representative to discuss the implications of the transfer, measures to be taken in connection with the transfer, answer any concerns or queries. These discussions will be documented and confirmed in writing. Every possible support will be given to employees to understand the reasons for and implications of the transfer and to ensure they have the necessary information with which to prepare themselves.

Formal notice of transfer will be issued as long before the date of the transfer as possible in order to comply with the obligations of TUPE and this policy. The Trust will make every effort to give up to a minimum of 45 days' notice of a transfer, but will endeavour to provide more notice than this, e.g., 2/3 months' notice depending on the size and scale of the transfer where possible.

Where 45 days' notice is not possible because, for example, of the timing of external announcements or decisions of approval, a shorter notice period will be provided.

Appendix 1 - Consultation Document

Consultation Document – (insert title)

1.0 Introduction

Service area, context for the change/consultation, whom the change affects, what the current state is i.e., range of job titles, confusion over tasks/roles, inequity of cover etc.

2.0 Proposal for Change

What the change is and the rationale for it

3.0 Impact of the Change

3.1 Workforce implications

3.1.1 Care should be taken to ensure the Trust complies with its obligation to provide special protection from redundancy for employees where eligible. i.e. the right to be offered first refusal of any suitable alternative vacancy which may be available in a redundancy situation.

The below roles have been identified as currently filled by employees who are eligible:

- pregnant (but not yet on maternity leave)
ROLE / NO ELIGIBLE STAFF (delete as appropriate)
- on maternity leave (for a period of 18 months from the first date of the estimated week of childbirth, or the actual date of birth)
ROLE / NO ELIGIBLE STAFF (delete as appropriate)
- adoption leave (for a period of 18 months from the date of placement for adoption)
ROLE / NO ELIGIBLE STAFF (delete as appropriate)
- who have taken shared parental leave (where doesn't fall under any of the above, provided the employee takes at least six weeks of continuous Shared Parental Leave they will receive a period 18 months' protection from the child's date of birth)
ROLE / NO ELIGIBLE STAFF (delete as appropriate)

i.e. the right to be offered first refusal of any suitable alternative vacancy which maybe available in a redundancy situation.

(Delete: guidance only. These extended protections are new at the time of publishing and are effective from 6 April 2024. Advice should be sought from Human Resources Business Partner as to what protections apply to whom in the affected pool of staff depending on eligibility)

3.2 Finance implications

3.3 Service implications

4.0 Consultation Process

Timeline for Consultation

Action Required	Lead	Timescale
1.		
2.		

(add more rows as required)

6.0 Support for Staff

We know how difficult and challenging a time this will be for everyone concerned and would therefore like to remind everyone that they have access to our Occupational Health Service should they require this support.

7.0 Supporting Information

- Structures (if applicable) – attached appendix XX
- Equality Impact Assessment – attached appendix XX

Comments about the proposals should be sent **no later than the insert date**

To: named person(s)

Approvals

I confirm the proposals are within approved budgets.

.....
Finance Lead

.....
date

I confirm the proposals are in line with Trust HR policies and procedures.

.....
HR Business Partner

.....
date

I agree to this proposal commencing formal consultation.

.....
Director

.....
date

Appendix 2 – Equality Impact Assessment

For strategies, policies, procedures, processes, guidelines, protocols, tenders, services

1. **Document or Process or Service Name:** Organisational Change Policy
2. **EIA Reviewer (name, job title, base and contact details)** : Karen Phillips Deputy Director of Workforce & OD
3. **Is it a Policy, Strategy, Procedure, Process, Tender, Service or Other?** Policy

Main Aims of the Document, Process or Service		
To set out the requirements that must be met for approval, ratification and dissemination of all Humber Teaching FT policies.		
Please indicate in the table that follows whether the document or process has the potential to impact adversely, intentionally or unwittingly on the equality target groups contained in the pro forma		
Equality Target Group	Is the document or process likely to have a potential or actual differential impact with regards to the equality target groups listed?	How have you arrived at the equality impact score? 1. who have you consulted with 2. what have they said 3. what information or data have you used 4. where are the gaps in your analysis 5. how will your
Age Disability Sex Marriage/Civil Partnership Pregnancy/Maternity Race Religion/Belief Sexual Orientation Gender re-assignment	Equality Impact Score Low = Little or No evidence or concern (Green) Medium = some evidence or concern (Amber) High = significant	

Equality Target Group	Definitions	Equality Impact Score	Evidence to support Equality Impact Score
Age	Including specific ages and age groups: Older people, Young people, Children, Early years	Low	There is no evidence that this equality group is negatively affected by the policy
Disability	Where the impairment has a substantial and long term adverse effect on the ability of the person to carry out their day to day activities: Sensory, Physical, Learning, Mental Health (and including cancer, HIV, multiple sclerosis)	Low	There is no evidence that this equality group are negatively affected by the Policy.
Sex	Men/Male, Women/Female	Low	There is no evidence that this equality group are negatively affected by the Policy.
Married/Civil Partnership		Low	There is no evidence that this equality group is negatively affected by the policy
Pregnancy/ Maternity		Low	There is no evidence that this equality group is negatively affected by the policy Care should be taken to ensure the Trust complies with its obligations regarding the additional protections for pregnant and new parents' (adoption / maternity / shared parental leave) who are selected for redundancy. Namely, protection in redundancy situations such as priority for

			alternative employment opportunities during a relevant protected period. At time of review, that period is throughout pregnancy and 18 months from date of birth / placement. This legislation is effective 6 April 2024 (the Protection from Redundancy (Pregnancy and Family Leave) Act 2023).
Race	Colour, Nationality, Ethnic/national origins	Low	There is no evidence that this equality group is negatively affected by the policy
Religion or Belief	All Religions Including lack of religion or belief and where belief includes any religious or philosophical belief	Low	There is no evidence that this equality group is negatively affected by the policy
Sexual Orientation	Lesbian, Gay Men, Bisexual	Low	There is no evidence that this equality group is negatively affected by the policy
Gender re-assignment	Where people are proposing to undergo, or have undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attribute of sex	Low	There is no evidence that this equality group is negatively affected by the policy

Summary

Please describe the main points/actions arising from your assessment that supports your decision above

There is no evidence to suggest that any of the protected characteristic groups are negatively impacted.

EIA Reviewer	Karen Phillips – Deputy Director of Workforce & OD Justin Marjoram – Interim Employee Relations and Workforce Manager		
Date completed	27 October 2022	Signature	Karen J Phillips
	05 April 2024 (JM)		Justin Marjoram (JM)

Appendix 3 - Document Control Sheet

This document control sheet must be completed in full to provide assurance to the approving committee.

Document Type	Organisational Change Policy		
Document Purpose	To provide change managers with the tools required to manage organisational change efficiently and effectively within required timescales		
Consultation/ Peer Review:	Date:	Group / Individual	
<i>list in right hand columns consultation groups and dates -</i>	14 November 2022	EMT	
	21 October 2022	TCNC	
	n/a	Workforce and OD Committee	
Approving Body:	EMT	Date of Approval:	14 November 2022
Ratified at:	Board	Date of Ratification:	30 November 2022
Training Needs Analysis: <i>(please indicate training required and the timescale for providing assurance to the approving committee that this has been delivered)</i>	Awareness to be raised and manager guidance developed to support training of managers	Financial Resource Impact	N/A
Equality Impact Assessment undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	N/A <input type="checkbox"/> Rationale:
Publication and Dissemination	Intranet <input checked="" type="checkbox"/>	Internet <input type="checkbox"/>	Staff Email <input checked="" type="checkbox"/>
Master version held by:	Author <input type="checkbox"/>	HealthAssure <input checked="" type="checkbox"/>	
Implementation:	<i>Describe implementation plans below - to be delivered by the Author:</i>		
	<ul style="list-style-type: none"> To be agreed at EMT Uploaded to the intranet and Health Assure Intranet resources developed for management 		
Monitoring and Compliance:	<p>This policy will be reviewed in 3 years from the point of approval.</p> <p>Compliance will be monitored through regular reviews and case management processes.</p>		

Document Change History:			
Version Number / Name of procedural document this supersedes	Type of Change i.e. Review / Legislation	Date	Details of Change and approving group or Executive Lead (if done outside of the formal revision process)
3.0		1/10/12	Reviewed and updated, approved TCNC 13/9/12
4.0		11/5/16	Protection period updated to 18 months for travel expenses
4.1		5/8/16	Section on redundancy arrangements updated to reflect the reckonable service policy
5.0	Full Rewrite	March 2022	Full rewrite and name change (formerly Management of Change Policy). Approved at EMT (14/11/22).
5.1	Minor amends	April 2024	Amendment to Equality Impact Assessment. Added wording to Pregnancy/ Maternity section to reflect recent change in legislation. Added section to 3.1.1 to the appendix 1 consultation document, to reflect recent change in legislation and ensure those eligible to statutory protections are identified. Approved by director sign-off (Karen Philips, Associate Director People and Organisational Development – 15 April 2024).