

OBJECTIVE SETTING AND REVIEW POLICY

July 2015

Authorship :	YHCS Workforce Policy Lead
Committee Approved :	CCG Senior Management Team and Joint Trade Union Partnership Forum
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Review Date :	July 2018
Equality Impact Assessment :	Completed – Screening
Sustainability Impact Assessment :	Completed
Target Audience :	This policy applies to all CCG employees employed under Agenda for Change terms and conditions and those managing such staff must apply this policy.
Policy Reference No. :	HaRD 016
Version Number :	1.0

The online 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 and Date	Date on Intranet
1.0	Harrogate and Rural District Senior Management Team	New Policy	JTUPF 31 July 2015 and CCG Senior Management Team 18 May 2015	25 September 2015

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1 INTRODUCTION

This policy has been developed to define Harrogate and Rural District Clinical Commissioning Group's (hereafter known as 'the CCG') systematic approach to appraisals and pay progression. Changes introduced to Agenda for Change in 2013 have revised the application of incremental rises. The Corporate Objectives of each individual in the CCG should be aligned to the CCG's overarching objectives and values and continue to be underpinned by the core competency dimensions. This policy provides the CCG's appraisal system which is directly linked to individuals' performance.

2 ENGAGEMENT

This policy combines the NHS Business Services Authority (NHS BSA) Ongoing Review and Objectives and Pay Progression policies, which were negotiated nationally with staff side representatives. It has been tailored for local use within the CCG where staff members and the Senior Management Team have had the opportunity to engage with its development prior to approval and ratification through the local Joint Trade Union Partnership forum.

3 IMPACT ANALYSES

3.1 Equality

In applying this policy, the CCG will have due regard to 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 addition to offending background, trade union membership, or any other personal characteristic.

An Equality Impact Assessment is attached at Appendix 1. As a result of performing the analysis, potential impacts have been identified resulting from the application of this policy however these should be minimised by fair and consistent application of the policy and regular reviews.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 2. The conclusion(s) drawn from the sustainability assessment is that the policy may have a positive impact in promoting and supporting equal employment opportunities under the workforce theme.

3.3 Bribery Act 2010

The Bribery Act is particularly relevant to this policy. Under the Bribery Act it is a criminal offence to :

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and

- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the CCG intranet) when considering whether to offer or accept gifts and hospitality and / or other incentives.

Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

4 SCOPE

This policy applies to all CCG employees employed under Agenda for Change terms and conditions and those managing such staff must apply this policy.

In accordance with the CCG's commitment to equality and diversity, and in line with the Equality Act 2010, this policy is to be applied equitably and fairly. Individual specific requirements related to a particular need will always be considered by line managers and met with discretion.

5 POLICY PURPOSE AND AIMS

Objective setting and review is an integral part of ensuring individual and organisational objectives are aligned and managed effectively. In order to ensure objectives are appropriate and individuals are supported to achieve them and progress is monitored there should be regular meetings between individuals and their managers. The purpose of this policy is to provide a framework for individuals to be managed and their performance regularly appraised. An element of this is ensuring an individual's pay is linked to their performance by implementing the revised conditions in the Agenda for Change (AfC) handbook that relate to Pay Progression. These updated terms and conditions allow for deferring incremental pay progression in exceptional circumstances relating to significant weaknesses. It is not intended that this policy should be used to manage disciplinary matters: any disciplinary issue that arises should be managed in line with the CCG's Disciplinary policy.

Incremental pay progression for all pay points, within each pay band, will be conditional upon individuals demonstrating that they have the requisite knowledge and skills / competencies for their role and that they have demonstrated the required level of performance and delivery during the annual review period as determined locally in line with AfC Annex W.

Provided the appropriate level of performance and delivery has been achieved during the annual review period, as evidenced in the appraisal documentation, individuals will progress from pay point to pay point on an annual basis.

For pay Bands 1 to 7, 8A and 8B this will apply to all the pay points in each pay band.

For pay Bands 8C, 8D and 9 this will apply for the first 4 pay points in the band only.

Pay progression beyond the first four pay points in pay Bands 8c, 8d and 9 will be dependent upon the achievement of locally determined levels of performance. Pay

progression to the last two incremental points will have to be earned annually, and only retained where the agreed level of performance is attained.

Any amendments to the terms set out in Annex W of AfC, including time-limited variations and Pay Circulars, will supersede the terms set out in this policy and local guidance will be made available where necessary.

6 DEFINITIONS

AfC - Agenda for Change Terms and Conditions of Service

BSA – Business Services Authority

Control Objectives - The required performance criteria defined by the organisation as being essential to pay progression

PPD – Personal performance and Development

Significant Weakness - ‘Significant weaknesses’ are those which prevent a staff member from continuing to apply consistently, across a recognised normal workload, the knowledge and skills specified under the post outline, without continued supervision and support inappropriate to the post.

7 ROLES / RESPONSIBILITIES / DUTIES

Workforce Team

The Workforce Team is responsible for :

- Providing advice and guidance in relation to the application of this policy
- Advising the CCG as to any required amendments to the policy or procedure
- Providing reports to the CCG on the completion of mandatory and statutory training, professional registration and incremental dates.

Senior Management Team (SMT)

The Senior Management Team is responsible for :

- Setting and communicating organisational control objectives
- Cascading the CCG’s Strategic Priorities
- Ensuring all staff receive regular supervision from line managers and arrangements are made during times of line managers’ absences
- Ensuring the policy is applied in a consistent and equitable manner
- Reviewing the application of this policy.

Line Managers

Line managers are responsible for :

- Ensuring this policy and procedure is applied to all staff accountable to them for annual appraisals. It is the responsibility of the manager to ensure that they

complete the CCG appraisal process, providing details of whether an employee is able to proceed through their pay increment or if a deferral needs to take place

- Conducting annual appraisals/development reviews and ensuring that they have access to regular reports giving the names of their staff and their incremental date
- Ensuring they have the appropriate knowledge and skills and have attended suitable training to correctly apply this policy and procedure including equality training
- Making decisions to defer incremental pay progression where appropriate.

Employees

Employees are responsible for :

- Raising awareness of their incremental date with their line manager a minimum of four months prior to their incremental date thus ensuring a date is agreed for their appraisal three months prior to the incremental date. Engaging with all aspects of the appraisal system as a failure to take part without good cause could result in their incremental progression being deferred for a period.

8 IMPLEMENTATION

To support the initial implementation of this policy awareness sessions will be provided as required by the YHCS Workforce Team. Once approved this policy will be implemented across the CCG and used by all staff as defined in the scope of this policy.

Any attempts to use this policy maliciously may be investigated and may result in the matter being treated as a disciplinary offence under the CCG's disciplinary procedure.

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

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 AND AWARENESS

This policy will be available to all staff on the CCG intranet. Training needs will be identified via the appraisal process and training needs analysis. Guidance on the application of this policy can be sought from other CCG colleagues and the Workforce Team.

10 MONITORING AND AUDIT

The implementation of this policy will be audited on an annual basis by the CCG and reported to CCG Senior Management Team.

11 POLICY REVIEW

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

12 REFERENCES

- Agenda for Change Terms and Conditions of Service Handbook
- NHS BSA Ongoing Review and Objectives Policy
- NHS Incremental Pay Progression Policy
- NHS Knowledge and Skills Framework and the Development Review Process
- Disciplinary Policy
- Managing Work Performance Policy
- Professional Registration Policy
- Training and Development Policy
- Statutory and Mandatory Framework
- The NHS Staff Council Additional Staff Council FAQs for England

13 ASSOCIATED DOCUMENTATION

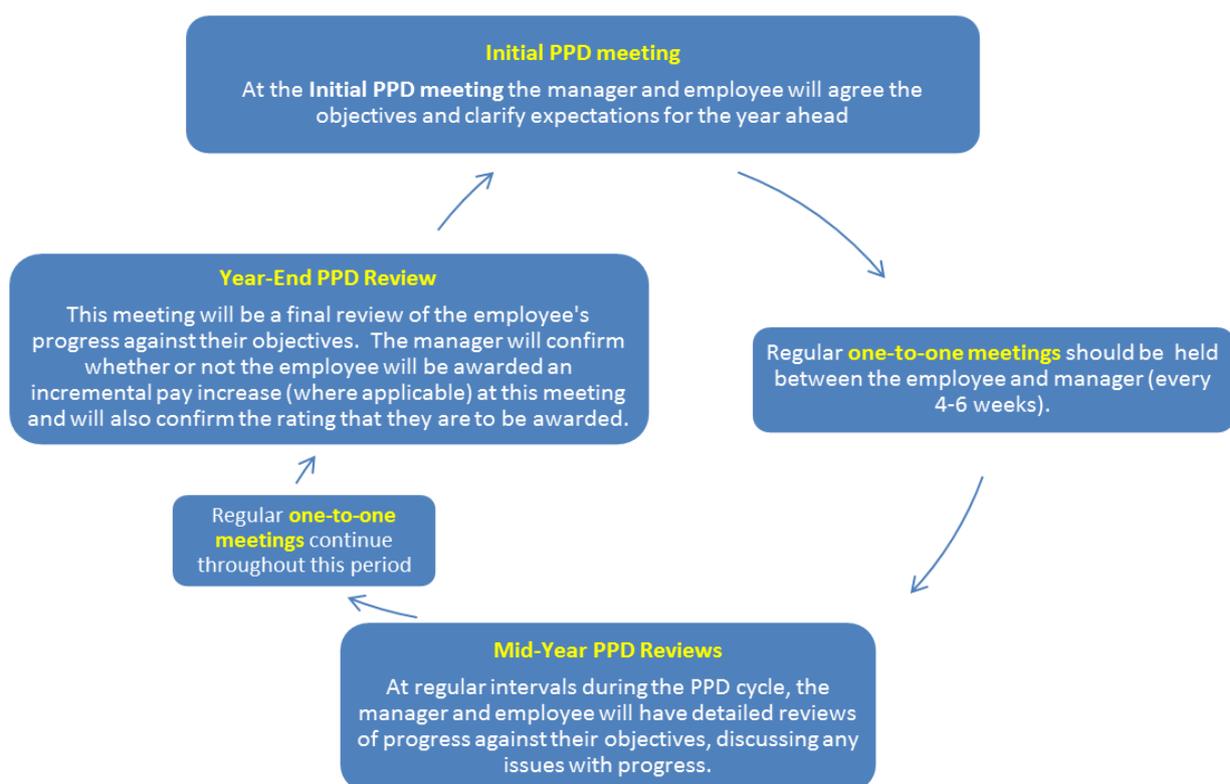
- NHS Core Competencies
- My Part: The HaRD CCG PPD Paperwork
- My Part: The HaRD CCG PPD Guidance Notes

14 PROCEDURE

14.1 Appraisal Cycle

At the start of the appraisal process an individual should meet with their line manager, or other appropriate senior manager, to set their Corporate Objectives and record these on the PPD Paperwork. This is usually a one off meeting that should occur when an employee commences in their role or to commence the implementation of the CCG's Objective Setting and Review Policy and Procedure. After this initial meeting all further discussions should take place within the usual appraisal cycle. Figure 1 shows the annual appraisal cycle.

Figure 1



Where an individual's post has been re-graded under Agenda for Change and this has resulted in a different band the objectives should be revised and the cycle start from the beginning.

For an individual who joins the CCG from another NHS employer on the same band, therefore retaining their existing incremental date, they will be set objectives upon joining the CCG and their performance will also be managed in accordance with the relevant probationary period policy. If their next incremental date is due within 6 months of joining the CCG they will automatically proceed through their next incremental point and the objectives will carry forward to the first full appraisal cycle. If there is longer than 6 months between their start date and incremental date then a Year-End PPD should be held prior to their incremental date as with existing employees.

14.2 Ongoing Management and Review

Managers should hold one-to-one meetings with all employees on a regular basis. It is recommended that meetings are held every four to six weeks (or within locally agreed departmental time frames where appropriate).

14.3 Performance and Disciplinary issues

Should a performance or disciplinary matter arise this should be managed in accordance with the CCG's performance or disciplinary policy in the first instance. It is usual for disciplinary matters to be managed separately to this policy apart from in exceptional circumstances where they are highly relevant to performance. Where there is an outstanding performance issue, and / or in exceptional circumstances a disciplinary matter, the formal meetings should discuss the performance / disciplinary process(es) being used to address the issue and progress being made towards achieving the set objectives. The matter should not be wholly managed under this policy.

14.4 Year-End PPD Review

Each year every individual will have a Year-End PPD Review. This should take place 6-12 weeks ahead of the individual's incremental date / anniversary. The purpose of this meeting is to review the previous year's performance, confirm any impact this will have on the individual's pay and set objectives for the next year. These objectives will include work related Corporate Objectives, behavioural targets and organisational control objectives.

The whole review period should be assessed, rather than recent events, ensuring there is timely recognition of accomplishment or feedback on poor performance. Any issues of performance, competencies or skills should be raised well in advance of the Year-End PPD Review and line managers should ensure there are no surprises at the review.

14.5 Deferral of Pay Progression and Withdrawal of Annually Earned increments

Pay progression may be deferred for one or more of the following reasons:

14.5.1 Failure to achieve the CCG's Control Objectives

The CCG has control objectives which are must do's for all staff. These may change dependant on the needs of the organisation but will always be clearly communicated to all staff and this will be documented. As a minimum the Control objectives include completion of all mandatory and statutory training. The checklist in the PPD Paperwork should be used to identify the control objectives applicable to each individual. Deferral of Pay (Bands 1 – 8C) or withdrawal of an annually earned increment (Bands 8C-9) will be automatic for this reason, unless in exceptional circumstances e.g. employee absence (see paragraph 14.9). Failure to achieve the control objectives may result in action being taken under the CCG's Policy on Managing Performance at Work or Disciplinary Policy as appropriate.

14.5.2 As an outcome from a Disciplinary Hearing

In accordance with the CCG's Disciplinary Policy an individual's pay progression may be deferred, or an annually earned pay point (Bands 8c-9) may be withdrawn, as an outcome of a disciplinary hearing. For this to take place this must be determined by

the disciplinary panel and the disciplinary offence must be highly relevant to the individual's performance. Deferral of Pay or withdrawal of an annually earned increment will be automatic for this reason. It is normally expected that disciplinary matters are separate to and will have no impact on pay progression, or retention of annual earned increments.

14.5.3 Failure to perform satisfactorily against Performance and Behavioural Objectives

The PPD Paperwork should identify objectives for each individual that are relevant to organisational objectives, the individual's role and the Core Competency Framework. Failure by an individual to perform in the role to a satisfactory level in line with the Performance and Behavioural Objectives may result in action being taken under the CCG's Policy on Managing Performance at Work in addition to pay progression being deferred or an annually earned increment being withdrawn. For pay progression to be deferred or an annual increment withdrawn for this reason the principles set out in paragraph 14.6 of this procedure must be applied.

14.6 Principles for determining that there has been a failure to perform satisfactorily against Performance and Behavioural Objectives :

Pay progression should not be deferred on performance grounds unless there has been a prior documented discussion between the individual and the manager regarding failure to meet the required level of performance and the employee has been given a reasonable opportunity, minimum of three months, to demonstrate the required improvement before the decision on pay progression is taken.

The action plan should :

- outline any training or development programmes that should be attended
- state timescales to reflect the work required
- set out review periods
- clearly identify the personal development objectives/core competency dimension (or locally agreed framework) and levels of performance to be achieved

It would normally be expected that if there is a failure to perform satisfactorily against Performance and Behavioural Objectives that is significant enough to impact on pay then the CCG's Policy on Managing Performance at Work Performance Policy will also be being implemented.

Where training and development needs have been agreed at previous meetings and have not been actioned by the CCG, the line manager must not use these issues as a means to defer pay progression.

If there is a failure to meet the required level of performance, after the employee has been given support and a reasonable opportunity to demonstrate improvement then they will not be entitled to progress up the pay band for that given year.

In cases where there is deferral of pay progression it is advised that the manager discuss the case with their line manager and a Workforce representative.

14.7 Deferring Pay Progression

Communication and Administration

When a decision has been made to defer pay progression the individual will be informed of this during the Year-End PPD Review. They will be advised of the reason why as detailed in paragraph 14.5. The line manager will advise the individual of their right of appeal, as in paragraph 14.8. A variation form HR4 should be completed by the line manager and signed by the individual to advise the Workforce Information Team to administer the change.

Impact of Decision

For staff in pay bands 1-8B and within the first 4 pay points in bands 8C-9 the decision to defer their increment will mean their incremental rise will be deferred for 1 year. This is subject to satisfactory performance over the next year and should performance not be satisfactory it may be deferred again.

For staff in pay bands 8C, 8D and 9 progress of the annually earned increment is subject to the same reasons as defined in paragraph 14.5 of this procedure. These arrangements apply to all pay points in these pay bands. In addition, retention of the top 2 points in each band is not automatic. If someone meets the reasons defined in section 5 of the procedure and have been in receipt of one of the top 2 incremental points within their band, not only will they not progress further but they will also move down one increment.

The last two pay points in pay bands 8c, 8d and 9 (the annually earned points) awarded after 01 April 2014 will not be subject to pay protection. Where an employee is down banded from a band 8c, 8d or 9 post and pay protection applies they shall receive the annually earned incremental point until the completion of the year they were receiving the entitlement. At the normal review date the protection no longer applies.

14.8 Appeal

Any individual who wishes to raise an appeal against a decision to defer their pay progression or withdraw an annually earned pay award should do so in writing within five working days of the Year-End PPD Review. Appeals should happen as near to the deferral of the increment as possible allowing for time to prepare a case against any decision. The appeal should be heard by someone more senior than the line manager deferring the increment, where possible avoiding a "Grandparent" decision by the line manager's manager. The appeal meeting will take the form of a hearing where the line manager presents the rationale for their decision and the individual has the opportunity to respond. The manager hearing the appeal should be supported by a Workforce Representative. The appeal should be heard prior to the incremental date. If this is not possible to hold the appeal review prior to the incremental date then the increment should be put 'on hold' until the appeal has been considered.

The Grievance Policy will apply to staff wishing to raise a complaint about the application of this framework or local procedures.

14.9 Missed Review Meetings

Where a Year-End PPD Review meeting or other review meeting has been missed

the meeting should be reorganised at the earliest opportunity.

If a Year-End PPD Review is missed and this is caused by the line manager not arranging the meeting the employee will automatically advance through incremental pay progression or will automatically gain an annual earned increment. In the prolonged absence of the line manager an alternative manager should conduct the meeting.

Staff on Secondment

Employees who are on short term (less than six months) secondment or are acting into another post should continue to be assessed against the objectives of their substantive role.

Employees who are on long term (more than six months) secondment should be assessed against the objectives for the seconded role through the secondment line management arrangements.

Maternity/ Paternity/ Adoption Leave

Where an employee is on maternity/paternity/adoption leave, the employee will still receive their incremental pay progression on the due date unless any concerns have previously been raised about their performance or that they were not demonstrating the required knowledge and skills. Managers should obtain expert advice from Workforce on the potential risks associated with withholding increments in these circumstances and any decision should be subject to regular review.

Sickness

Should an employee be absent due to sickness resulting in a Year-End PPD Review being missed their incremental rise or annually earned pay award will be frozen. Upon their return to work the missed Year-End PPD Review will be held to determine what decision would have been made and any changes resulting from the outcome will be backdated to the due incremental date. In cases of long term sickness absence the line manager may decide to award an increment without holding the Year-End PPD Review, in this event advice should be sought from the Workforce team and the missed review should still be held on the individual's return to work.

Where an employee has been temporarily redeployed into a different role due to an industrial injury, it is expected that the employee will still receive their incremental pay progression as it would not be possible to appraise them against their substantive post.

Career Breaks

Career breaks are by definition the choice of the individual, therefore if a member of staff chooses to take a career break at any stage during their career their pay progression would be 'frozen' at the pay point they have achieved at their last working day. The member of staff therefore returns to work at the same pay point they left on. An appraisal would need to be undertaken within a few weeks of returning to identify what support they require to induct them back into the CCG and will also include an assessment of their training and development needs and setting and agreeing objectives.

EQUALITY IMPACT ANALYSIS

1. Equality Impact Analysis	
Policy / Project / Function:	Objective Setting and Review Policy
Date of Analysis:	May 2015
This Equality Impact Analysis was completed by: (Name and Department)	YHCS Workforce
What are the aims and intended effects of this policy, project or function?	To provide guidance to staff and managers in order to ensure a consistent approach to the appraisal process and application of performance related pay.
Please list any other policies that are related to or referred to as part of this analysis?	Managing Work Performance policy Disciplinary policy Agenda for Change
Who does the policy, project or function affect? Please Tick ✓	<p>Employees <input checked="" type="checkbox"/></p> <p>Service Users <input type="checkbox"/></p> <p>Members of the Public <input type="checkbox"/></p> <p>Other (List Below) <input type="checkbox"/></p> <p>Volunteers/independent consultants and agency workers</p>

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		✓		✓	This policy complies with legislation and good practice and is applied regardless of race
Age		✓		✓	This policy complies with legislation and good practice and is applied regardless of age
Sexual Orientation		✓		✓	This policy complies with legislation and good practice and is applied regardless of sexual orientation
Disabled People		✓		✓	This policy complies with legislation and good practice and is applied regardless of disability
Gender		✓		✓	This policy complies with legislation and good practice and is applied regardless of gender
Transgender People		✓		✓	This policy complies with legislation and good practice and is applied regardless of transgender status
Pregnancy and Maternity		✓		✓	This policy complies with legislation and good practice and is applied regardless of pregnancy or maternity
Marital Status		✓		✓	This policy complies with legislation and good practice and is applied regardless of marital status
Religion and Belief		✓		✓	This policy complies with legislation and good practice and is applied regardless of religion or belief
Reasoning	Incremental pay is based on meeting standards of performance and not only length of service. Employees on long-term sickness absence and maternity leave are not detrimentally affected by this policy, and are treated consistently with other employees.				

3. 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>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>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 with Trade Union representatives and employees</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 appraisal process will monitor employees’ alliance to CCG values and behaviours; including their contribution towards eliminating discrimination and promoting equality and diversity.</p>

4. 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)	✓			Considered – neutral impact
Race (All Racial Groups)	✓			Considered – neutral impact
Disability (Mental and Physical)	✓			Considered – neutral impact
Religion or Belief	✓			Considered – neutral impact
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	✓			Considered – neutral impact
Pregnancy and Maternity	✓			Considered – neutral impact
Transgender	✓			Considered – neutral impact
Marital Status	✓			Considered – neutral impact
Age	✓			Considered – neutral impact

5. 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:

6. Equality Impact Analysis Findings

Analysis Rating:	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input type="checkbox"/> Amber	<input checked="" type="checkbox"/> Green
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Brief Summary/Further comments	<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>
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Approved By		
Job Title:	Name:	Date:

SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

Title of the document	Objective Setting and Review policy
What is the main purpose of the document	To provide guidance to managers in order to ensure a consistent approach to application of this policy.
Date completed	17/10/2014
Completed by	Emma Peasgood

Domain	Objectives	Impact of activity Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Travel	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	0 - No impact		
Procurement	Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery? Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives? Will it promote ethical purchasing of goods or services?	0 – No impact		

	<p>Will it promote greater efficiency of resource use? Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)? Will it support local or regional supply chains? Will it promote access to local services (care closer to home)? Will it make current activities more efficient or alter service delivery models</p>			
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled? Will it reduce water consumption?</p>	0 – No impact		
Workforce	<p>Will it provide employment opportunities for local people? Will it promote or support equal employment opportunities? Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)? Will it offer employment opportunities to disadvantaged groups?</p>	0 – No impact		
Community Engagement	<p>Will it promote health and sustainable development? Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	0 – No impact		
Buildings	<p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)? Will it increase safety and security in new buildings and developments? Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)? Will it provide sympathetic and appropriate landscaping around new development? Will it improve access to the built environment?</p>	0 – No impact		
Adaptation to Climate Change	<p>Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather</p>	0 – No impact		

	extremes)?			
Models of Care	<p>Will it minimising 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it promote prevention and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?</p> <p>Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?</p>	0 – No impact		