

**EQUALITY IMPACT ANALYSIS**  
**MANAGING WORK PERFORMANCE POLICY**  
**HaRD 015**

**A POLICY OF PROVIDING A GUIDE TO TRUST SERVICES IN ENGLISH ONLY**

<b>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> ?</b>				
<b>Protected Characteristic:</b>	<b>No Impact:</b>	<b>Positive Impact:</b>	<b>Negative Impact:</b>	<b>Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists</b>
<b>Gender</b> (Men and Women)	✓			
<b>Race</b> (All Racial Groups)			✓	People who cannot read English will not be able to have access to this information.
<b>Disability</b> (Mental and Physical)			✓	People who are blind or partially sighted or have a learning difficulty may not be able to have access to this information.
<b>Religion or Belief</b>	✓			
<b>Sexual Orientation</b> (Heterosexual, Homosexual and Bisexual)	✓			
<b>Pregnancy and Maternity</b>	✓			
<b>Transgender</b>	✓			
<b>Marital Status</b>	✓			
<b>Age</b>	✓			

### 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:
<p>People who cannot read English will not be able to have access to this information</p>	<p>Speak with people who already work with different racial groups to find out how they think the information could be made accessible to them.</p> <p>Proactively produce information in a specific language where there is a specific need.</p>			
<p>People who are blind or partially sighted or have a learning difficulty may not be able to have access to this information</p>	<p>Engage with local communities from different disabilities to find out how they in what way they would like to access this information.</p> <p>Speak with people who already work with different disabilities to find out how they think the information could be made accessible to them.</p> <p>Proactively produce information in a specific format as recommended by groups (look at font size, coloured paper)</p>			

## Equality Impact Analysis

<b>Policy / Project / Function:</b>	Managing Work Performance Policy								
<b>Date of Analysis:</b>	30 September 2014								
<b>This Equality Impact Analysis was completed by: (Name and Department)</b>	Workforce Policy Lead								
<b>What are the aims and intended effects of this policy, project or function ?</b>	<ul style="list-style-type: none"> <li>• The Clinical Commissioning Group (CCG) has the right and responsibility to establish its' requirements in standards of work to be achieved by its employees, so long as these are realistic and clearly defined. In order to fulfil this responsibility the CCG will ensure that individual employees' work is monitored fairly.</li> <li>• The CCG is committed to valuing all of its employees and will encourage them, through guidance, training and development, to perform in their role on a consistent basis. Where there is an identified failure in performance, the CCG will, as part of the process of encouragement and support, discuss with the employee the reasons giving rise to that situation.</li> </ul>								
<b>Please list any other policies that are related to or referred to as part of this analysis?</b>	<ul style="list-style-type: none"> <li>• CCG Health and Attendance Policy</li> <li>• CCG Disciplinary Policy</li> <li>• CCG Bullying and Harassment Policy</li> </ul>								
<b>Who does the policy, project or function affect ?</b>  Please Tick ✓	<table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Employees</td> <td style="text-align: right;"><input checked="" type="checkbox"/></td> </tr> <tr> <td style="padding-left: 20px;">Service Users</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td style="padding-left: 20px;">Members of the Public</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td style="padding-left: 20px;">Other (List Below)</td> <td style="text-align: right;"><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"/>								

### 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	
<b>Race</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact
<b>Age</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact
<b>Sexual Orientation</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact
<b>Disabled People</b>	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	<p>Para 5.2 specifically mentions issues of performance arising out of disability (Equality Act 2010). 0% of staff have declared a disability.</p> <p>In Yorkshire and Humber the population statistics are :</p> <p>Day-to-Day Activities Limited a Lot 8.43%</p> <p>Day-to-Day Activities Limited a Little 9.92%</p> <p>Day-to-Day Activities Not Limited 81.65%</p> <p>In terms of national data :</p> <p>National evidence is that 'Disabled people are significantly more likely to experience unfair treatment at work than non-disabled people. In 2008, 19 per cent of disabled people experienced unfair treatment at work compared to 13 per cent of non-disabled people' (source: Office for Disability issues)</p>
<b>Gender</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact

<b>Transgender People</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact
<b>Pregnancy and Maternity</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact
<b>Marital Status</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact
<b>Religion and Belief</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Review undertaken no impact
<b>Reasoning</b>	Para 5.2 specifically mentions issues of performance arising out of disability (Equality Act 2010) – positive impact. Makes all reasonable provision to ensure equity of access to all staff. Any review of the policy should, however, cover how it has been applied and not just its intention.				
<b>If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7</b>					

## Equality Impact Analysis: Local Profile Data

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

## Equality Impact Analysis: Equality Data Available

<p><b>Is any Equality Data available relating to the use or implementation of this policy, project or function?</b></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"> <li>1. Application success rates <i>Equality Groups</i></li> <li>2. Complaints by <i>Equality Groups</i></li> <li>3. Service usage and withdrawal of services by <i>Equality Groups</i></li> <li>4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i></li> <li>5. <i>Previous EIAs</i></li> </ol>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></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><b>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</b></p>	<p>CSU’s including local partnership forums</p> <p>Management / Staff Side</p> <p>National CSU Partnership Forum</p>
<p><b>Promoting Inclusivity</b>  <b>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</b></p>	<p>This Policy does not directly promote inclusivity, but sets out a framework to manage performance in a fair and consistent manner</p>

### 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
<b>Gender</b> (Men and Women)	✓			Review undertaken no impact
<b>Race</b> (All Racial Groups)	✓			Review undertaken no impact
<b>Disability</b> (Mental and Physical)				Para 5.2 specifically mentions issues of performance arising out of disability (Equality Act 2010). 0% of staff have declared a disability. However, the CCG views that consideration should be given to staff who may become disabled and/or employees who are recruited with disabilities in the future (ref local population data)
<b>Religion or Belief</b>	✓			Review undertaken no impact
<b>Sexual Orientation</b> (Heterosexual, Homosexual and Bisexual)	✓			Review undertaken no impact
<b>Pregnancy and Maternity</b>	✓			Review undertaken no impact
<b>Transgender</b>	✓			Review undertaken no impact
<b>Marital Status</b>	✓			Review undertaken no impact
<b>Age</b>	✓			Review undertaken no impact



### 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:
No identified risks, however equal application is essential	Monitoring the use of the policy	Workforce Manager	Review after one year	Annually

## Equality Impact Analysis Findings

<b>Analysis Rating:</b>	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input type="checkbox"/> Amber	<input type="checkbox"/> X Green
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		Actions	Wording for Policy / Project / Function
<p><b>Red</b></p> <p><b>Stop and remove the policy</b></p>	<p><b>Red:</b> 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.</p>	<p><b>Remove the policy</b></p> <p>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.</p>	<p>No wording needed as policy is being removed</p>
<p><b>Red Amber</b></p> <p><b>Continue the policy</b></p>	<p>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.</p>	<p><b>The policy can be published with the EIA</b></p> <p>List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE).</p> <p>Consider if there are any potential actions which would reduce the risk of discrimination.</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 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.</p> <p><b><i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i></b></p>

### Equality Impact Findings (continued):

		Actions	Wording for Policy / Project / Function
<p><b>Amber</b></p> <p><b>Adjust the Policy</b></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><b>The policy can be published with the EIA</b></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><b><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></b></p>
<p><b>Green</b></p> <p><b>No major change</b></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><b>The policy can be published with the EIA</b></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>

<b>Brief Summary / Further comments</b>	<p>This analysis highlights that there is the potential for issues relating to performance to arise out of a disability and this is specifically covered in paragraph 5.2 of the policy.</p>
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<b>Approved By</b>		
<b>Job Title:</b>	<b>Name:</b>	<b>Date:</b>