

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

For Resolution

25th MARCH 2010

Report of: Service Director: Strategic HR & Workforce Strategy

Title: Revisions to the Managing Change Policies (BCC & LMS)

Officer Presenting Report: Mark Williams, Service Manager,
Corporate HR

Contact Telephone Number: 0117 922 24838

RECOMMENDATION

The Committee is asked to approve the (revised) Managing Change Policies for the Council, and for Schools, as set out in Appendices A and B. The date of implementation is 1st April 2010 for the Council's version. Governing Bodies will be recommended to adopt the School's version with effect from 1st September 2010. (This later date allows sufficient time for governing bodies to adopt the updated policy).

The Committee is also asked to note the phased implementation for Methods of Appointment, as set out in paragraph 4.2 below.

Summary

The revised policies give clear accountabilities to managers and Head Teachers, and sets a framework for reviews and restructuring, which are intended as a means of concluding these in a timely fashion. At present there are examples of reviews taking in excess of 12 months to complete, which is disruptive managerially, and worrying for staff who are "subject to review" for long periods of time.

The significant issues in the report are:

As set out in paragraph 4.

1. Policy

1.1 The key differences between the existing policy, and the revised versions, are as summarised in paragraph 4 below.

2. Consultation

2.1 Internal

The Policy has been the subject of consultation with the Strategic Leadership Team who support the introduction of the new simpler policy.

Trade Union consultation took place on the 26th February 2010 and the 5th March 2010. A number of changes to the policy have been agreed with the trade unions and these are reflected in the new policies which are attached. Whilst some unions have some specific concerns about certain aspects of the new policies, there is agreement that the management change process needs to be improved. It has been agreed with the trade unions that the effectiveness of the new policies will be reviewed at officer level in twelve months time.

2.2 External

Not applicable.

3. Context

Evidence from a number of change programmes that have taken place in the last twelve months has been that consultation and the implementation of change has taken too long, and that some of our HR processes do not help in this regard. There is also evidence that the existing process has been the cause of unnecessary delay and anxiety for some employees. This has highlighted a number of issues. One issue is that we need to simplify our HR policies to help employees and managers understand processes more easily. As a first step we have reviewed our Managing Change Policy to make it easier to understand and operate.

As part of the Council's new People Strategy, we shall be reviewing some of our key HR policies and procedures to make them simpler and easier to understand and operate. The Managing Change Policy has been identified has an area for urgent review.

4. Proposal

4.1 The key amendments are:

- ensuring that the 'business case for reviews, is addressed (and communicated) at the outset, and that there is clarity around timescales for the completion and implementation of the review/restructuring (including consultative arrangements)
- clear definitions for the respective roles of Service Directors/Managers, HR and Finance (recognising the need for greater clarity around the financial and employee relations issues arising from the proposals).
- revised arrangements for streamlining Methods of Appointment arrangements, including appeals
- clarification of the situation regarding fixed term, temporary and agency staff and their eligibility to be considered as part of the Methods of Appointment

4.2 The revised Methods of Appointment arrangements will be applied to all existing Managing Change restructuring and reviews, where the draft ring fences have not been published before the proposed date of implementation of the new policy (1st April 2010). If, however, current restructuring and reviews have reached the consultative stage regarding ring fences which have been published before 1st April 2010, these will be subject to existing Methods of Appointment arrangements (including current appeal rights).

4.3 The above changes will be the subject of monitoring, and a further report to this Committee, in July/September 2010.

5. Other Options Considered

5.1 None at this stage.

6. Risk Assessment

6.1 There is a risk that the removal of individual appeal rights when ring fences are implemented could lead to disputes and grievances. However, this is mitigated by the fact that the new policies impose a requirement to seek agreement on the ring fence arrangements, and there is a collective appeal arrangement set out in the policy should this

not be achievable.

7. Equalities Impact Assessment

7.1 Provided in Appendix C

Legal and Resource Implications

Legal

This Report deals with amendments to the Managing Change Policy. The amended Policy reflects the requirements of relevant employment law legislation and practice.

(Advice from Husinara Jones for Head of Legal Services)

Financial

(a) Revenue:

There are no Financial implications arising directly from this report. However, a Business case will need to be prepared for all individual proposals that fall within the “Managing Change” guidelines.

(Advice from Stephen Skinner, Finance Business Partner Resources, Transformation and Deputy Chief Executive)

(b) Capital:

Not applicable.

Land

Not applicable.

Personnel

As set out in paragraphs 4.1 and 4.2, and in Appendix A

Appendices

Appendix A - Revised Managing Change Policy (BCC)

Appendix B - Revised Managing Change Policy (LMS)

Appendix C - Equalities Impact Assessment

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.

Revisions to the Managing Change Policies

Appendix (5)A

BRISTOL CITY COUNCIL

MANAGING CHANGE POLICY

Draft: 10th March 2010

Managing Change Policy

1. Introduction

The Council is continuously required to review the way in which it provides services. This policy sets out the principles for managing organisational change that affects groups of employees in circumstances where:-

- Roles and responsibilities in a service area are being re-aligned.
- The size of the workforce in a service area is being reduced.
- Redeployment and redundancies may occur as a consequence

The principles underlying this policy are that managers should consult employees meaningfully with a view to reaching a conclusion within the proposed timescale for the review/restructuring/service realignment, or the discontinuation or closure of a service.

2. Scope

This policy applies to all employees except:-

- employees who are employed by the governing body of a school;
- employees on fixed term contracts where the reason for the expiry of the contract would not be redundancy;
- external agency workers, contractors/consultants and persons engaged by the Council who are “self employed”;
- casual employees or agency workers where there is no “mutuality of obligation” to provide/accept work by either party;
- temporary and fixed term staff where they have less than 12 months continuous employment with Bristol City Council

3. Authority to change the workforce

The arrangements for approving and implementing change depend on where the change is taking place in the organisation.

(1) Changes in Services

Major changes in the way in which services are to be delivered requires the approval of Cabinet, and where required, by the Chief Executive, unless authority is delegated to an individual Executive Member. All other changes are approved by the Strategic Director and/or the relevant Service Director.

(2) HR Changes

As set out in the Council's Pay Policy, changes affecting the pay, terms and conditions of service, redundancy/early retirement, etc for 1st and 2nd tier JNC staff, require the approval of the HR Committee. HR changes below this level require Head of Paid Service approval, who may exceptionally refer

them to the HR Committee where appropriate to do so.

4. Management responsibilities

4.1 Service Manager

The manager leading and managing the organisational change must ensure that the following measures are implemented:-

- That this Policy is followed at all stages.
- That there is a programme or project business case that sets out the basis for the proposals including anticipated service improvements/benefits, risks, estimated costs, timescales and an equality impact assessment. Where the review is not part of a programme or project, the business case template available via [URL TO ADD](#) must be used.
- That advice and support is obtained from the HR Shared Transactional Services on the managing change process.
- That wherever possible, steps are taken in advance of the implementation of changes to the workforce, which reduce the potential for redundancies (e.g. vacancy management controls, pro-active redeployment etc).
- That employees and nominated trade union representatives are notified of the proposals for change in writing, and consultation meetings are held with a view to seeking agreement on the proposals, selection criteria for any workforce reductions and the methods of appointment / ring fences to jobs in the new structure. These consultative meetings may be informal or via the relevant DJCC (as appropriate).
- Statutory consultation periods must be complied with if redundancies are anticipated (minimum 30 days).
- That there is appropriate help and guidance (as identified by employees or their representatives) to support staff through the change process and that effective communication arrangements are in place.
- That necessary new job documentation is produced and that employees are formally notified regarding the outcome of their status/employment position at the implementation stage.

4.2 HR responsibilities

HR must ensure that:-

- That in the case of redundancies, consultation with employees and trade unions is effective and complies with employment law.
- That the Council's Pay Policy is adhered to, and that approval of the Head of Paid Service or HR Committee is obtained regarding changes in pay and conditions.

4.3 Finance responsibilities

Corporate Finance must ensure that:-

- there is sufficient funding to support the restructuring/review, or if not, to secure Cabinet/Section 151 Officer approval to implement the changes.

5. **Methods of appointment**

Posts will be defined following consultation by one or more of the following classifications:-

- **Unchanged** – where the job content is little changed from the existing job role and the employee will not be displaced unless the number of posts is reduced.
- **Changed** – where the job content is significantly different from the existing job role and where selection criteria / a ring fence appointment process will apply.
- **Deleted** – where a service or work of a particular kind is being discontinued or reduced (see employment law definition)
- **New** – a new job where there is no equivalent in the current structure. New posts may be the subject of ring fence arrangements.

Employees and trade unions will be advised of their classification, as part of the consultation process.

6. **Selection Processes and Ring Fences**

Employees who are in a ring fence will be required to undergo a selection process. This can be undertaken using one or more of the following objective selection methods based on the requirements of the service:-

- On a competitive basis through an interview and/or assessment method.
- Performance management judgements that are below a satisfactory performance level. (e.g. PMDS scores, formal performance warnings).
- Live disciplinary warnings.
- Live sickness absence warning on file taking in to account any adjustments made under the Disability Discrimination Act.
- Through volunteers for redeployment/New Opportunities Procedure.

If there is only one employee in the ring fence, there will be a suitable alternative employment interview to determine whether their skills and experience match the essential requirements of the job. This provision can also be extended to ring fences of 2 candidates for 2 jobs, 3 for 3 etc.

7. **Alternative Employment and Redeployment**

If an employee does not obtain a post in the new structure they will be eligible for redeployment in accordance with the Council's New Opportunities Procedure. The Procedure sets out the detailed arrangements for redeployment and how it will be managed.

Employees who are offered suitable alternative posts, will be required to accept them, unless they lodge a successful appeal that the post is not suitable. In this event they will continue to be subject to the New Opportunities Procedure for a period of up to 12 months.

Employees are entitled to a four-week statutory trial period where starting a different post (new or changed job) within four weeks of the end of the previous job. This enables both the employee and the manager to determine whether or not the employee is suitable for the post.

The manager and the employee can agree an extension to the four-week statutory trial period before its start for the purposes of training.

Employees refusing an offer of suitable alternative employment will not be entitled to receive redundancy pay.

8. Pay Protection

Where an employee is offered and accepts a 'suitable alternative post' and their contractual pay reduces as a result of organisational change (including re-evaluation of their existing post) and they have not received a redundancy payment:

i. Contractual pay will be protected. This means basic pay plus contractual enhancement covered by the Working Arrangements Policy. For the avoidance of doubt, this is the full difference in pay between the current contractual pay and the contractual pay of the alternative post that has been accepted. Please see paragraphs below on increasing and reducing hours.

ii. The employee's contractual pay will be frozen at this protected amount for either three years or until their contractual pay in the new post would meet/exceed their current contractual pay, whichever the sooner.

iii. Pay awards and increments will not be payable during the period of protection.

iv. Appointment will always be to the top spinal column point of the grade, and pay protection will then be calculated.

Where an employee increases their working hours in the post either upon commencement of the new post or during the period of protection, the additional hours (including any overtime) will be paid at the unprotected rate for the job (overtime will be enhanced in accordance with the employee's conditions of service and the Council's Working Arrangements Policy).

Where an employee reduces their working hours in the post either upon commencement of the new post or during the period of protection, their contractual pay (including the element of protection) will be reduced accordingly (on a pro rata basis).

Employees subject to School Teachers' Pay and Conditions Document who are redeployed in to a lower graded job covered by the Document, will receive pay protection in accordance with the provisions of the Document.

The pay protection provisions for employees other than teachers will be the subject of a separate review which will be completed by Autumn 2010.

9. Disputes and Appeals

If, following consultation, there is a disagreement in respect of the methods of appointment to the new structure, the matter will be referred to the Service Director: Strategic HR and Workforce Strategy and to the Deputy Chief Executive for resolution.

An employee who does not consider that the offer of an alternative appointment is “suitable” (on the basis of the type of work offered, pay, status, location, working hours) may lodge an appeal with HR Shared Transactional Services within 5 working days of the written offer. This appeal will be heard by the Deputy Chief Executive and Service Director HR/WS (or their nominees). Employees should not use the Grievance Procedure, which will not be applicable under these circumstances.

If, following the implementation of change, an employee is dismissed on the grounds of redundancy, they will have a right of appeal to the Employee Appeals Committee. They will be required to lodge an appeal within five working days of receiving written confirmation of dismissal, setting out the grounds for their appeal.

10. Severance Payments and Early Retirement

10.1 Redundancy

If an employee is dismissed on the grounds of redundancy they will be eligible to a redundancy payment in accordance with the Council's Discretionary Payments and Severance Policy.

If the employee is aged 55 or over and a member of the Local Government Pension Scheme they will receive their occupational pension, if they meet the qualification requirements of the scheme.

In respect of members of the Teachers' Pension Scheme, the employer has discretion to allow early release of pension if the teacher is aged 55 or over. The arrangements are set out in the Council's Discretionary Payments and Severance Policy.

Early release of pension and redundancy payments have to be approved by either the Head of Paid Service, or the HR Committee (for 1st and 2nd tier postholders) before they can be paid.

10.2 Efficiency of the Service

In exceptional circumstances, employees aged 55 or above, who are unable to adapt to changes in the work environment, and whose performance is adversely affected to the detriment of the Council, may be considered for early retirement on the grounds of the efficiency of the service. Approval would be required from the

HR Committee (re: 1st and 2nd tier staff) and from the Head of the Paid Service (re: all other employees). Early retirements approved under these provisions, do not include an entitlement to a severance payment.

11. Transfer of Undertakings (Protection of Employment) Regulations (TUPE)

Change management may involve partnership working or the externalisation of services, in which event managers should refer to the TUPE guidelines/procedure for advice about processes (including procurement regulations), timescales and statutory requirements including consultation. Some employees (outside the immediate workgroup) may find that their job is affected by this process, but may not be subject to a TUPE transfer, in which event the provisions of this policy will be applied to them.

12. Outcome

Working with staff and trade unions to achieve an agreed outcome is beneficial. However in some instances agreement with staff and the trade unions will not be possible, and in these circumstances, managers are asked to explain fully their reasons for not accepting alternative proposals and proceed to the implementation stage.

13. Date of Policy Implementation

1st April 2010

14. Other relevant policies and procedures

- New Opportunities Procedure
- Pay Policy
- Working Arrangements Policy
- TUPE procedure/guidelines.

BRISTOL CITY COUNCIL

MANAGING CHANGE POLICY FOR
INSERT SCHOOL NAME

Draft 10th March 2010

DATE OF IMPLEMENTATION: Insert date of ratification by the School Governing Body

1. Introduction

Schools are continuously required to review the way in which they provide education and services. This policy sets out the principles for managing organisational change that affects groups of employees in circumstances where: -

- Roles and responsibilities in the school are being re-aligned.
- The size of the workforce in the school is being reduced.
- Redeployment and redundancies may occur as a consequence.

The principles underlying this policy are that headteachers should consult employees meaningfully with a view to reaching an agreement within the timescale for the review / restructuring.

2. Scope

This policy applies to all employees except: -

- employees on fixed contracts where the reason for the reason for expiry would not be redundancy;
- supply, agency teachers / workers and contractors and persons engaged by a School who are 'self employed';
- casual employees where there is no mutuality of obligation to provide / accept work by either party; and
- temporary and fixed term staff where they have less than 12 months continuous employment with the governing body / local authority.

This policy does not apply to school closures or amalgamations.

3. Authority to change the workforce

The governing body is responsible for determining the staffing structure of the school. The governing body should agree all proposals to change the staffing structure prior to any change being implemented.

All proposals will be properly costed, including any potential severance costs. All costs will be met from the school's budget. However, where the Local Authority has agreed in writing that the school is in 'financial difficulty', redundancy payments will be funded by the City Council in accordance with its own policy. In addition, these schools will receive a formula adjustment to cover any pay protection costs in the financial year following the change. All early retirement costs will be met by the governing body.

The authority to dismiss has been delegated to the headteacher / one or more governors / one or more governors and the headteacher (delete as appropriate).

The governing body will delegate the management of the process to the headteacher.

4. Management responsibilities

The headteacher leading and managing the organisational change must ensure that the following measures are implemented: -

- That this Policy is followed at all stages.
- That there is a business case which sets out the basis for the proposals including anticipated improvement / benefits, risks, estimated costs, timescales and assessing any implications for under-represented groups.
- That advice and support is obtained from the HR Shared Transactional Services on managing the change process.
- That employees and nominated trade union representatives are notified of the proposals for change in writing and consultation meetings are held with a view to seeking agreement on the proposals, any selection criteria for workforce reductions and the methods of appointment / ring fences to jobs in the new structure.
- Statutory consultation periods must be complied with if redundancies are anticipated (minimum 30 days)
- That there is appropriate help and guidance (as identified by employees or their representatives) to support staff through the change process and that effective communication arrangements are in place.
- That in the case of redundancies, consultation with employees and trade unions complies with the law.
- The necessary new job documentation is produced.

5. Methods of Appointment

Posts will be defined following consultation by one or more of the following classifications: -

- **Unchanged** – where the job content is little changed from the existing job role and the employee will not be displaced, unless the number of posts is reduced.
- **Changed** – where the job content is significantly different from the existing job role and where selection criteria / a ring fence / appointment process will apply.
- **Deleted** – where a service or work of a particular kind is being discontinued or reduced (see employment law definition).
- **New** – a new job where there is no equivalent in the current structure. New posts may be the subject of ring fence arrangements.

Employees and trade unions will be advised of their classification, as part of the consultation process.

6. Selection Processes and Ring Fences

Employees who are in a ring fence will be required to undergo a selection process. This can be undertaken using one or more of the following objective selection methods based on the requirements of the school improvement plan: -

- On a competitive basis through an interview and / or appropriate assessment method.
- Performance management judgements that are below a satisfactory performance level.
- Live disciplinary warnings.
- Live sickness absence warning on file taking into account and adjustments made under the Disability Discrimination Act.
- Through volunteers for redeployment / the Local Authority's New Opportunity's Procedure.

If there is only one employee in the ring fence, there will be a suitable alternative employment meeting to determine whether their skills and experiences match the essential requirements of the job. This provision can also be extended to ring fences of 2 candidates for 2 jobs, 3 for 3 etc.

7. Alternative Employment and Redeployment

An employee who does not obtain a post in the new structure will be eligible for redeployment within the School. Where an employee is issued with contractual notice of dismissal they will be given access to the Council's New Opportunities Procedure for the length of their notice period.

8. Pay Protection

Where an employee is offered and accepts a 'suitable alternative post' and their contractual pay reduces as a result of organisational change (including re-evaluation of their existing post) and they have not received a redundancy payment:

i. Contractual pay will be protected. This includes basic pay plus contractual enhancement covered by the Working Arrangements Policy. For the avoidance of doubt, this is the full difference in pay between the current contractual pay and the contractual pay of the alternative post that has been accepted. Please see paragraphs below on increasing and reducing hours.

ii. The employee's contractual pay will be frozen at this protected amount for either three years or until their contractual pay in the new

post would meet/exceed their current contractual pay, whichever the sooner.

iii. Pay awards and increments will not be payable during the period of protection.

iv. Appointment will always be to the top spinal column point of the grade, and pay protection will then be calculated.

Where an employee increases their working hours in the post either upon commencement of the new post or during the period of protection, the additional hours (including any overtime) will be paid at the unprotected rate for the job (overtime will be enhanced in accordance with the employee's conditions of service and the School's Working Arrangements Policy).

Where an employee reduces their working hours in the post either upon commencement of the new post or during the period of protection, their contractual pay (including the element of protection) will be reduced accordingly (on a pro rata basis).

Employees subject to School Teachers' Pay and Conditions Document who are redeployed in to a lower graded job covered by the document, will receive pay protection in accordance with the provisions of the document.

The pay protection provisions for employees other than teachers will be the subject of a separate review which will be completed by autumn 2010.

9. Representations and Disputes and Appeals

Any employee at risk of dismissal has the right to make representations against the proposal to the dismissing body (see para 3) before the final decision is taken.

If, following the implementation of change, an employee is dismissed on the grounds of redundancy, he/she will have a right of appeal to the Governor Appeals Committee. They will be required to lodge an appeal within five working days of receiving written confirmation of dismissal, setting out the grounds for their appeal.

10. Severance Payments and Early Retirement

If an employee is dismissed on the grounds of redundancy they will be eligible to receive a redundancy payment.

If the employee is aged 55 or over and a member of the Local Government Pension Scheme they will receive their occupational pension, if they meet the qualification requirements of the scheme.

In respect of members of the Teachers' Pension Scheme, the employer has discretion to allow early release of pension if the teacher is aged 55 or over.

Redundancy payments and the circumstances in which employees can access their occupational pension are set out in the School's Discretionary Pensions and Severance Policy.

11. TUPE

Change management may involve partnership working or the externalisation of services, in which event headteachers should seek HR advice. Some employee (outside the immediate workgroup) may find that their job is affected by this process, but may not be subject to a TUPE transfer in which event the provisions of this policy will apply to them.

12. Outcome

Working with staff and trade unions to achieve an agreed outcome is beneficial. However, in some instances agreement with staff and the trade unions will not be possible, and in these circumstances managers should explain their reasons for not accepting alternative proposals and proceed to the implementation stage.

13. Date of Policy Implementation

1 September 2010

14. Other relevant policies and procedures

- School Pay Policy
- Working Arrangements Policy
- New Opportunities Procedure (as appropriate)

**Equality Impact Assessment (EqIA)
Screening Form for New/Revised HR Policies or Functions**

A: Summary Details

Directorate: Resources

Section: Human Resources

Person responsible for the assessment: Mark Williams

Contact details: x22655

Name of Policy to be assessed: Managing Change Policy

Is this a new or revised policy: Revised

Date policy scheduled for Overview and Scrutiny/Cabinet/LAB: March 2010 0 Human Resources Committee

B: Preparation

It is important to consider all available information that could help determine whether the policy could have any potential adverse impact. Please attach examples of available monitoring information, research and consultation reports.

1. Do you have monitoring data available on the number of people (from different target groups) who are using or are potentially impacted upon by your policy? *Please specify what monitoring information you have available (your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service).*

The policy will apply to any member of staff as and when their workgroup is subject to an organisational change exercise. As such monitoring data does not exist (see below).

2. If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data for this area? If not, specify the arrangement you intend to make; if not please give a reason for your decision.

Application of the Managing Change Policy will be monitored on a case by case basis through individual Equalities Impact Assessment that must be conducted for each managing change exercise that is undertaken locally within the authority.

Census data and existing/target data on workforce composition by equalities group (from HR management information reporting) will be used to assess the impact of each managing change exercise on the local workforce affected at the time of the change.

C: Your Policy or Function

1. What is the main purpose of the policy or function?

The policy sets out the principles for managing organisational change that affects groups of employees in circumstances where:-

- Roles and responsibilities in a service area are being re-aligned.
- The size of the workforce in a service area is being reduced.
- Redeployment and redundancies may occur as a consequence

- 2 Are there any other objectives of the policy or function, if so what are they?

The principles underlying the policy are that managers should consult employees meaningfully with a view to reaching a conclusion within the proposed timescale for the review/restructuring/service realignment, or the discontinuation or closure of a service.

- 3 Do any written procedures exist to enable delivery of this policy or function?

Process mapping is taking place to ensure that clear framework exists in conducting change and that important steps (such as equalities

impact assessments) are scheduled in to the change management process.

4 Are there elements of common practice in the service area or function that are not clearly defined within the written procedures?

No

5 Who are the main stakeholders of the policy?

Employees affected by organisational change.
Managers undertaking change management exercises

6 Is the policy associated with any other Council policy (s)?

The New Opportunities Procedure will come in to play in some circumstances where employees are displaced as a result of the review.

7 Are there any areas of the service that are governed by discretionary powers? If so, is there clear guidance as to how to exercise these?

No

8 Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, what responsibility, and which bodies?

No

D: The Impact

Assess the potential impact that the policy could have on each of the target groups. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will need to also assess whether that negative potential impact is high, medium or low – see glossary in the attached guidance notes for definitions.

1.

a) Identify the potential impact of the policy on men and women:

| Gender | Positive | Negative (please specify if High, Medium or Low) | Neutral | Reason |
|--------|----------|--|---------|--|
| Women | | | y | The policy should already be applied fairly and consistently by managers across the organisation. Equalities impact assessments will be undertaken for each managing change exercise to provide safeguards against unfair or unequitable treatment across equalities groups. |
| Men | | | y | “” |

b) Identify the potential impact of the policy on different race groups:

| Race | Positive | Negative (please specify if High, Medium or Low) | Neutral | Reason |
|--|----------|--|---------|--|
| Asian (including Bangladeshi, Pakistani, Indian, Chinese, Vietnamese, Other Asian Background – please specify _____) | | | y | The policy should already be applied fairly and consistently by managers across the organisation. Equalities impact assessments will be undertaken for each managing change exercise to provide safeguards against unfair or unequitable treatment |

| | | | | |
|--|--|--|---|---------------------------|
| | | | | across equalities groups. |
| Black (including Caribbean, Somali, Other African, Other black background – please specify _____) | | | y | “” |
| White (including English, Scottish, Welsh, Irish, Other white background – please specify _____) | | | y | “” |
| Mixed Dual heritage (White and Black Caribbean, White and Black African, White and Asian, Other mixed background - please specify _____) | | | y | “” |
| Other (please specify) | | | | |

c) Identify the potential impact of the policy on disabled people:

| Disability | Positive | Negative (please specify if High, Medium or Low) | Neutral | Reason |
|-------------------|-----------------|---|----------------|--|
| All | | | y | The policy should already be applied fairly and consistently by managers across the organisation. Equalities impact assessments will be undertaken for each managing change exercise to provide safeguards against unfair or unequitable treatment across equalities groups. |

d) Identify the potential impact of the policy on different age groups:

| Age Group (specify, for example younger, older etc) | Positive | Negative (please specify if High, Medium or Low) | Neutral | Reason |
|---|----------|--|---------|--|
| All | | | y | The policy should already be applied fairly and consistently by managers across the organisation. Equalities impact assessments will be undertaken for each managing change exercise to provide safeguards against unfair or unequitable treatment across equalities groups. |

e) Identify the potential impact of the policy on lesbian, gay men, bisexual or heterosexual people:

| Sexual Orientation | Positive | Negative (please specify if High, Medium or Low) | Neutral | Reason |
|--------------------|----------|--|---------|--|
| Lesbian | | | y | The policy should already be applied fairly and consistently by managers across the organisation. Equalities impact assessments will be undertaken for each managing change exercise to provide safeguards against unfair or unequitable treatment across equalities groups. |

| | | | | |
|---------------------|--|--|----------|-----------|
| Gay Men | | | y | “” |
| Bisexual | | | y | “” |
| Heterosexual | | | y | “” |

f) Identify the potential impact the policy on different religious/faith groups?

| Religious/Faith groups (specify) | Positive | Negative (please specify if High, Medium or Low) | Neutral | Reason |
|---|-----------------|---|----------------|--|
| Buddhist | | | y | The policy should already be applied fairly and consistently by managers across the organisation. Equalities impact assessments will be undertaken for each managing change exercise to provide safeguards against unfair or unequitable treatment across equalities groups. |
| Christian | | | y | “” |
| Hindu | | | y | “” |
| Jewish | | | y | “” |
| Muslim | | | y | “” |
| Sikh | | | y | “” |
| Other (please specify) | | | | |

g) As a result of completing Question 1 a-f above what is the potential impact of your policy?

High

Medium

Low

n/a

If you have assessed the potential impact as HIGH you must complete a full Equalities Impact Assessment

2. Could you minimise or remove any negative potential impact that is of medium or low significance? Explain How.

na

3. If there is no evidence that the policy promotes equal opportunity– could it be adapted so it does? How?

na

Please sign and date this form, keep one copy and send one to Equalities Team.

Signed

Signed

Lead Officer

Mark Williams

Departmental Equalities Contact

Date

Date