

POLICY UPDATES TEMPLATE

Manager check-in template for policy shifts

A structured conversation planner so managers communicate changes clearly, consistently and with care.

TEMPLATE

September 2026

How to use it

Work through the prompts in order, record only what is needed, and adapt the steps to your policy, the facts and the people involved.

This document is a general guide and practical aid only. It is not legal advice and should not be relied on as a substitute for advice about a specific situation. Check current law, official guidance, contracts, policies and collective arrangements before acting.

1. Change snapshot

Policy / process being changed

Why the change is needed - law, risk, values, operations or employee experience

What is changing / what is staying the same

Who is affected - include roles, locations, working patterns, leave and absence

Proposed or confirmed effective date / consultation period

First decision

Is this a guidance or policy update, a change to working practice, or a proposed change to contractual terms? The route, authority and consultation needed may be different.

2. Manager briefing check-in

Use this agenda before managers communicate with their teams.

Prompt	Manager notes
Purpose	Can I explain the reason in one clear, factual sentence?
Impact	Who may experience the change differently? What examples can I use?
Status	Is this a proposal, consultation, decision or implementation update?
Voice	What can employees influence, and what is already fixed?
Consistency	What are the agreed core messages and terms to use?
Questions	What can I answer, what must I escalate, and by when?
Support	What adjustments, training, tools or individual conversations may be needed?
Evidence	How will feedback, decisions, acknowledgements and actions be recorded?

Manager confidence pulse

- ☐ I understand the reason and the legal / policy status.
- ☐ I can explain the practical impact without overpromising.
- ☐ I know who may need consultation or individual discussion.
- ☐ I know how to capture and escalate concerns.
- ☐ I know the implementation date, dependencies and review point.

3. Conversation plan

Opening

We are reviewing / changing [policy]. Today I will explain why, what it may mean, what is still open for input and how your questions will be handled.

Core messages

1. Why this matters now

2. What changes in practice

3. What does not change

4. What input is invited and by when

5. Where employees can find the policy, support and updates

Questions to ask the team

- What is unclear?
- What practical impact do you foresee?
- Is anyone or any working arrangement missing from our assessment?
- What would help you apply the change consistently?
- What alternative or adjustment should we consider?

4. Readiness and risk check

Area	Ready when...	Owner / gap / date
Policy	Version is approved, dated, accessible and old copies are controlled.	
People	Affected groups, representatives, absentees and adjustment needs are mapped.	
Consultation	The route is genuine, the decision status is clear and feedback can influence the outcome where appropriate.	
Managers	Briefing, examples, FAQs and escalation contacts are in place.	
Process	Letters, forms, workflows, payroll / HR systems and records match the policy.	
Communication	Audience, channel, timing, accessibility and repeat messages are planned.	
Assurance	A review date, measures and exception route are agreed.	

Consultation check

Where a proposal affects contractual terms, full and meaningful consultation may be needed. Listen, consider objections and alternatives, keep affected people informed and avoid presenting an undecided proposal as a finished decision.

5. Decision, action and follow-up log

Feedback or concern raised
Response / decision / rationale
Action / owner / due date
Communication back to employees

Post-implementation check-in

- ☐ Are managers applying the policy consistently?
- ☐ Are there unintended impacts or equality concerns?
- ☐ Do systems, documents and actual practice match?
- ☐ What questions or cases show a training gap?
- ☐ What needs clarification, amendment or formal review?

Review findings and next review date

Sources and use note

Content checked against the following official guidance on 6 September 2026:

- [Acas - Changes to employment contracts](#)
- [Acas - Consulting employees and representatives](#)
- [GOV.UK - Employment contracts and conditions](#)

Legal and professional-use notice

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