



Change Management Policy

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DOCUMENT CHANGE HISTORY

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V8.2	5 April 2023	Legal advice sought
V8.3	12 June 2023 & 15 January 2024	Reviewed and updated by HR Policy Subgroup
V8.4	29 January 2024	The Maternity Leave, Adoption Leave and Shared Parental Leave Regulations 2024 terms added and included change to excess travel costs discussed at SPF.

POL105 – Change Management Policy

Version	Date	Comments
V8.5	3 March 2024	Reviewed at SPF
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Dissemination requirements	All all employees via the intranet
Part of Trust's publication scheme	Yes

POL105 – Change Management Policy

The East of England Ambulance Service NHS Trust (EEAST) has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership and pregnancy/maternity. EEAST will not tolerate unlawful discrimination on the basis of, spent criminal convictions, Trade Union membership or non-membership. In addition, EEAST will have due regard to advancing equality of opportunity for and fostering good relations between; people from different groups and people with protected characteristics.

All Trust policies can be provided in alternative formats if required.

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1. Introduction

- 1.1 This Policy sets out EEAST's approach to the management of organisational change and the procedure that must be followed by managers implementing significant change. This policy supports the aim of managing strategic and operational change in a way that is both supportive to staff and enhances the provision of the highest quality of patient care.
- 1.2 When managing situations of organisational change, EEAST will aim to retain valuable skills and experience wherever possible, achieve transition and make the change as smoothly as possible.
- 1.3 The processes involved in managing change are designed to be fair and transparent, while ensuring security of employment where possible.
- 1.4 Where practicable, compulsory redundancy will be avoided, and alternative solutions found.

2. Purpose

- 2.1 This policy outlines the processes, responsibilities and timescales involved to give clarity and reassurance that where organisational change is needed, it is being dealt with effectively and fairly.
- 2.2 This policy should be read in conjunction with EEAST's Redeployment Policy and Procedure, Pay Protection Policy and the NHS Terms and Conditions of Service Handbook.

3. Scope

- 3.1 This policy applies to all EEAST employees with a permanent contract of employment for change management processes **which commenced on or after 1st April 2024**; you should refer to version 8.0 of this policy for change management processes which commenced up to and including 31st March 2024.
- 3.2 This policy does not apply to employees on secondment to EEAST who hold a contract of employment with another organisation as they are the responsibility of their statutory employer.
- 3.3 Under the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, in general, employees on fixed-term

contracts have the right not to be treated less favourably than comparable permanent employees.

- 3.4 The eligibility of temporary or fixed term contract holders to apply for posts during a change process will be determined on an individual basis with the advice of the Recruitment Team and HR representative.

4. Duties

- 4.1 EEAST aims to ensure that this policy is followed where organisational change is required and that managers are aware of their responsibilities.
- 4.2 Managers who are leading a change process within their area of responsibility should follow the principles and processes within this policy and seek advice from their HR representative in developing a robust plan to undertake the change.
- 4.3 Managers, HR, and trade union representatives will work together to ensure any change process is managed in a fair and consistent manner and in accordance with this policy. They will also offer representation and support to employees as required.
- 4.4 Employees should engage positively in the organisational change process. They should actively seek and take up suitable alternative employment opportunities and be open to retraining opportunities to maximise options for suitable alternative employment.

5. Definitions (for the purposes of this policy)

Organisational change	<p>A major or significant organisational change, which may include:</p> <ul style="list-style-type: none">• the closure, transfer or restructuring of a specific service or facility.• a decision to accept a tender for a service previously provided in-house.• a specific programme designed to achieve efficiency savings.• a response to statutory requirements.
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Minor Organisational change	A minor organisational change, such as changes to job descriptions, rota lines, reporting lines, etc are not covered in this policy, however consultation with employees may be required, and advice should be sought from HR in advance to ensure that the correct process is followed.
Redundancy	<p>A dismissal will be by reason of redundancy if it is mainly or wholly attributable to:</p> <ul style="list-style-type: none">• the fact that EEAST has ceased, or intends to cease to carry on the business for the purposes of which the employee was employed; or to carry on the business in the place where the employee was so employed; or• the fact that the requirements of the business for employees to carry out work of a particular kind; or the requirements of the business to carry out work of a particular kind in the place where they were so employed, have ceased or diminished or are expected to cease or diminish.
Redeployment	Moving an employee to another suitable alternative position, either in EEAST or through arrangements with another NHS employer. See EEAST's Redeployment Policy and Procedure.
Pregnancy - protection from redundancy period	The protection from redundancy during pregnancy begins as soon as an employee tells EEAST they are pregnant. If the employee is not entitled to statutory maternity leave, the protection ends two weeks after the end of the pregnancy.

Parental leave	Maternity leave – protection will cover 18 months from the first day of the estimated week of childbirth, or provided EEAST has been informed, the date of birth of the child.
	Adoption leave – protection will cover 18 months from the placement for adoption.
	Shared parental leave – where an employee has taken a period of at least six weeks of shared parental leave, protection will cover 18 months from birth / placement but will not apply if the employee is protected under Maternity or Adoption Leave.
Continuous service	See definitions within Section 16 of NHS Terms and Conditions (AFC).
Reckonable service	
Qualifying membership	

6. Policy in practice

Step 1: Planning for organisational change

- 6.1 Organisational change is driven by business needs and can be triggered either by the external environment or by an internal review of service requirements. The need for organisational change to staffing may be identified through either the regular EEAST workforce planning process or in response to a specific situation. In any event managers should:
- identify the changes required and assess the implications of that change. This will require clarification of any new roles, job descriptions and person specifications, departmental structures, and reporting lines.
 - analyse current staffing levels and complete an audit of the existing workforce which should identify any shortfall or surplus.

- Seek HR advice in advance, to ensure that the business case proposals have been shaped in line with best practice, legal and other national requirements, considering all workforce implications, and **completion of the formal consultation document** (template available from HR).

Step 2: Consultation

6.2 Within the principles of partnership working, managers considering organisational change are expected to undertake meaningful consultation with Trade Unions/Staff representatives and affected employees at the earliest practical opportunity. Early informal consultation with the Trade Unions is also known as pre-consultation. This may lead to shorter formal consultation time and greater employee satisfaction with the process.

The consultation will be with a view to reaching agreement with staff side, with the aim of where relevant:

- avoiding dismissals.
- reducing the number of employees to be dismissed; and mitigating the effects of dismissal.

6.3 After contacting the HR representative for advice regarding the process, timescales, consultation requirements and any other related issues, the responsible manager should:

- consult with all employees affected, including those off work, e.g., on maternity leave or sickness absence, and their representatives at the earliest opportunity and throughout the process, the extent of which will depend upon the timing and availability of information.
- provide information about the proposed change, its implications, the reasons for it, indicative timescales, and possible options.
- encourage employees to contribute to the thinking around any options, suggest alternatives process, and to voice any worries or concerns with them or their staff side representatives.
- assure employees that, following due process, appointments to any new structures will be completed as speedily as practicable, having due regard to issues of fairness and equality.

- communicate, where appropriate, with non-affected employees.

6.4 EEAST will fulfil its legal obligations when proposing to make changes where redundancy may occur, and the period of consultation will be as follows:

Number of affected employees	Length of consultation before the first dismissal takes effect
20 to 99 employees	At least 30 days
100 or more employees	At least 45 days

Employees have the right to be accompanied / represented by a trade union representative or work colleague at any stage.

6.5 Where there is a potential risk of redundancies, EEAST will ensure that as part of the consultation process the appropriate information is provided in writing to the affected employee/s and staff side. This will include:

- the reasons for any proposed redundancies,
- the numbers of employees and descriptions of posts affected,
- the numbers of employees of that description at the establishment(s) in question,
- the proposed method of selecting the employees and carrying out the redundancies (including the period over which the dismissals are to take effect),
- the proposed method of calculating the redundancy payments,
- where possible, the availability of alternative work options.

6.6 As soon as it is possible to identify those employees at risk of redundancy, they will be informed of this in writing.

6.7 While group meetings may be appropriate to discuss organisational change plans, all employees directly affected are also entitled to a one-to-one meeting with their line manager / HR representative. The purpose of the meeting will be to:

- inform the employee that the formal statutory consultation is beginning, and about their rights and responsibilities during this period,
- ensure the employee has time to consider the impact of the proposals upon their personal circumstances,
- discuss and explore the options, including a preference for any roles,
- provide details of any planned collective consultations,
- invite the employee to comment and respond to the proposals either at the meeting or afterwards, being mindful of time constraints.

6.8 The meeting will also provide the employee with an opportunity to express an interest in early retirement / redundancy. Expressions of interest at this stage will not commit either party to that action.

Managers should be mindful of the stress and anxiety employees may experience and seek to ensure a supportive climate that promotes positive outcomes and minimises unnecessary anxiety.

6.9 A written outline of the discussions held, and any resulting actions should be made during individual and/or collective consultation meetings. This must be signed as agreed between both parties and a copy provided to the affected employee(s).

6.10 Employees should also be provided with the opportunity to request a further one-to-one meeting.

7. Measures for avoiding or reducing redundancy

7.1 Where operationally feasible, EEAST will seek to avoid compulsory redundancies by means such as:

- permanent redeployment to other departments or stations in line with the Redeployment Policy and Procedure. This may include a change in grade/pay band, with consideration for pay protection as appropriate,
- consider current recruitment adverts,
- retraining where this is reasonably practicable,

- reduction in the use of overtime,
- inviting volunteers for redundancy, retirement and/or early retirement,
- non-replacement of retiring or voluntary resigning employees,
- liaising with other NHS employers to ascertain scope for redeployment,
- reduce/discontinue use of agency staff,
- consideration of future workforce planning requirements.

8. Restructuring

- 8.1 Where changes to the current workforce are required, the following processes will be used when appointing to the new structure. (Depending on the nature of the change and individual circumstances some of these principles may not be relevant and it may be appropriate to apply these principles in isolation.)

Determining which jobs can be accessed by affected staff

- 8.2 Where available, affected employees will be eligible to access a post within their 'pay range', **i.e., the same pay band and one pay band either side**. For example, an employee currently employed in Band 6 would be eligible to access posts in Bands 5, 6 and 7 (subject to the requirements of Section 8.5).
- 8.3 **In order to access a job in a band higher than their current one, the new post must be** in the same discipline requiring a similar job specific knowledge and experience.
- 8.4 Pay band is determined as either:
- The NHS Terms and Conditions of Service Handbook pay band of the employee's **substantive** post, where the employee is paid on NHS terms and conditions of employment; or,
 - For employees who are not engaged on NHS terms and conditions but whose job role nevertheless did have a NHS Terms and Conditions of Service Handbook pay band determined at the time of the implementation, that pay band should be used.

- 8.5 The job description, person specification and an assessment of the employees' skills, knowledge and experience will determine whether they are suitable for 'slotting in' (see paragraph 8.8) or, where there are more affected employees than there are posts in the new structure, for 'restricted competition' (see paragraph 8.11). The HR representative will provide the comparison tool template and advice on the assessment process.
- 8.6 Where an employee is not eligible for 'slotting in' or 'restricted competition', exceptions may be made if:
- attempts to redeploy staff who are eligible are exhausted; **and**
 - it is the express wish of the employee; **and**
 - it is considered appropriate by EEAST.

Slotting In

- 8.7 Slotting-in is where affected employees are appointed to a post within the new structure, that is the same or broadly the same as their current substantive post, without a competitive process.
- 8.8 Slotting-in can only occur where:
- the job description, person specification and terms & conditions are sufficiently similar to the employee's current substantive post; **and**
 - the number of employees who qualify to be slotted-in is not greater than the number of posts available; **and**
 - 80% of the duties of the substantive post as described in the job description and person specification, remain as duties of the post after slotting-in; **and**
 - the **pay band of the post does not change** as a result of slotting-in.
- 8.9 Any employees who are pregnant, or who are on parental leave (see Section 5) and meet the slotting-in criteria will be given priority and offered posts where there is more than one potential candidate.

Restricted Competition ('Ring-fencing' or 'closed competition')

8.10 Restricted competition is where there are more affected employees than the number of suitable posts available. Examples of when restricted competition will be appropriate include:

- where there are more affected employees considered suitable for slotting-in to a specific role than there are posts available,
- where another post might be considered 'suitable alternative employment' but slotting-in does not apply because the role is outside their pay band.

8.11 Employees can only be considered for restricted competition for a post when:

- it is reasonably considered they hold the necessary skills, knowledge and experience required to fulfill the role, **or where**
- there isn't such an employee(s) in the first instance, and an employee(s) could achieve the required skills, knowledge, and experience within a reasonable period of development.

8.12 Restricted competition may also be limited to pay band (as opposed to the 'pay range'), e.g., when doing so would avoid inappropriate and/or unnecessary 'bumping'. This decision would rest with EEAST management in conjunction with the Director of People Services, and wherever possible in partnership with the joint chairs of the Staff Partnership Forum (SPF).

8.13 All restricted competition decisions must be made in order to meet EEAST's obligations in relation to mitigating the need for redundancy or for 'protection' arrangements to apply to staff, whilst being mindful of our values in relation to equality of opportunity.

Bumping

8.14 Bumping is where an employee whose role is not at risk of redundancy is dismissed as redundant and the resulting vacancy is filled by an employee whose role is redundant. EEAST is not always obliged to consider bumping, but when doing so, will consider all relevant factors on a case-by-case basis and may wish to refer to the principles outlined by the Employment Appeal Tribunal (EAT) in *Lionel Leventhal Ltd v North* [2005] relating to:

- whether or not there are other vacancies,
- how different the two jobs are,
- the different remuneration between the two jobs (it would be highly unlikely that we would bump more than one pay band),
- the relative length of service of the employees (being mindful of age discrimination),
- the qualification of the employee at risk of redundancy; and,
- whether or not the other employee would take voluntary redundancy (if available).

8.15 Decisions regarding ‘bumping’ will rest with EEAST management in conjunction with the Director of People Services, and wherever possible in partnership with the joint chairs of the Staff Partnership Forum (SPF).

Open Competition

8.16 When slotting-in and/or restricted competition considerations have been exhausted, or they do not apply, any remaining vacant posts in the new structure can be advertised and recruited to in line with the Recruitment and Selection Policy.

9. Redeployment / Suitable Alternative Employment

- 9.1 Employees who are unsuccessful for appointment to new posts will be supported in seeking redeployment in line with the Redeployment Policy and Procedure.
- 9.2 Employees may forfeit their right to a redundancy payment if they do not apply for, accept an offer of, or actively engage in seeking suitable permanent redeployment.
- 9.3 Any redeployment opportunity (suitable alternative employment) should be brought to the employee’s notice by the HR representative, before the date of termination of contract and with reasonable time for the employee to consider it. The redeployment should be available no later than four weeks from the proposed date of termination of their contract. Where this is done, but the employee fails to make any necessary application, the employee shall be deemed to have refused suitable alternative employment.

- 9.4 During the four-week trial period in the new post (which may be extended up to a maximum of 12 weeks, where retraining is required), the employee and/or EEAST can decide that the trial is unsuccessful, and this will not affect the employee's employment rights, including the right to a redundancy payment. However the employee may lose their statutory right to redundancy pay if they unreasonably turn down a post that is deemed suitable alternative employment.
- 9.5 If the Redeployment Trial Period Progress Review Form in the Redeployment Policy and Procedure has evidenced that the trial was a success, it will be considered that the employee has accepted the new job.
- 9.6 A permanent redeployment opportunity agreed to and/or accepted by the employee is automatically deemed 'suitable' and in such cases, the employee would no longer be eligible for a redundancy payment as their employment would be regarded as continuous.

10. Excess Travel Costs

- 10.1 An employee whose place of work, but not their home, changes because of redeployment / move to another role as an alternative to redundancy is entitled to claim excess travel costs for a period of 4 years from the date of transfer.
- 10.2 Entitlement to excess travel costs will end at the end of the 4-year protected period, when the employee voluntarily moves house or voluntarily moves to another job, whichever is the sooner. If the employee moves house due to exceptional circumstances, e.g., rental eviction, consideration will be given on a case-by-case basis to continue payment. Where approved, the 4-year protected period and excess travel costs will not increase, but the claimable excess travel costs will reduce if the employee moves closer to their new place of work.
- 10.3 If within the 4-year period, the employee is required by EEAST to move their place of work again, excess mileage can be claimed by calculating the difference between their home to new workplace mileage and their home to original workplace mileage. The 4-year period is only restarted if the mileage is increased.

- 10.4 If the employee is travelling in their own vehicle, eligible excess mileage is reimbursed at the reserve rate in line with the NHS Terms & Conditions Handbook.
- 10.5 If the employee is travelling in their lease car, or in a car provided through the salary sacrifice scheme, they will receive compensation for additional minutes travel as set out in the Business Travel Policy.
- 10.6 To help explain the principles of claiming excess travel costs, some examples are included at **Appendix A**.

11. Offer/Appointment Process

- 11.1 Where restructuring has taken place and an employee is successful in securing a new post within the new structure, a letter will be issued confirming the relevant details of the post.
- 11.2 Where an employee has been successful in securing a new post in line with the Redeployment Policy and Procedure, EEAST will provide a conditional offer in line with the Recruitment and Selection Policy. The offer should be prior to their proposed termination date including, where necessary, details of any retraining provided.
- 11.3 The letter will specify the nature of the job, location, pay and conditions, and details of the statutory 4-week trial period including the commencement date. This will allow the employee to compare the terms and conditions relating to the offered role to that of their current job.
- 11.4 The commencement date should be no later than four weeks after the end of the current contract of employment (see Section 18.1).

12. Alternative employment (Outside EEAST)

- 12.1 EEAST will make reasonable efforts to find alternative employment within EEAST for an employee who would otherwise be made redundant.
- 12.2 Where this is not possible, and with an employee's consent, the HR representative will write, on behalf of EEAST, to other Trusts and NHS employers with a view to seeking alternative employment for 'at risk' employees.

- 12.3 The employee should also consider all suitable alternative employment at other NHS organisations, e.g., by reference to NHS Jobs / Trust websites.

13. Voluntary Redundancy

- 13.1 Decisions regarding whether ‘voluntary redundancy’ may be utilised in any change management or restructuring exercise will remain at the discretion of the Executive Leadership Team and EEAST’s Remuneration Committee (subject to any necessary external approval requirements).
- 13.2 Should EEAST’s Remuneration Committee approve the potential use of voluntary redundancy, decisions as to which posts and/or persons this should be available to will be considered based on financial viability and the service needs of EEAST, with advice from the People Services Directorate. Administration of the process will be undertaken by People Services.
- 13.3 All offers of voluntary redundancy will require the approval of EEAST’s Remuneration Committee. Thus, discussions with employees regarding potential voluntary redundancy must only be considered as tentative until such a point that they are approved by the Remuneration Committee and a formal offer is made.
- 13.4 EEAST reserves the right to withdraw an offer of voluntary redundancy up to the point the offer is accepted in writing by the employee if circumstances change, giving rise to the offer becoming unviable or inappropriate. This might include, for example, where other ‘suitable alternative employment’ which had not been foreseen is identified.
- 13.5 Where an application for voluntary redundancy has been declined or withdrawn there is no right of appeal.

14. Early retirement on grounds of redundancy

Qualification Criteria

- 14.1 Members of the NHS Pension Scheme who are made redundant and meet the qualifying conditions (set out in Section 16 Redundancy Pay (England) of the NHS Terms and Conditions of Service handbook) may choose to retire early and use the redundancy payment to buy out all

or part of the pension benefits reduction. To qualify for early retirement the employee must:

- Be an active member of the NHS Pension Scheme,
- Have at least two years' continuous service and two years' qualifying membership.

14.2 Please refer to the NHS Terms & Conditions handbook and speak to your HR representative for further information.

Treatment of concurrent pensionable employment

14.3 Please refer to the NHS Terms & Conditions Handbook and speak to your HR representative for further information.

14.4 Should EEAST authorise early retirement it will be responsible for the pension costs accruing from other terminating employment. If a member returns to work after taking their pension, their pension will be abated, if the combined value of their pension and salary is greater than they earned prior to retirement. This will continue until they reach their normal pension age.

Exclusion from eligibility

14.5 Employees shall not be entitled to redundancy payments or early retirement on grounds of redundancy if:

- they are dismissed for reasons of misconduct, with or without notice; or
- at the date of the termination of the contract they have obtained without a break, or with a break not exceeding four weeks, suitable alternative employment with the same or another NHS employer; or
- unreasonably refuse to accept or apply for suitable alternative employment with the same or another NHS employer; or
- leave their employment before expiry of notice, except if they are being released early (see section 16 below); or
- are offered a renewal of contract (with the substitution of the new employer for the previous NHS one); and
- where their employment is transferred to another public service employer who is not an NHS employer.

15. Compulsory Redundancy – Selection Criteria

- 15.1 Where the above actions fail to find alternative employment for all employees concerned and there are no volunteers, where EEAST has deemed this an option, for redundancy and/or early retirement, EEAST will have no alternative but to make compulsory redundancies. EEAST will consult with the staff side about the criteria to be used for selection for redundancy, which will be both objective and necessary for the present and future needs of the Trust.
- 15.2 In reaching decisions about selection for redundancy EEAST will take note of the assessment of the employee against the criteria for any roles deemed suitable for potential redeployment (i.e., seen as suitable alternative employment by EEAST).
- 15.3 Redundancy decisions may also be made taking note of (this list is not exhaustive):
- relevant skills and knowledge (including the possession of appropriate qualifications or equivalent experience),
 - achievement of necessary targets/objectives,
 - attendance records (including timekeeping and absenteeism),
 - sickness absence records (including short term and long-term sickness), excluding reasons where the employee is covered by the Equality Act 2010 and maternity/pregnancy related illnesses,
 - disciplinary record,
 - performance, conduct and capability records.
- 15.4 The final decision to make compulsory redundancies rests with the Remuneration Committee (in respect of Executive Directors, Directors, and Very Senior Managers (VSM) and the Executive Leadership Team (in respect to all other employees).

16. Early release of redundant employees

- 16.1 Employees who have been notified of the termination of their employment on grounds of redundancy, and for whom no suitable alternative employment in the NHS is available, may, during the period of notice, obtain other employment outside the NHS.

- 16.2 If they wish to take this up before the period of notice of redundancy expires EEAST will, unless there are compelling reasons to the contrary, release the employee/s at their request on a mutually agreeable date. It should be noted that the early release date will then become the revised date of redundancy for the purpose of calculating any entitlement to a redundancy payment under this agreement.

17. Redundancy payment

- 17.1 To qualify for a redundancy payment employees must have at least two years' continuous NHS full- or part-time service.
- 17.2 Redundancy payments will be calculated in accordance with the Section 16 of the NHS National Terms and Conditions of Service Handbook, and employees are strongly encouraged to familiarise themselves with these.

Any subsequent legal change and / or change to redundancy payments within Section 16 of the NHS Terms and Conditions of Service Handbook made after this policy is signed off and published will take precedent over the contents of this policy especially regarding maximum limits applied to redundancy payment.

18. Alternative employment affecting redundancy payments

- 18.1 No redundancy payment or premature retirement benefits will be made or allowed to be retained where the person concerned obtains employment within the NHS or other qualifying organisations within a period of four weeks of the cessation of their employment. Neither will the person concerned be able to receive a redundancy payment or premature retirement benefits if they secure a promise of employment but defer commencement of that post within the NHS or qualifying organisation within four weeks of leaving their employment.
- 18.2 It is important that employees seek further advice about all pension benefits, along with an estimate covering lump sums and benefits via the Human Resources Department.

19. Preservation of Pension Scheme

- 19.1 If an employee has at least two years qualifying membership and suffers a reduction in pensionable pay, they may be able to apply to protect their pension benefits.
- 19.2 If they meet the eligibility criteria, they must apply for protection within three months of going onto reduced pay or marking time (see Pay Protection Policy).
- 19.3 The employee should contact the Payroll Manager as soon as they know that their pensionable pay may reduce, to check whether they are eligible to protect their pension benefits, and/or to make an application.

20. TUPE

- 20.1 Organisational change can sometimes involve the transfer of a service from one employer to another. Such transfers will be handled in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as updated) and ACAS guidelines.
- 20.2 These regulations protect the existing terms and conditions of employment for employees and ensures that continuity of service is protected when:
 - an organisation, or part of it, transfers from one employer to another,
 - a service transfers to a new provider.
- 20.3 Under TUPE regulations there are obligations to inform and consult employees about the transfer.
- 20.4 Further information and details on TUPE can be obtained from an HR or staffside representative.

21. Support

- 21.1 All employees who are directly affected by a change management initiative or restructuring exercise, will have access to the confidential Employee Assistance Programme provided by the Trust.
- 21.2 Provision will be made for employees who do not secure a post through restructuring or redeployment to have access to a range of support mechanisms to assist the employee in finding suitable alternative work.

22. Appeals

- 22.1 An employee who is dismissed by reason of redundancy will have the right of appeal. The redundancy dismissal appeal panel will be made up of an executive director and a senior manager. An HR representative will be present to provide advice and support.
- 22.2 Any redundancy notice will not be suspended while an appeal procedure is being followed or pending.

23. Policy Review

- 23.1 This policy will be reviewed on a three yearly basis or amended in the light of new employment legislation and/or relevant case law, or changes to associated Trust policies.

Appendix A

Examples of Excess Travel Costs

1. Employee is based at workplace A and from 1st September 2023 their base is changed to workplace B:

Return mileage (from 1 st September 2023)			4-year protected period ends*
Home to workplace A	Home to workplace B	Excess miles claimable	
15 miles	25 miles	10 miles	31 st August 2027

2. If the employee is then moved by EEAST to workplace C (which is nearer to their original workplace A) on 1st June 2025:

Return mileage (from 1 st June 2025)			4-year protected period ends*
Home to workplace A	Home to workplace C	Excess miles claimable	
15 miles	20 miles	5 miles	31 st August 2027

The 4-year protected period ends on the original date and does not restart.

OR

3. If the employee is then moved by EEAST to workplace D (which is further from their original workplace A) on 1st June 2025:

Return mileage (from 1 st June 2025)			Initial 4-year protected period ends*
Home to workplace A	Home to workplace D	Excess miles claimable	
15 miles	30 miles	15 miles	31 st August 2027
Return mileage (from 1 st September 2027)			Remaining new 4-year protected period ends*
Home to workplace B	Home to workplace D	Excess miles claimable	
25 miles	30 miles	5 miles	31 st May 2029

The 4-year protected period restarts on the date that the employee moves further from their original workplace.

* if the employee voluntarily moves house or voluntarily moves to another job the protected period will end earlier from the effective date of the move.

Appendix B



Equality Impact Assessment

Name of process/policy	Change Management Policy	
Is the process new or existing? If existing, state policy reference number	Existing (POL105)	
Person responsible for process/policy	HR	
Directorate and department/section	People Services	
Name of assessment lead or EIA assessment team members	EQIA panel	
Has consultation taken place? Was consultation internal or external? (please state below):	Internal consultation in partnership with management and staff side.	
		X
		X
	Other (please state)	

Equality Analysis

What is the aim of the policy/procedure/practice/event?

This policy outlines EEAST's approach to the management of organisational change and the procedure that must be followed by managers implementing significant change. EEAST will aim to maintain job security and continuity of employment for all of its employees, however, there may be occasions when, for a variety of reasons, some jobs are affected by change and in some instances this may result in redundancy.

Who does the policy/procedure/practice/event impact on?

Race	×	Religion/belief	×	Marriage/Civil Partnership	×
Sex	×	Disability	×	Sexual orientation	×
Age	×	Gender re-assignment	×	Pregnancy/maternity	×

Who is responsible for monitoring the policy/procedure/practice/event? **HR**

What information is currently available on the impact of this policy/procedure/practice/event?

Having reviewed the policy and completed a full consultation process, no negative impact was raised, and with the evidence available there is no negative impact.

Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event?

No

Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, If yes please provide evidence/examples:

Race	×	Religion/belief	×	Marriage/Civil Partnership	×
Sex	×	Disability	×	Sexual orientation	×
Age	×	Gender re-assignment	×	Pregnancy/maternity	×

Please provide evidence:

The policy is designed to have a positive impact for all employees, and provides additional protection for pregnant employees and employees taking parental leave.

Equality Analysis

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics? Yes/No, if so please provide evidence/examples:

Race	<input type="checkbox"/>	Religion/belief	<input type="checkbox"/>	Marriage/Civil Partnership	<input type="checkbox"/>
Sex	<input type="checkbox"/>	Disability	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Age	<input type="checkbox"/>	Gender re-assignment	<input type="checkbox"/>	Pregnancy/maternity	<input type="checkbox"/>

Please provide evidence:

Having reviewed the policy and completed a full consultation process, no negative impact was raised, and with the evidence available there is no negative impact.

Action Plan/Plans - SMART

Specific

Measurable

Achievable

Relevant

Time Limited

Evaluation Monitoring Plan/how will this be monitored?

Who

How

By

Reported to

Appendix C – Monitoring Table

What	Who	How	Frequency	Evidence	Reporting arrangements	Acting on recommendations	Change in practice and lessons to be shared
That the policy is being applied consistently, fairly and without discrimination during a change management process.	Head of HR People Partnering	ER tracker / HRBP records	During a period of major organisational change	Breach of the policy will be monitored at People Committee	The policy will be subject to continual review and monitored at the Staff Partnership Forum during a period of major organisational change	Head of HR People Partnering will address any actions or changes required.	Any change in practice will be identified and: <ul style="list-style-type: none"> • process updated with HR People Partnering team • HR People Partnering / line manager training implemented • policy updated where required