

REDEPLOYMENT POLICY

(MONTH 20XX)

Authorship:	eMBED Health Consortium HR Team on behalf of North Lincolnshire CCG
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Sustainability Impact Assessment:	Completed
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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

Amendments to the Policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date on Intranet
2.0	Liz Beecroft HR eMBED	Review of Policy Reviewed for GDPR	SPF – 04.12.17 QPF 01/03/18	

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1. INTRODUCTION

- 1.1 NHS North Lincolnshire CCG wishes to retain the skills, abilities and loyalties of its employees wherever possible. This policy is designed to assist employees who are at risk of losing their job as a result of ill health capability, disciplinary, performance, redundancy or the non-renewal of a fixed term contract lasting more than twelve months. Redeployment may also be pursued in some harassment and bullying cases.
- 1.2 Whilst the CCG will endeavour to redeploy employees who are at risk, owing to the size of the organisation it must be recognised that there may be limited opportunities for redeployment.
- 1.3 The CCG is committed to ensuring that all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. More detailed information can be found in the CCGs Data Protection and Confidentiality and related policies and procedures.

2. ENGAGEMENT

- Social Partnership Forum/Policy Development Group
- NLCCG staff via team meetings/team brief/internet

3. IMPACT ANALYSES

3.1 Equality

3.1 Equality

In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation.

In developing this policy, an Equality Impact Analysis has been undertaken and is attached at Appendix 2. As a result of the initial screening, the policy does not appear to have any adverse effects on people who share protected characteristics and no further actions are required at this stage.

The application of this policy will be monitored alongside recruitment monitoring data to ensure fair application.

3.2 Sustainability

Anyone developing a policy or procedural document is required to complete a Sustainability Impact Assessment. The purpose is to record any positive or negative impacts that the policy is likely to have on each of the CCG's sustainability themes. The Sustainability Impact Assessment for this policy is attached at Appendix 3.

3.3 Bribery Act 2010

The Bribery Act 2010 makes it a criminal offence to bribe or be bribed by another person by offering or requesting a financial or other advantage as a reward or incentive to perform a relevant function or activity improperly performed. The penalties for any breaches of the Act are potentially severe. There is no upper limit on the level of fines that can be imposed and an individual convicted of an offence can face a prison sentence of up to 10 years.

The Bribery Act applies to this policy.

4. SCOPE

The policy applies to all CCG employees including employees on temporary and fixed-term contracts lasting more than twelve months. It does not apply to those staff who are seconded from other employing organisations or contractors.

5. POLICY PURPOSE & AIMS

- 5.1 The purpose of this policy is to ensure that the procedure to be followed is clear and transparent to all employees and the roles and responsibilities of all parties are clearly understood.
- 5.2 The CCG will endeavour to redeploy employees who are at risk of losing their job as result of ill health capability, performance, redundancy or the end of fixed term contract for twelve months or more. However, owing to the size of the organisation, it must be recognised that there may be limited opportunities for redeployment.

6. DEFINITIONS

For the purpose of applying the provisions contained in this document, the definitions below shall have the following meanings:

'*Suitable*' means employment that reflects the employees current and/or recent skills set and/or experience or with a reasonable amount of re-training the employee could undertake the role (i.e. full retraining would not be considered reasonable) or is at a pay level which is the same as the employees current pay band or one band up or below (see paragraphs 14.10 – 14.13). Regard will be given to the personal

circumstances of the employee however, the employee will be expected to show some flexibility.

In line with the Equality Act 2010, employers have an obligation to make ‘*reasonable adjustments*’ in relation to the following:

- Provisions, criteria or practices including organisational policies
- Physical features such as layout of and access to workplaces
- Provision of auxiliary aids including providing information in an accessible format such as braille, large print or email.

Factors such as cost and practicability of making an adjustment and resources available to the employer may be relevant in deciding what is reasonable.

7. ROLES / RESPONSIBILITIES / DUTIES

Managers will:

- Be responsible for meeting with employees under this policy
- Support the redeployment of employees by guaranteeing an interview for an advertised vacancy where an individual on the CCG’s redeployment register meets that essential requirements of the person specification
- Give feedback when an application has been unsuccessful.

7.2 Employees will:

- Be expected to apply for any post which constitutes suitable alternative employment
- Consider reasonable changes in hours, pay, location and responsibilities on the understanding that the appropriate protection arrangements could apply (see the Pay Protection Policy)
- Not unreasonably turn down an offer of suitable alternative employment.

7.3 HR team will:

- Maintain a confidential register of staff seeking redeployment and actively match staff with vacancies.
- Establish any opportunities for other NHS bodies to provide redeployment opportunities e.g. clearing house.

8. IMPLEMENTATION

This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.

8.2 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCG’s disciplinary procedure.

9. TRAINING & AWARENESS

- 9.1 A copy of the policy will be available on the CCG internet. Training needs will be identified via the appraisal process and training needs analysis.

10. MONITORING & AUDIT

- 10.1 The implementation of this policy will be audited on an annual basis by the CCG and reported to CCG Governing Body.

11. POLICY REVIEW

- 11.1 The policy and procedure will be reviewed after 4 years for the CCG Governing Body in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

12. ASSOCIATED DOCUMENTATION

This policy should be read in conjunction with the following policies:

- Change Management Policy
- Policy on Managing Work Performance
- Absence Management Policy
- Pay Protection Policy
- Disciplinary Policy.

13. REFERENCES

Agenda for Change Terms and Conditions handbook.

14. PRINCIPLES

- 14.1.1 The CCG, in conjunction with the HR team, will maintain a register of employees who are at risk of redundancy / under notice of redundancy, or being redeployed due to ill health capability, performance, or the end of a fixed term contract lasting more than twelve months. Employees who are at risk will be invited to a meeting to formally notify them of their redeployment status and to discuss the redeployment process with them. This discussion also notifies the employee that their details will be placed on the redeployment register. The register will contain information on the individual's needs and preferences for redeployment in addition to basic personal information. A Redeployment Registration Form (Appendix 1) is attached to record this information. Employees on the register will be advised of potentially suitable posts within the CCG. Where appropriate, posts will be advertised on a restricted basis to those employees on the register only.
- 14.2 Employees seeking redeployment within the CCG will be given priority on appropriate vacancies that arise within the CCG as part of the normal recruitment process.

Individuals should normally meet all of the essential criteria for the post however consideration should be given to the amount of additional training or re-training that would be required to enable the individual to meet that criteria.

- 14.3 The redeployment procedure will continue to take place whilst an employee is absent on sick leave or maternity leave and where employees have been served notice to terminate their contract for redundancy reasons and they will be notified of any suitable redeployment opportunities.
- 14.4 Any employee who is seeking redeployment is required to complete the relevant proforma outlining their skills, experience and qualifications that will be used in assessing their suitability for posts. This will be considered in conjunction with the person specification for the post and further clarification will be sought where necessary.
- 14.5 Appropriate re-training and additional support will be offered to employees to support them during the redeployment process.
- 14.6 The redeployment period will normally last for a maximum of 12 weeks. The redeployment period will normally begin from a date agreed with the employee. However this would depend on the contractual notice period required.
- 14.7 Employees will be kept fully informed throughout the redeployment process, including the potential outcome. Redeployment opportunities could include the offer of redeployment into temporary or fixed term positions, however they should be made aware of their position at the end of that period.
- 14.8 Employees are responsible for actively seeking redeployment opportunities during the redeployment period via NHS Jobs (www.jobs.nhs.uk).
- 14.9 Once the employee is placed on the redeployment register, they will also be registered with the NHS jobs website on their preferred email address to enable them to access restricted vacancies.
- 14.10 Redeployment opportunities will be available to employees on a 'trial period' basis of normally 4 weeks. This period may be extended to a maximum of 12 weeks depending on the nature of the role and any retraining that is involved. During this period reviews will be held with the employee and their line manager. The purpose of the reviews will be to monitor progress and allow both parties to comment on the suitability of the redeployment. If it is evident from the outset that the role is not suitable then, with agreement, the trial period may cease early. In cases of redeployment due to ill health then it may be necessary for Occupational Health to also become involved to assess the suitability of the role.
- 14.11 During trial periods and until the employee is confirmed in a post, the CCG in conjunction with the HR team will continue to seek and propose other redeployment opportunities that may arise. Whilst there are no set limit to the number of trial periods that are offered, employees should be made aware that due to the size of the

CCG opportunities are limited, and if a post is unreasonably refused then this may impact on any potential redundancy payment.

- 14.12 Once a work trial has been completed successfully, and all parties are in agreement, a final review meeting will be held and the employee will be confirmed in post and a new contract of employment issued. The outcome of the meeting will be confirmed in writing.
- 14.13 The Terms and Conditions of Service will transfer with an employee who accepts an alternative post including continuous service dates, annual leave entitlement and sick pay entitlement. The employee record will also transfer with the employee e.g. annual leave record, sickness record.
- 14.14 Employees are entitled to be accompanied at any formal meeting relating to their redeployment by a work colleague or recognised trade union representative not acting in a legal capacity.
- 14.15 Employees who unreasonably refuse offers of suitable redeployment opportunities will be putting their employment at risk. In a redundancy situation this may result in their right to a redundancy payment being lost. Please refer to the CCG's **Absence Management, Managing Work Performance** and **Change Management** policies for further information.
- 14.16 Any disputes in relation to determining whether a position is 'suitable alternative employment' must be referred, in writing, to the CCG Chief Officer.
- 14.17 All employees will have the right of appeal against redeployment to a suitable alternative post within the organisation.

15. REDEPLOYMENT OPTIONS

15.1 Redundancy

In a redundancy situation redeployment will be sought at the earliest opportunity, i.e. when the employee is placed "at risk".

Where employees accept redeployment to a temporary or fixed term post, at the end of that period, should no further suitable redeployment opportunities be available, they will receive their redundancy entitlement. Please refer to the CCG's Change Management Policy.

15.2 Capability as a result of Ill Health

In situations where the Occupational Health Unit recommends redeployment due to capability as a result of ill health it is essential that managers refer to the CCG's Management of Attendance policy and give due consideration to:

15.2.1 Reasonable Adjustments

In line with the Equality Act 2010 (and any subsequent amendments) it is essential that where an employee is declared unfit to carry on working in their current position their line manager gives due consideration to any 'reasonable adjustments' that can be made to that employee's provisions, criteria or practices that would enable them to remain in employment.

Where no reasonable adjustments can be identified the line manager must then consider 'suitable alternative employment' (or redeployment).

15.2.2 If an employee's role or methods of working can be adjusted to accommodate their needs the new working practice should be implemented as soon as possible and with approval from the Occupational Health Unit.

15.2.3 Where it is not reasonable or possible to adjust an employee's current role the identification of suitable alternative employment/redeployment within the CCG should be investigated.

15.2.4 The HR team, in consultation with Occupational Health and any other relevant medical advice, will establish the type of work that the employee is able to undertake and note any limitations or restrictions that may apply.

15.3 Capability

15.3.1 In situations where there are issues with the employee's performance and there has been a failure to improve or maintain the agreed performance level within the required timeframe redeployment to a suitable alternative position within the CCG may be considered. Please refer to the Policy on Managing Work Performance.

16. SCHEME OF DELEGATION

16.1 Each policy will contain a scheme of delegation specific to the stages and actions associated to the policy. All Schemes will adopt the levels as outlined below therefore ensuring consistency throughout all policies and clarity within the organisation.

Informal procedure	Line Manager or equivalent level manager from elsewhere within the CCG
Formal procedure	Line manager or equivalent level manager from elsewhere within the CCG or the line managers direct manager if the line manager has been previously involved or implicated and HR Representative

Appeal following formal procedure	Line Managers manager or equivalent who has not previously been involved or implicated and HR Representative
Dismissal Hearings	Chaired by a Director or manager with delegated authority or equivalent plus one other manager who has not previously been involved or implicated and a HR representative. If the respondent is a Director a GP or Lay member of the Governing body will be on the panel with another Director, Lay Member or GP.
Appeal against dismissal	Chaired by a Director plus one other manager and HR representative. If the respondent is a Director two Governing Body members and a HR representative

17. PROCEDURE

Once formal notice has been issued or redeployment has been identified as the most appropriate course of action:

- 17.1 A meeting will be held with the employee and their line manager. The redeployment procedure will be explained in full to the employee concerned, including any potential outcome and the employee's obligations. The notes of the meeting will be confirmed to the individual in writing.
- 17.2 At this meeting the start date of the redeployment period will be agreed (this is usually from the date of the meeting where redeployment has been discussed) and the relevant proforma' will be completed.
- 17.3 The HR team will provide employees with details of all vacancies within the CCG and will ensure that the employee is registered to enable them to access restricted vacancies on the NHS jobs website.
- 17.4 Where employees express an interest in any appropriate vacancies, the CCG and the HR team will meet with the employee concerned to discuss the person specification for the post together with the employee's relevant skills and experience. Any reasonable additional training that could be of benefit to enable the employee to meet the essential criteria on the person specification will also be discussed. A record of this meeting will be held by the manager concerned.
- 17.5 Where a vacancy is agreed to be suitable, the CCG and the HR team will arrange for a meeting with the employee concerned and the manager of the vacancy to discuss the employee's suitability for the post. Additional information may also be sought from Occupational Health if appropriate.

- 17.6 Where all parties agree to a work trial (4 weeks), a date for this to begin will be agreed. In some cases it may be necessary for Occupational Health to carry out a work place assessment, this should be carried out prior to the work trial commencing e.g. if the reason for redeployment is for ill health reasons.
- 17.7 The CCG will arrange for regular reviews to be held during the work trial period with the employee concerned and the line manager of the vacant post.
- 17.8 If the trial period is completed successfully, and all parties are in agreement, the employee will be confirmed in the new post and a new contract of employment will be issued. A HR4 'Variation to Contract' Form should be completed and returned to the HR team.
- 17.9 If the trial period is unsuccessful, the remainder of the redeployment period will continue from the date the trial period ends and the manager, in consultation with the HR team, will endeavour to identify other suitable redeployment opportunities.

Example

An employee begins the 12 week redeployment period on 1st March. On the 1st April (4 weeks later) they begin a trial period in a suitable alternative vacancy. At the end of April it is mutually agreed that the vacancy isn't suitable. The remainder of the redeployment period (8 weeks) begins on 1st May.

If, after the redeployment period:-

- no suitable redeployment opportunities have been identified; or
- the employee has failed to complete any work trials successfully; or
- the employee has refused to accept any suitable work trials,

the termination of the employee's Contract of Employment would proceed in line with the relevant policy.

18. SALARY PROTECTION

- 18.1 For employees who are being re-deployed due to ill health/capability, once the trial period has been completed successfully and the employee has been confirmed in the 'new' position they will normally receive the rate of pay for that post.
- 18.2 Protection arrangements will not normally apply to employees who are redeployed for ill health/capability reasons.
- 18.3 In cases of redeployment due to redundancy, the relevant Pay Protection Policy would be applied.
- 18.4 Where employees are already receiving a protection payment this will be reviewed and any necessary amendments will be made.

19. APPEALS

- 19.1 An employee who feels they are being treated unfairly under this policy may invoke the CCG's Grievance procedure at the appropriate stage. Please refer to the Grievance Procedure.
- 19.2 Appeals against redeployment as an alternative to dismissal will be considered as part of the disciplinary appeals process. Please refer to the Disciplinary Policy and Procedure.

APPENDIX 1: Redeployment Register: Record of employee information

Redeployment Register: Record of employee information

The following form will be used to identify any vacancies that may be of interest to you. Such vacancies will be shared with you and you will have the opportunity to apply as a priority applicant on the redeployment register in accordance with the CCG Redeployment Policy.

Name	
Date	

Please outline your current skills and experience:	
Please indicate the nature of the work sought, including pay bands that you would like to be considered for:	
Please indicate your preferred location and any others that you would like to be considered for:	

<p>Please highlight any opportunities that would assist you while you are on the redeployment register in securing alternative employment e.g.:-</p> <ul style="list-style-type: none"> • Work shadowing • Project work • Mentoring • Secondment • Employer supported volunteering • Short skilled based programmes • Conferences/Events <p><i>Please provide relevant detail where you indicate any support that may assist you</i></p>	
<p>Please highlight any additional assistance you may require with job applications e.g.:-</p> <ul style="list-style-type: none"> • Interview preparation • CV writing • Career coaching 	
<p>Personal Circumstances</p>	
<p>In this section, please indicate any personal circumstances that may impact on roles that you would consider to be suitable and specify any requirements or restrictions e.g. working patterns, that may need to be considered as a result</p>	
<ul style="list-style-type: none"> • Child at childcare provider elsewhere and not convenient to new site 	
<ul style="list-style-type: none"> • School drop off/pick up 	
<ul style="list-style-type: none"> • Incur additional childcare costs 	
<ul style="list-style-type: none"> • Caring for dependants 	
<ul style="list-style-type: none"> • Another job 	
<ul style="list-style-type: none"> • Study commitments 	
<ul style="list-style-type: none"> • Health/disability issues 	
<ul style="list-style-type: none"> • Other 	
<p>Requirements and/or any restrictions that would need to be considered as a result:</p>	

Equality Impact Analysis: Form

October 2017

For support with completion of this documentation, please see the accompanying guidance and/or contact the Equality Lead in the eMBED Health Consortium

INTEGRATED IMPACT ASSESSMENT

Policy/project/function/service	Redeployment Policy	
Date of analysis:	14/08/2017	
Type of analysis completed	Quality	
	Equality	Yes
	Sustainability	Yes
What are the aims and intended effects of this policy/project or function?	<p>The aim of this policy is to ensure that the procedure to be followed is clear and transparent to all employees and the roles and responsibilities of all parties are clearly understood.</p> <p>The CCG will endeavour to redeploy employees who are at risk of losing their job as result of ill health capability, performance, redundancy or end of fixed term contract lasting more than twelve months. However, owing to the size of the organisation, it must be recognised that there may be limited opportunities for redeployment.</p>	
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Change Management Policy • Policy on Managing Work Performance • Absence Management Policy • Disciplinary Policy • Pay Protection Policy. 	
Who does the policy, project, function or service affect?	Employees	Yes
	Service users	No
	Members of the public	No
	Other (please list)	No

QUALITY IMPACT

	Please 'X' ONE for each	Brief description of potential impact	Mitigation strategy and monitoring	Risk 5 x 5 risk matrix)
	Chance of Impact on Indicator			

	Positive Impact	No Impact	Negative Impact		arrangements	Likelihood	Consequence
	X	X	X				
PATIENT SAFETY							
Patient safety /adverse events		X					
Mortality position		X					
Infection control MRSA/CDIFF		X					
CQC status		X					
NHSLA / CNST		X					
Mandatory/statutory training		X					
Workforce (vacancy turnover absence)		X					
Safe environment		X					
Standard & suitability of equipment		X					
CLINICAL EFFECTIVENESS							
NICE Guidance and National Quality Standards, e.g. VTE, Stroke, Dementia		X					
Patient related outcome measures		X					
External accreditation e.g. professional bodies i.e. RCN		X					
CQUIN achievement		X					
PATIENT EXPERIENCE							
Will there be an impact on patient experience if so how		X					

Will it impact on carers if so how		X					
INEQUALITIES OF CARE							
Will it create / reduce variation in care provision?		X					
STAFF EXPERIENCE							
What is the impact on workforce capability care and skills?		X					
Will there be a change in working practice, if so, how?		X					
Will there be an impact on training		X					
TARGETS / PERFORMANCE							
Will it have an impact on performance, if so, how?		X					
Could it impact on the achievement of local, regional, national targets, if so, how?		X					
EQUALITY IMPACT							
Analysis Rating (see completion notes)	Red		Red/Amber		Amber	Yes	Green
Approved by:	Commissioner Lead:				GP lead for E&D:		
	Date				Date		
Local Profile Data							
General	Total Employed - 73						

Gender (Men and Women)	Males - 23.29% Females - 76.71
Race (All Racial Groups)	White British - 82.19% Asian or Asian British - Indian - 1.37% Asian or Asian British - Any other Asian background - 1.37% Asian Unspecified - 1.37% Any Other Ethnic Group - 1.37% Undefined - 10.96% Not Stated - 1.37%
Disability (Mental and Physical, Sensory Impairment, Autism, Mental Health Issues)	No - 19.18% Not Declared - 1.37% Undefined - 79.45%
Religion or Belief	Christianity - 12.33% Sikhism - 1.37% I do not wish to disclose - 5.48% Undefined - 80.82%
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	Heterosexual - 12.33% I do not wish to disclose - 5.48% Undefined - 82.19%
Pregnancy and Maternity	4.11% since CCG formed
Transgender	No Information currently available
Marital Status	Civil Partnership - 1.37% Divorced - 9.59% Married - 64.38% Single - 23.29% Null - 1.37%

Age	<p>21 - 25 - 1.37%</p> <p>26 - 30 - 2.74%</p> <p>31 - 35 - 8.22%</p> <p>36 - 40 - 16.44%</p> <p>41 - 45 - 6.85%</p> <p>46 - 50 - 17.81%</p> <p>51 - 55 - 19.18%</p> <p>56 - 60 - 23.29%</p> <p>61 - 65 - 1.37%</p> <p>66 - 70 - 12.74%</p>
Equality Data	
Is any equality data available relating to the use or implementation of this policy, project or function?	Yes
List any consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function.	<p>Staff Consultation</p> <p>Social Partnership Forum Policy Group</p>
Promoting inclusivity; How does the project, service or function contribute to our aims of eliminating discrimination and promoting equality and diversity?	<p>This Policy does not directly promote inclusivity and designed to assist all employees who are at risk of losing their job as a result of ill health capability, performance, redundancy or end of a fixed term contract of over a year in a fair manner which should contribute to the aim of eliminating discrimination</p>
Equality Impact Risk Assessment test	

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by <i>The Equality Act 2010</i> ?				
Protected Characteristic:	No Impact	Positive Impact	Negative Impact	Evidence of impact and if applicable justification where a <i>Genuine Determining Reason</i> exists
Gender (Men and Women)	X			Considered - no Impact
Race (All Racial Groups)	X			Considered - No Impact
Disability (Mental and Physical, Sensory Impairment, Autism, Mental Health Issues)		X	X	<ul style="list-style-type: none"> • Opportunities for individuals whom, as a result of ill-health/disability, need to be redeployed as reasonable adjustments cannot be made to their current role- positive impact • Where disabled employees are redeployed for other reasons, cost implications of reasonable adjustments might be a consideration – negative impact – see action plan
Religion or Belief	X			Considered - no Impact
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	X			Considered - no Impact
Pregnancy and Maternity	X			Considered - no Impact
Transgender	X			Considered - no Impact
Marital Status	X			Considered - no Impact
Age	X			Considered - no Impact
Action Planning				
As a result of performing this Equality Impact Analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by The Equality Act 2010?				
Identified Risk:	Recommended Action:	Responsible Lead	Completion Date	Review Date

Where disabled employees are redeployed for other reasons, cost implications of reasonable adjustments might be a consideration	Where disabled employees are redeployed, HR processes should ensure that any decision meets the requirements of the Equality Act 2010	HR	Ongoing	On review of the policy

SUSTAINABILITY IMPACT

Staff preparing a Policy / Board Report / Committee Report / Service Plan / Project are required to complete a Sustainability Impact Assessment. Sustainability is one of the Trust's key Strategies and the Trust has made a corporate commitment to address the environmental effects of activities across Trust services. The purpose of this Sustainability Impact Assessment is to record any positive or negative impacts that this activity is likely to have on each of the Trust's Sustainability Themes.

	Positive Impact	Negative Impact	No Specific Impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Reduce Carbon Emission from buildings by 12.5% by 2010-11 then 30% by 2020			X	
New builds and refurbishments over £2million (capital costs) comply with BREEAM Healthcare requirements.			X	
Reduce the risk of pollution and avoid any breaches in legislation.			X	
Goods and services are procured more sustainability.			X	
Reduce carbon emissions from road vehicles.			X	

Reduce water consumption by 25% by 2020.			X	
Ensure legal compliance with waste legislation.			X	
Reduce the amount of waste produced by 5% by 2010 and by 25% by 2020			X	
Increase the amount of waste being recycled to 40%.			X	
Sustainability training and communications for employees.			X	
Partnership working with local groups and organisations to support sustainable development.			X	
Financial aspects of sustainable development are considered in line with policy requirements and commitments.			X	

