

**TRUST CORPORATE POLICY :
MANAGING CHANGE**

APPROVAL	Trust Policies Committee – Chair’s Action	Date approved:	29 July 2013
EFFECTIVE FROM	Approval date		
DISTRIBUTION	All Wards and Departments via Trust Bulletin		
RELATED DOCUMENTS	Pay Protection Agenda for Change Terms and Conditions of Service Handbook NHS Constitution Trust Recognition Agreement		
OWNER	Director of HR and CEO		
AUTHOR/FURTHER INFORMATION	Author: HR Policy Development Workforce Specialist		
EXTERNAL REFERENCES	-		
SUPERSEDED DOCUMENTS	Managing and Supporting Staff Through Change Trust Core Policy (Barts and The London NHS Trust); Policy and Procedure for Staff Affected By Change and Staff Consultation Policy and Procedure (Whipps Cross University Hospital NHS Trust); Change Management Policy (Newham University Hospital NHS Trust); A Partnership Approach to Managing Change (CHS)		
REVIEW DUE	Three years from the date of approval shown, or earlier subject to legislative or national policy changes or organisational need.		
KEYWORDS	Policy, change, organisation, consultation, TUPE, redeployment, at risk, redundancy, slotting in, suitable alternative employment; early retirement,		
INTRANET LOCATION(S)	http://bartshealthintranet/Policies/Policies.aspx		

CONSULTATION	<i>Barts Health Working Groups</i>	Policy Development Working Group Interim Partnership Board Trust Policies Committee
	<i>External Partners</i>	Capital Hospitals via the New Hospital Programme Control Team.
Scope	<i>For the groups listed below, failure to comply with this policy may result in investigation and management action which may include formal action in line with the Trust's disciplinary or capability procedures for Trust employees, and other action in relation to organisations contracted to the Trust, which may result in the termination of a contract, assignment, placement, secondment or honorary arrangement.</i>	
	Application: All Trust staff employed on a contract of employment	
	Exclusions: Individuals working within the Trust who are not on a contract of employment e.g. students, agency workers, Bank (only) staff, honorary contracts, junior doctors on training and contractors working within the Trust	

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Please note that where words/phrases are inside square brackets [], this indicates that you can click on the word/phrase when and it will send you to the relevant area of the policy or (if you are using a Trust PC) the relevant supporting document/template.

This Policy is available in Braille, large print, Easy-Read and alternative languages by request. It is a manager's responsibility to ensure employees are aware of these options.

MANAGEMENT OF CHANGE

1 INTRODUCTION AND AIMS OF POLICY

- 1.1 The Trust is committed to supporting its employees whilst also ensuring that it delivers and maintains an efficient and consistently high standard of care to its patients and service users.
- 1.2 In order to achieve this, the Trust recognises that organisational changes will need to take place and recognises its responsibility to provide security for its employees as far as is reasonable practicable. Therefore, in order to minimise redundancies or early retirement as a result of redundancy ([s.16.10 AfC]) employees may need to be redeployed to [suitable alternative employment].
- 1.3 However, this may not always be possible and therefore a clear process needs to be in place so that employees know what support they can expect from the Trust when they are affected by organisational changes.
- 1.4 The Trust is committed to engaging and consulting with its employees and representatives of the recognised Trade Unions, in line with the Trust's Recognition Agreement throughout the process and will maintain open channels of communication at all stages of the process and at all levels.
- 1.5 The aim of this policy is:
- to ensure that there is an agreed approach across the Trust to consultation about organisational changes and how to redeploy staff who are displaced as a result of that change
 - to ensure this approach is fair and consistent and without discrimination in relation to any of the [\[protected characteristics\]](#)
 - to ensure employees are aware of the support that they can expect from the Trust
 - to ensure that organisational change is undertaken in line with the [\[Equality Act 2010\]](#)
 - to ensure efficient and high quality care for our patients
 - to monitor to ensure effectiveness of implementation
- 1.6 This policy contains the process and principles for managing organisational change and consulting with employees to ensure best patient care only. For further details please read the supporting [Management Guide].

2 DEFINITIONS

- 2.1 The following definitions are used in this policy:

Consultation	Involves seeking acceptable solutions to problems through a genuine exchange of views and information. Consultation does not remove the right of managers to manage – they must still make the final decision – but it does impose an obligation that the views of employees will be sought and considered before decisions are taken.
Continuous Service	Full or part time employment with the Trust or any previous NHS employer. If there is more than one NHS employer, there must not have been a break of more than one week (Sunday to Saturday) between employments or a redundancy payment taken from previous NHS employment. This reflects the provisions of the Employment Rights Act 1996 and Agenda for Change handbook (where applicable) on continuous employment.
Early retirement on the grounds of redundancy	Members of the NHS Pension Scheme who are made redundant and meet the conditions of continuous/reckonable service, may choose to retire early without reduction in the value of pension benefits, as an alternative to receiving the full lump sum redundancy benefit (as above). To qualify for early retirement the employee

	<p>must:</p> <ul style="list-style-type: none"> • be a member of the NHS Pension Scheme; • have at least 2 years' Continuous Service and 2 years' pensionable membership; and, • have reached the minimum pension age in accordance with the relevant NHS Pension Scheme arrangements.
Equality Analysis	<p>An analysis of the effect on equality for all of the [protected characteristics] and all of the aims of the general equality duty. The Trust needs to demonstrate that due regard has been given to the aims set out in the general equality duty (see [Equality Act 2010], Appendix 1).</p> <p>The analysis is done before the change is developed or during the early stages of development and poses the question '<i>what would happen in relation to equality and good relations as a result of this change?</i>' This is not limited to identifying and removing negative effects or discrimination, but also to identify ways to advance equality of opportunity and to foster good relations. It is also not limited to the impact to employees but also the community the Trust serves.</p>
Major organisational change	<p>Includes: reorganisation, relocation of a service, merger, expansion or closure of a service, competitive tendering or outsourcing, a major change in working practice or a significant change in terms and conditions of service. This list is not exhaustive.</p>
Minor organisational change	<p>May be implemented without the need to go through formal processes within the policy but will require reasonable consultation.</p> <p>No posts are at risk of redundancy and may or may not impact employees e.g. change in practice or change in line management.</p>
New Post	<p>Normally a new job title, new or substantially changed job description or new pay band will be proposed (see Management Guide for indicative proportions).</p>
Open Meeting	<p>A group meeting that is held by the manager leading the change. All employees affected by the change will be invited as well as recognised Trade Union/Staffside representatives. It may also be appropriate to invite relevant stakeholders.</p> <p>Prior to the open meeting the consultation paper should be given to all employees affected and their Staffside representatives. A minimum of 7 calendar days' notice of the meeting should be provided.</p> <p>At the open meeting the proposed changes will be introduced and employees/representatives can raise initial comments and questions.</p>
Organisational Change	<p>Any structural or managerial change in the organisation of the Trust's service provision. This may or may not have an impact on employees.</p>
Pool	<p>The pool is the group of employees who are potentially at risk of redundancy. The pool will normally consist of employees who carry out the same, or similar work and perform jobs that are interchangeable, which may or may not be in the same department or location, or on the same shifts according to the scope of the change. Managers must think carefully when considering the choice of pool. The starting point is usually to consider which particular kind of work is ceasing or reducing.</p> <p>Other factors that are likely to be relevant to identifying a pool are:</p> <ul style="list-style-type: none"> • What type of work is ceasing or reducing • The extent to which employees are doing similar work • The extent to which employees' jobs are interchangeable • Whether there are employees doing similar work at other locations where appropriate • Whether the selection pool was agreed with the Staffside/Trade Union [Representatives] • Employee preferences, where considered appropriate <p>Where two posts are the same but have been banded differently (e.g. where there has been a TUPE transfer of employees) both jobs will be re-evaluated to determine whether they are the same job and if they should be included in the pool.</p>
Reckonable Service	<p>[Continuous Service] plus:</p> <ul style="list-style-type: none"> • any service with a previous NHS employer where there has been a break of 12 months or less

	<ul style="list-style-type: none"> • periods of employment as a trainee with a general medical practitioner • at the Trust's discretion, any period of employment outside the NHS which is relevant to NHS employment may be counted as Reckonable Service.
Redeployment	<p>The transferring or recruitment of staff at risk into a suitable alternative post within Barts Health or a partner NHS body.</p>
Redundancy - Compulsory and Voluntary	<p>Redundancy is when the Trust dismisses an employee because the Trust no longer:</p> <ul style="list-style-type: none"> • carries out/expects to carry out the business for which they are employed • carries out/expects to carry out the business in the place where they are employed • requires them/expects them to carry out work of a particular kind <p>Or where the above has reduced or is expected to reduce to such an extent that the Trust will need fewer posts. For a redundancy to be genuine, the Trust must demonstrate that the employee's job will no longer exist.</p> <p>An employee will have their contract of employment terminated on the grounds of (compulsory) redundancy if there is a mutual agreement that no suitable alternative employment can be found prior to the end of their notice period or if a trial period is unsuccessful.</p> <p>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.</p> <p>In order to avoid making compulsory redundancies (as above), the Trust may ask for volunteers for redundancy or early retirement. If a member of staff volunteers for redundancy/early retirement, approval of the request will be subject to the needs of the service and the cost implications. Care must be taken to ensure that decisions are based on sound organisational reasons and do not breach equality legislation. The Trust reserves the right to decline a request for voluntary redundancy.</p> <p>To qualify for a redundancy payment/early retirement benefit the individual must have:</p> <ul style="list-style-type: none"> • a contract of employment with the Trust; and • at least 2 years' (104 weeks) [Continuous Service] within the NHS <p>The redundancy payment is calculated on the basis of one month's pay for each complete year of Reckonable Service, subject to a minimum of 2 years' Continuous Service and a maximum of 24 years [Reckonable Service] (i.e. the maximum payable is 24 months).</p> <p>If following a redundancy payment the individual secures employment within the National Health Service with a break in employment of less than 4 weeks, they will be required to repay the sum in full.</p> <p>Employees will not be entitled to redundancy payments/early retirement on the grounds of redundancy if they:</p> <ul style="list-style-type: none"> • are dismissed for reasons of misconduct; or • at the date of the termination of the contract have obtained without a break, or with a break not exceeding four weeks, suitable alternative employment with the Trust or other NHS employer; or • unreasonably refuse to accept suitable alternative employment with the Trust or another NHS employer; or • leave their employment before expiry of notice, except if they are being released early; or • are offered a renewal of contract with the substitution of a new employer for the Trust; or • where their employment is transferred to another public service employer who is not an NHS employer.
Representative	<p>A representative of a recognised Trade Union, an accredited Staffside representative or an Employee of the Trust.</p> <p>Employees are not permitted to bring legal representation to internal formal or informal meetings.</p>

Ring-fencing	The process by which staff at risk 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 individual in the pool for that post.
Selection Criteria	<p>These describe how employees will be identified as being at risk of redundancy following consultation (where applicable) and are included in the consultation paper (see section 4).</p> <p>n.b. This is not appropriate where there is only 1 employee whose post is at risk. These criteria should be fair, objective, clearly defined, measurable, non-discriminatory, based on the skills and competency requirements of the post and capable of being applied in an independent way. The Selection Criteria must be applied fairly, reasonably and consistently and in accordance with the Equality Act 2010. This is to ensure employees are not selected unfairly. Basing any selection on skills or qualification will help to keep a balanced workforce appropriate to the Trust's future needs.</p> <p>Managers must seek advice from HR on the selection criteria to be used. Selection criteria will be discussed, with a view to reach agreement with Trade Unions.</p> <p>Examples of such criteria (also see Management Guide) include:</p> <ul style="list-style-type: none"> • attendance record (ensuring this is fully accurate and that reasons for and extent of absence are known, discounting absences listed in the Managing Sickness Absence Policy) • disciplinary record (you should ensure this is fully accurate) • skills or experience • standard of work performance • aptitude for work <p>Formal qualifications and advance skills should be considered, but not in isolation. The manager will have a [pool] of employees who are potentially redundant as a result of the change. These are the employees who will be subject to the selection criteria which will identify 'at risk' employees. The manager will discuss the constitution of the [pool] with the relevant Staffside/Trade Union [Representatives] at the pre-consultation meeting (see Management Guide)</p>
Slotting In	<p>The process by which staff who would otherwise be at risk, 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 that post. Options for slotting in should be reviewed at the pre-consultation stage (see section 4)</p> <p>Slotting in may occur where a post is in the same band as the individual's current post or where it remains substantially the same with regard to factors such as job content, responsibility, grade/band, status and requirements for skills, knowledge and experience as identified by comparing the Job Description and Person Specification for each post (please see Management Guide for a suggested template matrix). Consideration should also be given to hours and location.</p>
Staff at Risk	Staff whose posts are at risk of redundancy as a result of organisational change. The member of staff is issued with notice of redundancy and remains 'at risk' until suitable alternative employment is offered (and therefore redundancy would not be applicable) or they are made redundant.
Suitable Alternative Employment (SAE)	<p>Work within the Trust that is on broadly similar terms and within the same range of skills required as the current employment where the individual meets the essential criteria of the person specification. It may be on any site operated by the Trust subject to consideration of the individual's personal circumstances such as travel, caring responsibilities or mutually agreed flexible working arrangements that are in place or that could facilitate SAE.</p> <p>A post may be considered as suitable alternative employment if it is banded/graded on the same band/grade as the staff member's current post, or the next lower band/grade (see also section 5.3 and supporting Management Guide).</p> <p>Posts on reduced hours are not considered SAE, except where this is acceptable to the employee. Where this is the case, it should be confirmed in writing/electronically by the employee.</p> <p>Where an employee is able to be offered their 'old'/original post in the new structure</p>

	<p>after being declared 'at risk' (see below), this will be considered an offer of suitable alternative employment and therefore redundancy would not be applicable. This does not stop employees applying for jobs at other bands by the normal means. In which case, pay protection would not apply (see [Appendix 2]).</p> <p>If, as a result of organisational change, there is a requirement to move employees from their normal place of work to another location within the Trust and this results in increased travel costs to and from work, employees may be reimbursed their extra daily travelling expenses for a fixed period of time in accordance with the Trust's Expenses Policy (see [Appendix 2]).</p>
Trial Period	<p>The purpose of a trial period(s) is for both the manager and the individual to assess the suitability of the post as alternative employment. This will normally be for a period of 4 weeks, but may be extended up to 12 weeks by mutual agreement or longer where a period of retraining is needed (max. 6 months).</p> <p>A Trial Period applies to employees at risk and where a formal offer of suitable alternative employment has been made.</p> <p>Where employees have the potential ability but not the immediate experience to undertake 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 member of staff demonstrates a willingness to learn and can apply the new skills within an agreed timeframe.</p> <p>A robust review (appropriate for the post) will take place at the end of the trial period to assess whether it has been a success or not. This will include an assessment on whether a 'good faith' approach has been taken to the process (e.g. whether the employee has made a genuine attempt to settle into and adapt to the new role with necessary support).</p> <p>Where a trial period is unsuccessful the employee will return to their previous 'at risk' status and redundancy arrangements will apply as from the date when the original contract of employment will terminate.</p>
TUPE	<p>Transfer of Undertaking (Protection of Employment) Regulations 2006 (see management toolkit for further details).</p> <p>This refers to the transfer of services from one organisation to another and the employment of the staff who are assigned to those services will also transfer to the new organisation.</p> <p>All the terms and conditions within the transferring employee's contract of employment will transfer with them unless declared in the measures letter and should not be changed as a consequence of the transfer.</p>

3 DUTIES AND RESPONSIBILITIES

Employee	<ul style="list-style-type: none"> • Where possible, be involved in the planning stages of organisational changes • Engage in the consultation process, helping to develop the change to achieve the best outcome for the patients, service and employees • Raise concerns and discuss improvements and where possible proposing alternatives/developments based on own research, observations or innovation • Engage in the process of filling posts following the change and any subsequent redeployment process • Play an active role in the implementation of the changes • Understand that if they do not engage by applying for suitable alternative employment or notifying their manager that none is available in writing or unreasonably refuse an offer of suitable alternative employment they will no longer be eligible for redundancy pay • Where a representative is unavailable on a proposed one to one meeting date, the employee will provide their manager with an alternative within 7 calendar days of the original date or an extension to this by mutual agreement to take place within a reasonable timeframe
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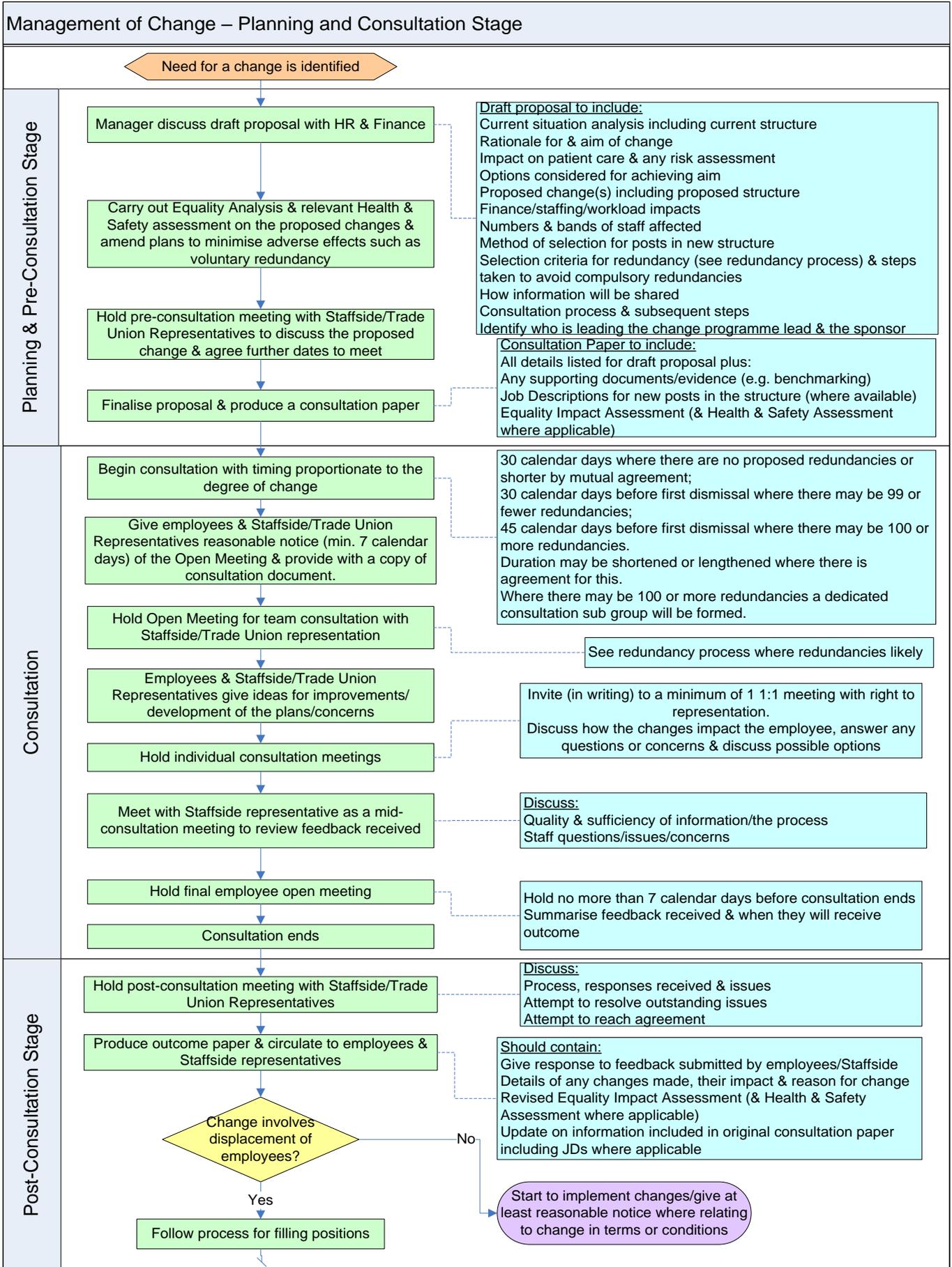
	<ul style="list-style-type: none"> • Respect confidentiality at each stage of the process
Manager	<ul style="list-style-type: none"> • Ensure employees are aware of and understand the policy and their responsibilities (this may include supporting employees by providing [reasonable adjustment] e.g. providing the Policy in Braille/large print/Easy-Read or in a language other than English, or reading it to them) • Develop services to achieve the best outcomes for the patients and service with due regard to the welfare and rights of employees (these may be mutually exclusive) • Base changes on national guidance, best practice research and innovation • Be sensitive to individual employee needs and discreet and consistent in their approach • Involve employees in the design of the proposed change and have due regard for their input (except in exceptional circumstances) and consult with affected employees and their Representatives • Ensure there is a continuous effective communication loop where employees receive information about the change and can feed back their thoughts and opinions and make meaningful contributions • Engage with Staffside/Trade Union colleagues as early as possible in the whole process (see [section 4]) • Send Staffside/Trade Union representatives a copy of the consultation paper (including the change programme sponsor and lead) at least 7 calendar days before the [Open Meeting] • Carry out an [Equality Analysis] and obtain review sign-off from Human Rights, Equality and Diversity Manager prior to launch of the consultation and include in the consultation documents. Review following any changes to the proposed change ensuring that there are no adverse effects or discrimination against any of the protected characteristics • Where there is potential for redundancy, set [selection criteria] to identify [at risk employees] and include these in the consultation paper • Consider changes/improvements/concerns that employees may have about the changes • Support employees to find suitable alternative employment where they are displaced following the change as part of the redeployment process • Regularly liaise with HR and finance regarding the change/modifications to the change • Inform employees of support and training/development that is available to them • Make staff aware of suitable alternative posts in writing/electronically and liaise with HR where none is available • Inform employees of their right to representation (Trade Union/Staffside representatives or an employee of the Trust) at formal meetings in writing • Consult with absent employees e.g. those on Maternity/Adoption/Paternity leave, Long Term Sickness etc. to ensure that they are not put at a disadvantage due to their pregnancy/maternity status or absence • Respect confidentiality at each stage of the process
Human Resources	<ul style="list-style-type: none"> • Provide advice, support and training to managers about the application of this policy • Highlight possible suitable alternative employment to the employee and their manager in writing/electronically • Advise on the application of this policy to employees • Respect confidentiality at each stage of the process • Notify the Secretary of State in writing of proposed redundancies in line with statutory notice periods for redundancy (i.e. 20-99 redundancies, 30 days before first dismissal and 100 or more redundancies 45 days before first dismissal)
Staffside/	<ul style="list-style-type: none"> • Work with the manager to develop the early plans for the change, helping to develop

<p>Trade Union representative</p>	<p>the change to achieve the best outcome for the patients, service and employees</p> <ul style="list-style-type: none"> • Advise on the application of this policy to employees • Represent members at consultation [open meetings] • Represent members at formal one to one meetings • Facilitate and support employees in collating and presenting issues, concerns and responses including alternative proposals • Respect confidentiality at each stage of the process
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3.1 If the employee feels that this policy is being applied unreasonably or not followed they should follow the process laid out in the [Grievance Policy].

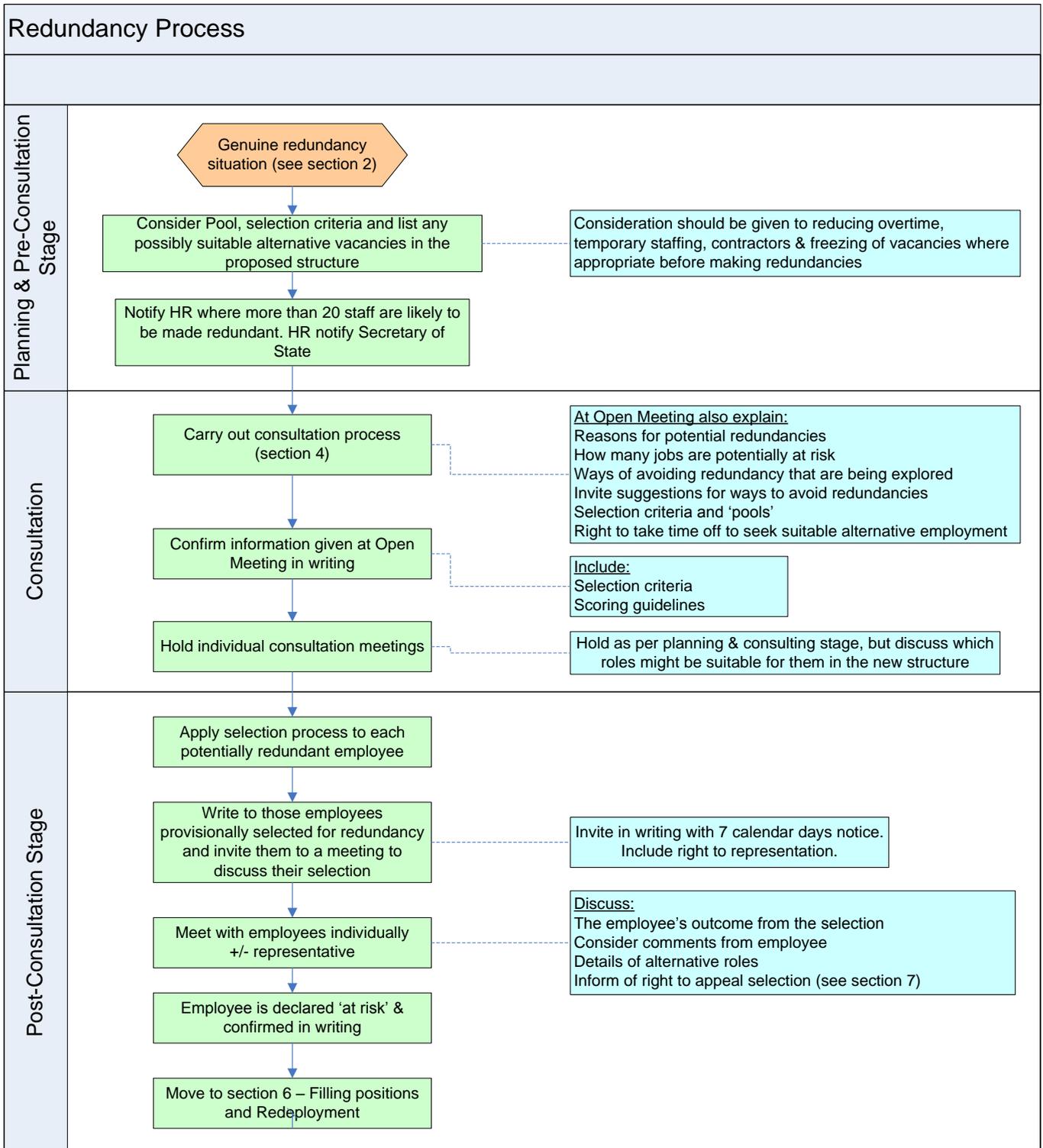
4 PLANNING AND CONSULTING ON CHANGES

The flowchart below sets out the process for the development of the change. If there is a possibility of redundancy, read in conjunction with the [[Redundancy Process](#)]



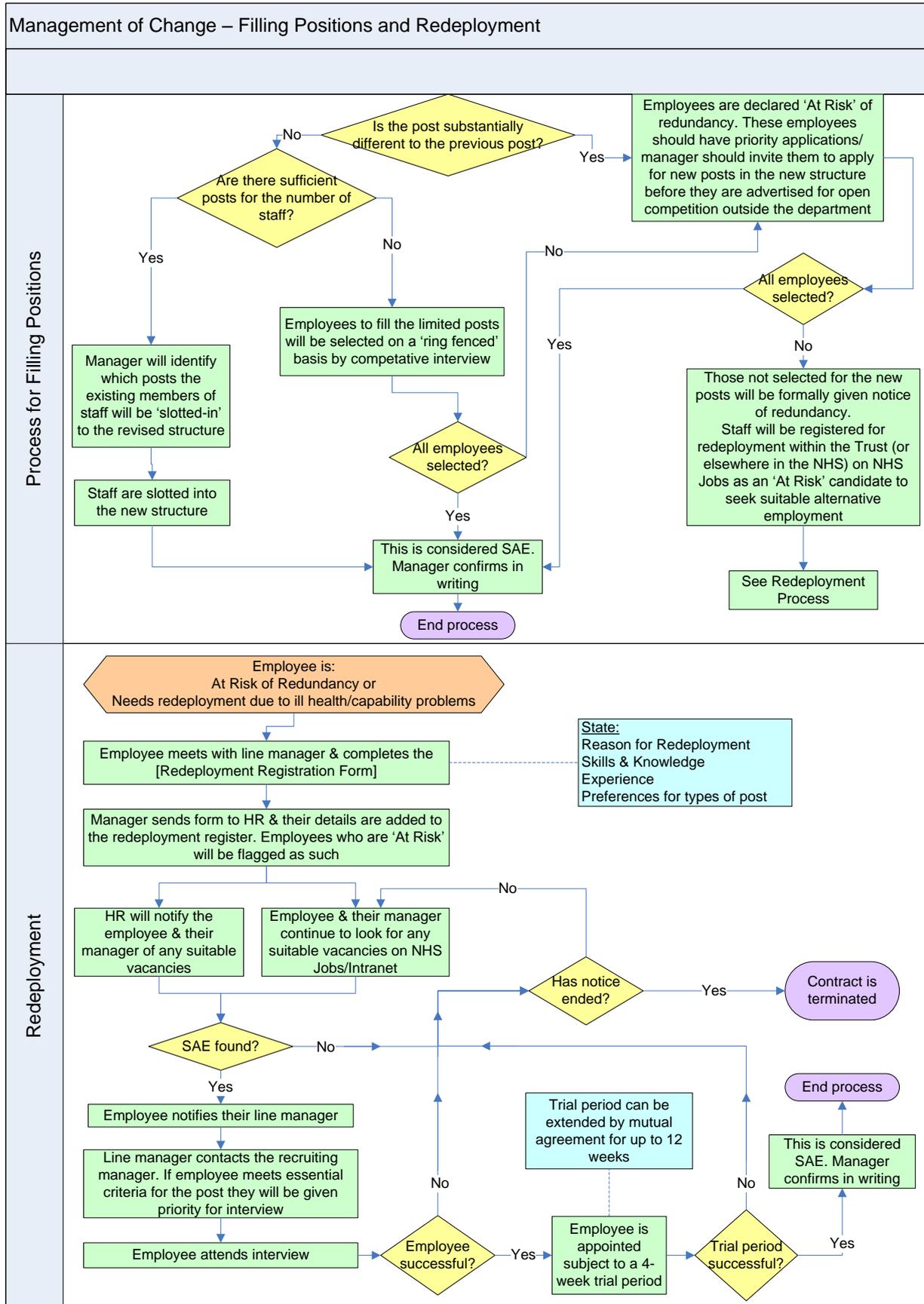
5 REDUNDANCY PROCESS

5.1 Where there may be redundancies, the following process should be read in addition to the [\[Planning and Consulting on Changes\]](#):



6 FILLING POSTS IN THE NEW STRUCTURE AND REDEPLOYMENT

6.1 Following the consultation, the following process will be applied to fill positions in the new structure and redeploy employees:



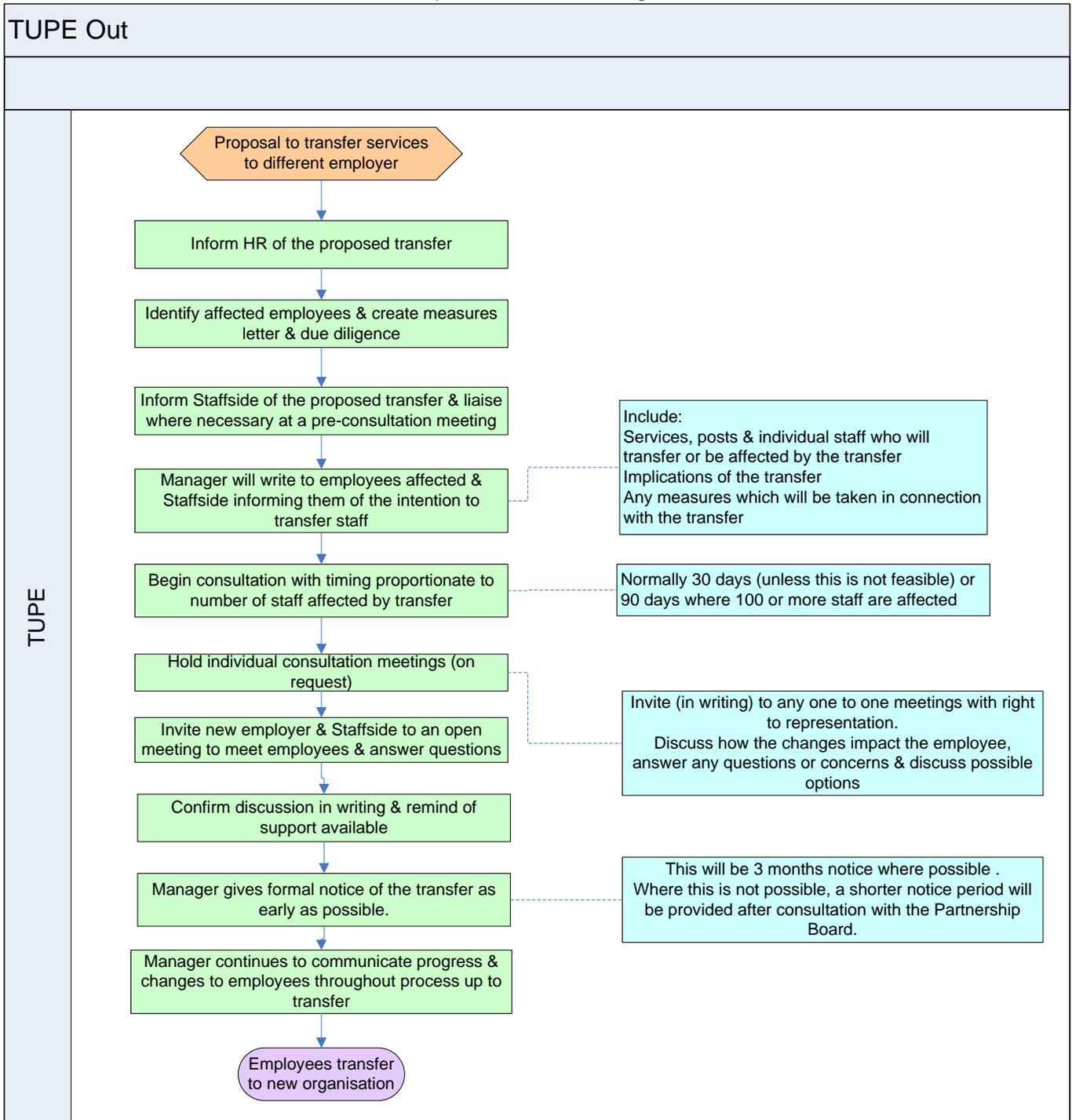
6.2 Please note that the redeployment process outline above will also apply for ill health/capability redeployment.

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- 6.3 SAE must be brought to the employee's notice in writing or by electronic means before the date of termination of contract and with reasonable time for the employee to consider it. The employment should be available no later than 4 weeks from that date. Where this is done, but the employee fails to make any necessary application, the employee will be deemed to have refused SAE.
- 6.4 When an employee is declared 'At Risk' of redundancy, their line manager will write (see supporting Management Guide) to them informing them of their at risk status and confirming the following:
- Number of weeks contractual/statutory notice
 - Effective date of redundancy, which will also be the last day of service
 - Amount of outstanding annual leave
 - Amount of redundancy payment which will be paid (where applicable)
 - What help will be provided to help the employee find suitable alternative employment during their notice period
 - What support is available during their notice period
 - What work the employee will be expected to do whilst working their notice
 - Confirm 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 against this, where the employee successfully obtains suitable alternative employment. Where agreed, this will be the new date of redundancy for the purposes of calculating redundancy pay
 - Right of appeal against redundancy

7 TUPE

7.1 The flow chart below sets out the process for TUPEing staff out of the Trust



7.2 Where an employee refuses to TUPE transfer they should state this in writing to their manager. This will be understood to be a resignation from their post with no entitlement to redundancy payments.

7.3 If individuals are TUPE transferring into the Trust, the manager should notify HR so that the necessary [\[due diligence\]](#) and review can be undertaken. The manager should make efforts to meet with the transferring individuals (possibly at a consultation meeting) before they TUPE transfer in order to welcome them to the Trust and answer any questions the individuals may have regarding the transfer.

8 RIGHT OF APPEAL

- 8.1 Employees may appeal against their selection for redundancy. This should be made in writing to the manager of the person who notifies the employee of their 'at risk' status within 14 calendar days of receipt of the letter confirming their 'at risk' status and confirm the reason for making the appeal.
- 8.2 All employees who are dismissed by way of redundancy as a result of organisational change have a right of appeal. This should be made in writing to the Director of HR within 14 calendar days of the letter confirming the dismissal and confirm the reason for making the appeal.
- 8.3 Reasons for appeal should be based on the following areas:
- Unfairness by comparison to how the policy has been applied to others (including selection) or bias of the manager;
 - Incorrect decision based on the evidence provided to the manager;
 - Did not follow the procedure detailed in the policy;
 - New evidence has come to light since the dismissal that would have affected the decision.

9 IMPACT AND EQUALITY ANALYSIS

- 9.1 An Equality Analysis has been carried out for this policy and has concluded that there are no detrimental effects and some positive effects of this policy. The analysis has been included here:



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10 MONITORING THE EFFECTIVENESS OF THIS POLICY

Issue being monitored	Monitoring method	Responsibility	Frequency	Reviewed and followed up by
Overall policy compliance	Review of work of Corporate Policy Review Group and related policy bodies	Chair of Corporate Policy Review Group	Annual	Trust Management Executive
Compliance with duties within Equality Act	Report on demographics of displaced employees	Human Resources	Bi-Annually (every 6 months)	Partnership Board CAG Local Consultation and Engagement Board
Meaningful consultation with employees	Feedback from employees/Staffside representatives	Staffside	Bi-Annually (every 6 months)	Partnership Board CAG Local Consultation and Engagement Board
	Review grievances raised in relation to organisational change	Human Resources	Bi-Annually (every 6 months)	Partnership Board CAG Local Consultation and Engagement Board

END

APPENDIX 1: GLOSSARY OF TERMS

Equality Act 2010	<p>Replaces previous discrimination law (e.g. Disability Discrimination Act 1995) and includes the following:</p> <ul style="list-style-type: none"> • Extends the groups protected (protected characteristics) • Removal of health questionnaires • Bans discrimination by association • Bans direct and indirect discrimination • Bans harassment, victimisation and failure to make reasonable adjustments • Replaces all previous discrimination law • Introduces harassment by third parties • Also relates to provision of services to patients, not just employment
Protected Characteristics (part of the Equality Act 2010)	<ul style="list-style-type: none"> • Age • Disability • Gender Reassignment • Marriage and Civil Partnership • Race • Religion or Belief • Sex • Sexual Orientation • (Pregnancy and Maternity – only some elements apply)
Reasonable Adjustments (part of the Equality Act 2010)	<p>An 'adjustment' is a change. This can be a physical change or a change in the way something is done.</p> <p>'Reasonable' will depend on a number of circumstances but the tests include:</p> <ul style="list-style-type: none"> • How much will a reasonable adjustment reduce the disadvantage? • The practicality of the change. • The financial and other costs and the extent of any disruption caused. • The extent of the Trust's financial & other resources. <p>Although the Trust must consider reasonable adjustments for employees who have a disability or are pregnant, it is best practice for them to be considered for all employees to facilitate attendance and implemented where service delivery allows.</p>
Due Diligence	<p>A process of information sharing and investigation undertaken prior to agreeing a TUPE transfer.</p> <p>The organisation that is transferring a service (<i>the 'undertaking' in the Act</i>) out will provide certain information to the organisation that is receiving the transferred service. Some of this information will relate to the staff who will transfer with the service; this part will be done between the two HR departments. The rest of the information (e.g. finance information, service details etc.) will be provided to the new organisation by the manager.</p>
Flowchart Colour Key	<p>In order to assist reading the flowcharts, please note that specific information has been colour coded.</p> <p>Orange hexagons = Start of process/specific milestones Green rectangles = the process to be followed Yellow diamonds = a decision to indicate which part of the process to follow Blue rectangles = provide further information (e.g. topics to be discussed, required information in written correspondence etc) Purple oval = end of process Orange rectangles = possible outcomes</p>

APPENDIX 2: OTHER LINKED TRUST POLICIES AND GUIDELINES

	Title differences where policies have not been amalgamated		
	Barts and The London (& CHS)	Newham University	Whipps Cross University
Pay Protection	n/a	n/a	n/a
Stress Management	Managing Work Related Stress Policy and Guidance (CHS equivalent)	Policy for the Prevention and Management of Stress at Work	Stress Management Policy
Expenses Policy	Relocation of Normal Work Base: Excess Travel Arrangements		
Flexible Working Policy	Flexible Working Policy (CHS equivalent)		

APPENDIX 3: EXTRA SOURCES OF INFORMATION AND SUPPORT

<p>Employee Assistant Programme <i>provided by CiC</i></p>	<p>A free service to all employees provided 24 hours 7 days a week which includes advice on debt, legal issues, caring and childcare and offers face to face counselling services.</p> <p>Tel. 0800 085 1376</p> <p>Or access them via www.well-online.co.uk</p>
<p>Management Advice Line <i>provided by CiC</i></p>	<p>A dedicated helpline for managers, offering guidance and support on dealing with the interpersonal aspects of their role as a line manager, such as how best to manage a difficult situation or sensitive subject with an employee.</p> <p>If you are a Manager please call 0800 085 3805 to access the Managerial Advice Line.</p> <p>Or access them via www.well-online.co.uk</p>