

1. Equality Impact Analysis									
Policy / Project / Function:	Change Management Policy HaRD 010								
Date of Analysis:	30 July 2014								
This Equality Impact Analysis was completed by: (Name and Department)	CSU workforce service								
What are the aims and intended effects of this policy, project or function ?	<p>The purpose of this document is to set out the CCG's approach to the management of organisational change and the procedures that should be followed by managers wishing to implement major change.</p> <p>The principles and procedures support the aim of managing strategic and operational change in a way that is both supportive to staff and enhances the provision of the highest quality provision of patient care</p>								
Please list any other policies that are related to or referred to as part of this analysis?	<ul style="list-style-type: none"> • Disciplinary Policy • Grievance Policy • Travel and Expenses Policy • Pay Protection Policy • Redeployment Policy • Starting Salaries Policy • Maternity, Paternity, Adoption and Parental Leave Policy • Agenda for Change Handbook 								
Who does the policy, project or function affect ? Please Tick ✓	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Employees</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Service Users</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Employees	<input checked="" type="checkbox"/>	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List Below)	<input type="checkbox"/>
Employees	<input checked="" type="checkbox"/>								
Service Users	<input type="checkbox"/>								
Members of the Public	<input type="checkbox"/>								
Other (List Below)	<input type="checkbox"/>								

2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race		✓		✓	Considered no impact
Age	✓		✓		<p><u>Positive Impact</u> The policy refers to the fact that eligible employees have the option of accessing early retirement.</p> <p><u>Negative Impact</u> If costs are viewed as a method of determining voluntary redundancies, this could be considered a disadvantage to older people</p>
Sexual Orientation		✓		✓	Considered no impact
Disabled People	✓			✓	<p><i>Para 7.1 states Managers should be mindful of the need to consider making reasonable adjustments and para 7.2.3 states staff will be treated as individuals with due regard to their personal and employment circumstances</i></p> <p>The above are clear and positive statements to staff with disabilities.</p>
Gender	✓			✓	<p>Any redeployment should take account of the employee's ability to work a particular pattern. This is covered in para 7.2.3 which states <i>staff will be treated as individuals with due regard to their personal and employment circumstances</i> and is important for staff with caring responsibilities</p> <p>Human Rights Commission in their report <i>How Fair is Britain?</i></p>

					<p><i>'Throughout their lives, women are much more likely than men to take on unpaid care responsibilities both for children, and for older people.'</i></p> <p>In addition the following data is available from the 2011 ONS census: <i>Just over half (58%) of the 5.41 million people providing some level of unpaid care in England are female and 42% are male. Female carers are representative of 11.9% of the total female population of England and Wales, and male carers are representative of 9% of the male population.</i></p> <p>It is possible that para 7.2.3 will have a potential positive impact on women carers as group undergoing redeployment, though men will be given equal consideration. 81.73% of staff employed by the CGG are female</p>
Transgender People		✓		✓	Considered no impact
Pregnancy and Maternity	✓			✓	Policy makes specific reference to ensure that staff on maternity leave are given the opportunity to participate in consultation
Marital Status		✓		✓	Considered no impact
Religion and Belief		✓		✓	Considered no impact
Reasoning					
If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7					

3. Equality Impact Analysis: Local Profile Data

Local Profile / Demography of the Groups affected as at July 2014	
General	Total number of employees in the CCG is 22
Age	72.73% are aged 30-55 29.27% of staff are over 55 No employees are under 30
Race	90.9% staff employed in the CCG are White 4.55% staff are Black 4.55% of staff have are not stated/undefined their ethnicity
Sex	54.55% staff employed are male 45.45% staff employed are female
Gender reassignment	No information at this stage
Disability	86.36% of staff employed declared themselves as having no disability 13.64% did not declare /undefined No staff have declared a disability
Sexual Orientation	77.27% of staff described themselves as heterosexual 22.73% did not wish to respond /undefined
Religion, faith and belief	Christianity is the largest religious group declared by staff in the CCG (40.91%) 27.27% declared themselves Atheist 27.27% were undefined or did not wish to declare 4.55% of staff have other beliefs/religious beliefs
Marriage and civil partnership	81.81% of employees are married. No employees are in a civil partnership. The remainder (18.19%) are single/divorced/legally separated or widowed
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

4. Equality Impact Analysis: Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p style="text-align: center;">Yes -employee data</p> <p style="text-align: center;">✓ No</p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>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>	<p>Consultation has taken place both locally and nationally with Trade Unions and staff</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>The Policy does not specifically promote Inclusivity but provides a framework for the management of change in order to reduce the risk of discrimination</p>

5. Equality Impact Analysis: 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 *The Equality Act 2010* ?

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)		✓		<p>Any redeployment should take account of the employee's ability to work a particular pattern. This is covered in para 7.2.3 which states <i>staff will be treated as individuals with due regard to their personal and employment circumstances</i> and is important for staff with caring responsibilities</p> <p>Human Rights Commission in their report <i>How Fair is Britain?</i> <i>'Throughout their lives, women are much more likely than men to take on unpaid care responsibilities both for children, and for older people.'</i></p> <p>In addition the following data is available from the 2011 ONS census: <i>Just over half (58%) of the 5.41 million people providing some level of unpaid care in England are female and 42% are male. Female carers are representative of 11.9% of the total female population of England and Wales, and male carers are representative of 9% of the male population.</i></p> <p>It is possible that para 7.2.3 will have a potential positive impact on women carers as group undergoing redeployment, though men will be given equal consideration. 81.73% of staff employed by the CGG are female</p>
Race (All Racial Groups)	✓			Considered no impact
Disability (Mental and Physical)		✓		<p>Para 7.1 states <i>Managers should be mindful of the need to consider making reasonable adjustments</i> and para 7.2.3 states <i>staff will be treated as individuals with due regard to their personal and employment circumstances</i> The above are clear and positive statements to staff with disabilities.</p>

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
Religion or Belief	✓			Considered no impact
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	✓			Considered no impact
Pregnancy and Maternity		✓		Policy makes specific reference to ensure that staff on maternity leave are given the opportunity to participate in consultation
Transgender	✓			Considered no impact
Marital Status	✓			Considered no impact
Age		✓	✓	<p><u>Positive Impact</u> The policy refers to the fact that eligible employees have the option of accessing early retirement.</p> <p><u>Negative Impact</u> If costs are viewed as a method of determining voluntary redundancies, this could be considered a disadvantage to older people</p>

6. Action Planning

As a result of performing this 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 Actions:	Responsible Lead:	Completion Date:	Review Date:
If costs are viewed as a method of determining voluntary redundancies, this could be considered a disadvantage to older people	Careful consideration should be given to groups of staff where voluntary redundancy is refused on the basis of cost	Head of HR	When policy is implemented	When policy is implemented

7. Equality Impact Analysis Findings

Analysis Rating:	<input type="checkbox"/> Red	Red/Amber	<input checked="" type="checkbox"/> Amber	<input type="checkbox"/> Green
-------------------------	------------------------------	-----------	---	--------------------------------

		Actions	Wording for Policy / Project / Function
Red Stop and remove the policy	Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed.	Remove the policy Complete the action plan above to identify the areas of discrimination and the work or actions which needs to be carried out to minimise the risk of discrimination.	No wording needed as policy is being removed
Red Amber Continue the policy	As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken.	The policy can be published with the EIA List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE). Consider if there are any potential actions which would reduce the risk of discrimination. Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.	As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason exists which justifies the use of this policy and further professional advice. <i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i>

Equality Impact Findings (continued):

		Actions	Wording for Policy / Project / Function
<p>Amber</p> <p>Adjust the Policy</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p>	<p>The policy can be published with the EIA</p> <p>The policy can still be published but the Action Plan must be monitored to ensure that work is being carried out to remove or reduce the discrimination.</p> <p>Any changes identified and made to the service/policy/ strategy etc. should be included in the policy.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></p>
<p>Green</p> <p>No major change</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>	<p>The policy can be published with the EIA</p> <p>Another EIA must be completed if the policy is changed, reviewed or if any discrimination is identified at a later date</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

Brief Summary/Further comments	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p>
---------------------------------------	---

Approved By		
Job Title:	Name:	Date:

