# Management of change policy and procedure

(incorporating procedures for redeployment and selection for redundancy)

<table>
<thead>
<tr>
<th><strong>Lead executive</strong></th>
<th>Director of Nursing, Therapies and Patient Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Author with contact details</strong></td>
<td>Head of Human Resources</td>
</tr>
<tr>
<td><strong>Responsible Committee/Sub Committee</strong></td>
<td>Workforce and Organisational Sub Committee</td>
</tr>
<tr>
<td><strong>Document approved by &amp; date:</strong></td>
<td>Workforce and Organisational Sub Committee 11(^{th}) January 2010</td>
</tr>
<tr>
<td><strong>Document consultation:</strong></td>
<td>Medical Local Negotiating Committee Consultation and Negotiation Partnership Committee</td>
</tr>
<tr>
<td><strong>Patient and Public Involvement</strong> (outline any PPI input into policy and associated impact on service users and carers)</td>
<td>PPI representation at Workforce and Organisational Sub Committee</td>
</tr>
<tr>
<td><strong>What type of document is this</strong> (delete as appropriate)</td>
<td>Policy and Procedure</td>
</tr>
<tr>
<td><strong>Document applicable to</strong> (Identify by location and staff groups):</td>
<td>All employees</td>
</tr>
<tr>
<td><strong>If new document, reason for development:</strong></td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Synopsis outlining document aims:**

Staff in the NHS work in an environment which is constantly changing, it follows that the trust needs to have a robust policy – and associated procedures and practices – for managing the impact of those changes on trust employees, irrespective of the scale of each individual change programme.

This policy sets out the framework within which trust managers will undertake organisational change.

**Implementation Date:** February 2010

**How will the implementation of this document be monitored and reviewed**

The effectiveness of this policy will be monitored on an annual basis by the Workforce and Organisational Sub Committee (WOD) with interim reporting as necessary and as organisational change takes place.

**Review Date** February 2016

**Document to be read in conjunction with:** N/A

**Financial resource implications of this document and how these are going to be addressed:** N/A

**Is this document carried out wholly or in part by contractors, or organisations with which the Trust has a service level agreement, and if so state the relevant contractor**

N/A
Document Change History (changes from previous issues of policy (if appropriate)):

<table>
<thead>
<tr>
<th>Issue Number</th>
<th>Page</th>
<th>Changes made with rationale and impact on practice</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>All</td>
<td>Full Review</td>
<td>December 2009</td>
</tr>
</tbody>
</table>
CONTENTS

1. Introduction .............................................................................................................. 4
2. Policy purpose ......................................................................................................... 4
2.1 Policy scope ......................................................................................................... 4
2.2 Principles .............................................................................................................. 4
3. Roles and responsibilities ...................................................................................... 5
3.1 Managers leading change programmes: ............................................................ 5
3.2 All employees: ..................................................................................................... 6
3.3 Staff side representatives: ................................................................................... 6
3.4 Human resources: ............................................................................................... 6
3.5 Senior managers: ............................................................................................... 6
4. Monitoring .............................................................................................................. 7

Appendix 1 - Management of change process – template summary (for use in all organizational change processes) ................................................................. 8
Appendix 2 - Flow chart showing key programme stages for staff assimilation ................................................................. 11
Appendix 3 - Redeployment procedure (including staff redeployed for health reasons) ................................................................. 12
Appendix 4 - Procedure for dealing with potential redundancies ......................... 13
Appendix 5 - Training needs analysis ......................................................................... 15
Appendix 6 - Equality and diversity / human rights impact assessment ................ 16
1. **Introduction**

Staff in the NHS work in an environment which is constantly changing, it follows that the trust needs to have a robust policy – and associated procedures and practices – for managing the impact of those changes on trust employees, irrespective of the scale of each individual change programme.

This policy sets out the framework within which trust managers will undertake organisational change.

In bringing about internal changes, management will lay particular emphasis on seeking to ensure that:

- The principles of partnership working, especially in terms of meaningful consultation with recognised trades unions and professional bodies, are reflected in each change programme;
- Each individual change programme is completed as quickly as is reasonably practicable;
- Communications with staff directly affected by the change are such that they are fully aware of the reasons for the change and the conclusions reached in each change programme;
- Each change programme is supported by business case/consultation document which sets out the reasons for the change;
- Every effort is made to avoid the need for compulsory redundancies as a result of any change programme; and
- As a basic minimum, the trust’s practices in managing change comply with the requirements of employment law.

2. **Policy purpose**

To ensure good practice in all aspects of the management of internal organisational change.

2.1 **Policy scope**

The policy applies to all employees of the trust.

2.2 **Principles**

Contributes to enabling the trust to achieve its stated aim of being an employer of choice, adopting 'good practice' human resource policies in line with the standards set out by the Chartered Institute of Personnel and Development (CIPD);

The trust expects all managers to take action under this policy in a reasonable and timely fashion. Monitoring will be undertaken to ensure that this is the case;

Every organisational change programme will have a nominated lead Executive Director;

Management is committed to ensuring that each stage of consultation with staff side is effective and that the requirements of legislation are met. Staff side representatives will automatically have membership of all staff consultation groups considering / bringing about organisational change;

Employees are entitled to expect / seek the support and advice of accredited staff side representatives at all stages of the application of this policy;

Each individual management of change process will place particular emphasis on seeking to ensure that:

- The principles of partnership working, especially in terms of meaningful consultation with recognised trades unions and professional bodies, are reflected in each change programme;
- Each individual change programme is completed as quickly as is reasonably practicable and with the aim of there being no negative impact of the quality of direct service delivery at any stage;
• Communications with staff affected by the change are such that they are fully aware of the reasons for the change and the conclusions of each change programme;
• Employees are encouraged to raise any issues they may have about the change programme and its impact upon their role / personal terms & conditions of employment;
• Every effort is made to avoid the need for compulsory redundancies as a result of any change programme;
• As a basic minimum, the trust’s practices in managing change comply with the requirements of employment law.

Staff side will not seek to unreasonably delay any individual process of organisational change.

Every trust employee has a personal responsibility to co-operate with management in the introduction of organisational change.

Employees are entitled to seek the support and advice of accredited staff side representatives at all ‘individual employee’ stages of the trust’s procedures for managing organisational change.

3.  Roles and responsibilities
In seeking to maximise the effectiveness of this policy, cornerstone roles / responsibilities are as follows:

3.1  Managers leading change programmes:
• Generally look to manage each change management programme in accordance with this policy and the requirements of the change management process protocol (see attachment 1);
• Ensure written ‘terms of reference’ are established for each change programme, setting out, as a minimum, the reasons for and expected outcomes from the process;
• Ensure the Trust’s Head of Human Resources and staff side chair are provided with copies of the ‘terms of reference’ for each change programme;
• Ensure affected staff, Human Resources and staff side representatives are included in consultation arrangements about each change programme and give consideration to the benefits of including service users / carers within the process.
• Ensure the implications of organisational change processes are made clear to all employees and that any necessary consultation with individual employees is properly carried out;
• Ensure that employees are aware of their rights to staff side support within the individual consultation stages of change programmes;
• Particularly ensure that concerns raised by staff / staff representatives during the course of consultation are addressed – in writing if judged necessary. For major change programmes, ensure written records are made of the main points of consultation meetings;
• Secure formal approval of changes to organisational structures in accordance with the trust’s governance arrangements and ensure those approved changes are communicated to staff / staff representatives;
• Ensure ‘staff assimilation’ summaries are produced showing the staffing impacts of approved structure changes and ensure those changes are worked through;
• Responsible for the implementation of the results of change programmes, including ensuring that any employees who may ultimately be ‘at risk’ of redundancy receive the continuing support set down in policies;
• Look to ensure that any training thought necessary to maximise the benefit of the change programme is planned and implemented;
• Ensure that the results of each change process are properly reported, recorded and fully reflected in formal documentation – for example, structure charts, job descriptions and management guidance;
• Look to ensure that arrangements are put in place to monitor the actual consequences of the change process and report on its effectiveness (as measured against the original aims).

3.2 All employees:
• Once notified that a management of change process is to commence which is likely to affect their workplace, job role or terms & conditions of employment, ensure that the lead manager is made aware of any issues arising / concerns they may have (either directly or through an employee representative);
• Take steps to clarify / ensure they understand the reasons for / envisaged conclusion of any change management process likely to affect their role and/or terms & conditions of employment;
• Read any communications issued by management in connection with change management processes reasonably likely to affect their role;
• Co-operate with management in any ‘staff assimilation’ process arising in connection with a change programme;
• Co-operate with management in the event of their being declared ‘at risk’ of redundancy as the result of a change programme, including accepting any reasonable offer of alternative employment under the trust’s redeployment procedures;
• Are entitled - at any stage of the procedures set out in this document - to seek advice, if they so wish, from an accredited staff side representative;
• Are required to co-operate with the reasonable expectations of line management in the general application of this policy.

3.3 Staff side representatives:
Play an important role in engaging with management during consultation about all change programmes on both a collective basis and in providing advice and support to individual employees.

Work in partnership with Human Resources in ensuring that the effectiveness of change management policy and procedures is kept under review.

3.4 Human resources:
• Establish, in consultation with recognised trades unions and with the agreement of the Operations Board, a ‘best practice’ management of change policy and associated procedures and practices;
• Work closely with staff side representatives and line managers in monitoring the effectiveness of this policy / procedures / practices and developing ideas for consideration at policy review periods;
• Train, support and advise line managers on the application of this policy and associated procedures and practices, both generally and in connection with individual employees;
• Provide management information to senior management in connection with change management programmes;
• Keep up to date with developments in both employment law and the results of the application of this policy - ensuring ‘lessons arising’ are captured, brought to the attention of senior managers and reflected in the advice given to line managers;
• Track ‘professional best practice’ changes in thinking on the management of change and generating initiatives for the consideration of Operations Board.

3.5 Senior managers:
• Ensure that all managers leading change programmes are aware of the trust’s aim to deliver change with the minimum possible negative impact upon service users and staff;
• Aim to improve direct service delivery quality by responding to the need for change as necessary and monitoring the achievement of desired changes in practice, initiating further adjustments as necessary;
• Ensure that the trust’s management of change policy and associated procedures and practices are applied fairly and consistently;
• Ensure line managers are trained in the application of the trust’s management of change policy and associated procedures and practices.

4.0 Monitoring
The effectiveness of this policy will be monitored on an annual basis by the Workforce and Organisational Sub Committee with interim reporting as necessary and as organisational change takes place.
Appendix 1 - Management of change process – template summary (for use in all organizational change processes)

1. **Purpose of document**
   In respect of the XXXXX project, to set out:
   - The management of change process which will be followed after initial project approval;
   - This process will provide a framework within which all individual staff assimilation / slotting decisions arising as a result of the project will be made.

2. **Principles**
   The process will follow the principles set out in the Trust’s management of change policy.

   A clear project timetable, with dates by which change is planned to have happened will be published.

   Full consultation will take place with recognised trades unions / professional bodies.

   Staff and staff side representatives will be accorded membership of all working groups set up in connection with the project.

   Each phase of the management of change process will be planned and communicated openly, with members of any project programme board and its sub groups encouraged to participate in discussions and share information and the results of discussions with workplace colleagues.

   Beyond the specific provisions / commitments made in this document, the Trust’s normal HR policies & practices will generally be applied in respect of any individual employee issues arising from the project;

   Every reasonable effort will be made by management to ensure that the need for compulsory redundancies is avoided in this change process.

3. **Collective processes**
   The purposes of the project will be set out in writing, discussed with (any project programme board and) sub group members and made generally accessible to trust staff as part of the project communications strategy.

   Any formally established Project Programme Board with responsibility for managing the XXXX change project - and any satellite sub groups - will meet on a regular, pre-planned basis. All members of all groups will be invited to attend all meetings.

   Whilst acknowledging that staff side is represented on the Project Programme Board and sub groups, any requests for meetings outside the formal meetings framework will be accommodated where possible.

   Staff side representatives will be invited to attend any collective consultation meetings held directly with affected staff about the XXXX project, being accorded the same notice of meetings as all other invitees. The unavailability of any particular staff side representative will not lead to a delay in the change programme process.

   In the event of the Staff Side Chair forming the view that management has failed to consult meaningfully at any stage of the project, that person may raise evidenced concerns directly with the nominated project lead executive (or otherwise the Chair or Vice Chair of the Project Programme Board).
4. **Individual processes**

At the earliest possible point in the project, a revised organisational structure chart will be developed and changes between the existing and new organisations highlighted.

A full schedule of the differences will be produced in respect of the titles, bands and numbers of jobs and the impact on existing post holders assessed;

Where necessary, a ‘staffing assimilation schedule’ will be drawn up showing the management proposals for filling posts in the new organisational structure. (Inevitably, this is likely to mean that individual employees may be identifiable and the expectation of the exercise of proper confidentiality will be emphasised at that stage);

The general principles applying to the assimilation of existing employees into newly established posts in the revised structure will be as follows:

- Ring fencing all existing substantive post holders whose jobs either change or no longer exist in the revised structure;
- Vacancies within the new structure will not be advertised until such time as decisions have been finalised as to the assimilation of all existing substantive post holders whose jobs either change significantly or no longer exist in the revised structure arising from this change process;
- In all but specified exceptional circumstances, posts in the new structure will be filled on a top down basis;
- Where new posts are established and banded for which an equivalent post (same band and broadly equivalent role & responsibilities) already exists, the existing substantive post holder will be automatically ‘slotted’ into the new post;
- No existing employee will be appointed to a post with a higher grade than that of their existing substantive post without having been successful at an interview process held in accordance with the trust’s normal arrangements;
- As part of the Trust’s employee development programme, at each organisational level, where vacancies remain after all existing staff have been slotted in the opportunity will be given for all other existing trust staff to be considered for ‘promotional’ appointment - via normal competitive selection processes - prior to vacancies being advertised externally. This will be done by means of an internal only advertisement.
- Employee entitlement for consideration of slotting in will be on the basis of their substantive job / band at YYYY (date), not any current temporary / acting up role being undertaken at that time.

5. **At each organisational level:**

- Where the number of newly established jobs equates to the number of potentially displaced staff with either no change in grade or a reduced grade, directly affected post holders (i.e. those within the ‘ring fence’) with a substantial job match will be slotted automatically (with personal pay protection if necessary);
- Where the number of newly established jobs equates to the number of potentially displaced staff with an increase in grade, those displaced post holders with a substantial job match will be given a ‘ring fenced’ interview for the new roles prior to any wider advertising of those new roles in line with the Trust’s recruitment and selection procedures;
- Where the number of established posts is less than the number of potentially displaced staff with a substantial job match, a competitive ring fenced selection process will take place, using the trust’s normal recruitment & selection procedures / practices. Any employees who are not successful in that will be:
  - Automatically assimilated into a post at the next lowest organisational level, should vacancies exist after the completion of the assimilation process for that lower tier;
  - If no vacancies exist at the next lowest organisational level, be declared ‘at risk’ and receive active support under this policy incorporating redeployment;
• Actively supported in being considered for redeployment to another suitable vacancy for a period of 3 months following the completion of the change process. If during that time it proves impossible to secure a redeployment position, the employee will be made redundant and, unless they are deemed to have unreasonably refused an offer of redeployment during that period, they will receive a redundancy payment (providing they meet the statutory criteria to receive such payment);
• The process of assimilation / slotting and, if necessary, redeployment will be carried out as quickly as is reasonably practicable and affected employees kept aware of progress / decisions;
• Final contractual changes for individual employees directly affected by restructuring will be confirmed in writing within 5 working days of decisions being made, including notification of a right of appeal;
• An employee will have a right of appeal against a personal slotting / assimilation decision. Appeals should be submitted in writing to the Associate Director of Workforce Development within 5 working days of the employee receiving written confirmation of the slotting / assimilation decision, setting out the grounds of the appeal. Appeals will be heard by the XXXXX.

6. Associated matters
The trust’s full arrangements for workforce communications during this change process will be set out at the beginning of the change process;

Where new job descriptions / person specifications / KSF profiles are required, these will be drawn up using the trust’s standard formats and banded in accordance with the Trust’s existing arrangements;

Whilst its content is based on recognised good practice during change management processes, the content of this protocol may be refined for a particular change programme following consultation with the specific review team;

A flow chart summarising key stages is set out at Appendix 2.
Appendix 2 - Flow chart showing key programme stages for staff assimilation

XXXXXXXX change project

- New organisational structure approved
  - Full schedule of senior service management / leadership jobs developed, showing differences between current and new structures
  - Specific consultation with staff side on management of change arrangements including one to one’s with staff, slotting in, interview timetable.
  - Internal appointments processes
  - Individual appeals against slotting decisions
- External recruitment (to vacancies unfilled at internal stage)
Appendix 3 - Redeployment procedure (including staff redeployed for health reasons)

The first response in any change situation where this is likely to be a reduction in the number of posts, or hours available is to consider redeployment. As part of the overall consultation process, the possibility of redeployment will be jointly examined by managers, representatives of human resources and trade union representatives. When redeployment is identified as an appropriate option the following redeployment procedure will apply.

The manager of the service area and a representative from HR will meet individually with those staff affected by the change, and their trade union representatives, to discuss their aspirations regarding redeployment and identify what may be available. Staff will be encouraged to have realistic aspirations and will be given information regarding protection of pay under the Trust’s Pay Protection Agreement;

Those staff identified as ‘at risk’ (and this will include an employee who is no longer able to carry out their current role as a result of a health problem) will have their knowledge, skills and experience assessed against any vacancy of the same band in the Trust before it is advertised. If an ‘at risk’ member of staff appears suitable for a vacancy, or could undergo basic retraining to become suitable, an informal / priority interview will take place. Where there is the possibility of more than one employee meeting the criteria for suitability, they will all be interviewed.

During the priority interview, the employee’s suitability for the role will be assessed against a person specification in the usual way, including the possibility of retraining to learn specific skills. If the employee is clearly unsuitable for the position, even with basic retraining, redeployment will not take place and the post will be advertised in the normal way.

Where the employee does not meet the essential criteria for a post, or is unsuccessful in securing a post when competing with other ‘at risk staff,’ support and feedback will be provided. Notice of termination of employment will be issued and redeployment opportunities will continue to be sought throughout the notice period.

When a member of staff is offered and accepts suitable alternative employment, there will be a trial period of up to 12 weeks. During this trial period, the member of staff will meet with their manager at regular intervals to review progress and consider if the post is suitable. If it is agreed at the end of the trial that the post is unsuitable, the employee will be entitled to any redundancy payment under their original contract, assuming they meet the legal eligibility criteria.
Appendix 4 - Procedure for dealing with potential redundancies

Whilst the Trust will work in partnership with staff and their representatives to manage change, so that there is a positive outcome for staff, it is recognised that there may be occasions when redundancy cannot be avoided. In these circumstances the following arrangements will apply.

Consultation
The Trust is committed to consulting with staff side representatives regarding ways of reducing the need for, or avoiding, redundancies and the approach to be followed has been described above. Formal consultation is a legal requirement of any potential redundancy situation and will be undertaken in accordance with the principles identified in the Partnership Agreement. It will begin at the earliest opportunity and all legal timescales will be met. It will always be the trust’s intention to avoid compulsory redundancies wherever possible.

At the start of the consultation period, the trust will provide staff side representatives with the following information in writing:

- Reasons for the proposed reorganisation/redundancy;
- Number of staff who could be redundant or the jobs which may be affected / at risk
- Total number of staff employed in the relevant areas;
- Redundancy selection criteria;
- Proposed method of carrying out redundancies;
- Proposed method of calculating redundancy payments;
- Any other information required by law.

Reducing the effect of redundancies
If the trust has to consider reductions in jobs, various ways of avoiding redundancies or mitigating these effects will be considered in discussion with staff side – including:

- Reducing the use of agency or temporary staff;
- Reduction of overtime working;
- Redeployment and/or retraining of staff;
- Voluntary reduction of working hours;
- Natural wastage;
- Consideration of requests for early retirement or voluntary redundancy;
- Retiring employees at the normal or default retirement age.

Selection criteria
If, after exploring all the options above, there still remains the possibility of redundancies, the trust will consult with staff side – with a view to reaching an agreement - about redundancy selection criteria.

Assistance to staff declared compulsorily redundant
The trust recognises that this would be a difficult time for staff and will seek to provide help in any reasonable way. Staff being made compulsorily redundant will be allowed reasonable time off work with pay during their notice period to seek alternative employment, or to arrange training.

The trust will also arrange the following as required:

- Special consideration under the redeployment procedure;
- Counselling;
- CV preparation
- Interview skills and practice;
- Liaison with Job Centre Plus, who offer a full range of services which include careers advice, information on jobs and payments.
Early leavers
Any employee who wants to take up another job outside of the NHS during the notice period leading to redundancy may leave early, if this is agreed with their manager, without forfeiting their entitlement to a redundancy and notice payment.

Eligibility for redundancy payments
To qualify for a redundancy payment an employee must have completed at least 104 weeks of continuous service with the NHS. Further details for eligibility are set out in Section 16 of the A4C Terms and Conditions Handbook.

An employee is entitled to a redundancy payment if their job is declared redundant and has not been secured a suitable alternative post within the trust, by 4 weeks before the end of their notice period. Where suitable alternative employment is found, the employee may work a trial period of up to 12 weeks so that they can, with the support of a staff side representative and a representative from the HR Department, decide whether the post is suitable. If the new post is deemed suitable, but is rejected by the employee, they may forfeit the right to a redundancy payment, although this will not be withheld where an employee and/or their representative can demonstrate clear reasons for the unsuitability.

The method of calculation of redundancy payments is determined by reference to Section 16 A4C Terms and Conditions Handbook.

Appeal
An employee may appeal if they are not satisfied with:
- The offer of alternative employment;
- Their level of redundancy pay;
- Protection of earnings or other benefits;
- The fact that they have been dismissed by reason of redundancy;
- The selection criteria used to determine their redundancy;
- Any other aspect of the handling of their redundancy situation.

Any such appeal will be dealt with under the final stage of the trust’s Grievance Procedure.
Appendix 5 - Training needs analysis

Training
For all Trust training please refer to policy HR6 Trust wide policy on learning and development requirements [http://www.cwp.nhs.uk/GuidancePolicies/Policies/Humanresources/Pages/default.aspx](http://www.cwp.nhs.uk/GuidancePolicies/Policies/Humanresources/Pages/default.aspx)
### Appendix 6 - Equality and diversity / human rights impact assessment

| IS IT RELEVANT? | HOW RELEVANT IS IT? | \|--|---|---|
|---|---|---|
| Does the policy include anything that … Eliminates discrimination and/or Promotes equal opportunities (Answer yes, no or N/A for each category listed) | Is there evidence to believe that groups could be treated differently if so, which groups within each category (e.g. under 16 year olds in age category) | How much evidence do you have |
| | | 1. None or a little 2. Some 3. Substantial |
| | | Is there public concern that the policy is discriminatory? (Answer yes, no or N/A for each category listed) |
| Race | NO | NO | N/A | N/A |
| Gender | NO | NO | N/A | N/A |
| Disability | NO | NO | N/A | N/A |
| Age | NO | NO | N/A | N/A |
| Sexual orientation | NO | NO | N/A | N/A |
| Religion or beliefs | NO | NO | N/A | N/A |

Now evaluate your answers by using the criteria provided and underline which describes your policy:

<table>
<thead>
<tr>
<th>Relevance</th>
<th>Rationale</th>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High relevance</strong></td>
<td>If there is substantial evidence that indicates that groups could be treated differently because of the policy</td>
<td>You need to start monitoring the impact of this policy within a year of it being introduced</td>
</tr>
<tr>
<td><strong>Medium relevance</strong></td>
<td>If there is some evidence that indicates that groups could be treated differently because of the policy</td>
<td>You need to start monitoring the impact of this policy within 2 years of it being introduced:</td>
</tr>
<tr>
<td><strong>Low relevance</strong></td>
<td>If there is little/no evidence that indicates that groups could be treated differently because of the policy</td>
<td>Impact monitored at least every 3 years</td>
</tr>
</tbody>
</table>

---

1. Could be gauged from surveys, audit data, complaints etc.
2. Policy Reviews Group working with Equality & Diversity/Human Rights Group must monitor the impact of policies through the following channels: results from the national service user survey, the national mental health and ethnicity census, complaints data, PALS feedback, individual systems within clinical services through which ward and community staff liaise with service users and carers i.e. ward meetings, modern matron meetings
4. This assent will be reviewed by the Equality and Diversity/Human Rights group
### Human Rights

When developing any policies, policy writers should ask themselves ‘does the policy engage/restrict anyone’s Human Rights?’

<table>
<thead>
<tr>
<th>What is the Convention of Human Rights?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Absolute</strong> - cannot opt out of these rights under any circumstance - cannot be balanced against any public interest</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Right to life</td>
</tr>
<tr>
<td></td>
<td>– Prohibition of torture</td>
</tr>
<tr>
<td></td>
<td>– Prohibition of slavery and forced labour</td>
</tr>
<tr>
<td></td>
<td>– No punishment without law</td>
</tr>
<tr>
<td></td>
<td>– Right to free elections</td>
</tr>
<tr>
<td></td>
<td>– Right to marry</td>
</tr>
<tr>
<td></td>
<td>– Abolition of the death penalty</td>
</tr>
<tr>
<td><strong>Limited</strong> - these rights are subject to predetermined exceptions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Right to liberty and security</td>
</tr>
<tr>
<td></td>
<td>– Right to a fair trial</td>
</tr>
<tr>
<td><strong>Qualified</strong> - these rights can be challenged in order to protect the rights of other people</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Respect for private and family life</td>
</tr>
<tr>
<td></td>
<td>– Right to Freedom of thought, conscience and religion</td>
</tr>
<tr>
<td></td>
<td>– Freedom of expression</td>
</tr>
<tr>
<td></td>
<td>– Freedom of assembly and association</td>
</tr>
<tr>
<td></td>
<td>– Prohibition of discrimination</td>
</tr>
<tr>
<td></td>
<td>– Protection of property</td>
</tr>
<tr>
<td></td>
<td>– Right to education</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Where can I get more information about this?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More details can be found at the Department of Constitutional Affairs (DCA)</td>
<td></td>
</tr>
<tr>
<td><strong>Publications</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What should I do if I suspect my policy affects anyone’s Human Rights?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>You should forward for discussion at the Trustwide Equality and Diversity and Human Rights Group within the Trust- contact Director of Operations, executive lead for Equality &amp; Diversity and Human Rights in the trust board offices.</td>
<td></td>
</tr>
</tbody>
</table>

Please tick one of the following:

- The above has been considered and to the best of my knowledge my policy **does not affect** any of the human rights listed ✓
- The above has been considered and my policy does affect a human right article(s) but this has been discussed and ‘qualified’ at Trust Equality and Diversity and Human Rights Group