

# LONE WORKING POLICY

**July 2015**

<b>Authorship :</b>	Y&HCS Policy Lead- adapted for local use by Yorkshire and Humber Commissioning Support on behalf of Harrogate and Rural District CCG
<b>Committee Approved :</b>	CCG Senior Management Team and Joint Trade Union Partnership Forum
<b>Approved Date :</b>	31 July 2015
<b>Review Date :</b>	July 2018
<b>Equality Impact Assessment :</b>	Completed –Full
<b>Sustainability Impact Assessment :</b>	Completed
<b>Target Audience :</b>	All full / part time employees of Harrogate and Rural District CCG (including agency staff, students / trainees / apprentices, volunteers, seconded staff and all other staff on placement). The policy also applies to visitors and all contractors or sub-contractors who provide services to the CCG.
<b>Policy Reference No. :</b>	HaRD 043
<b>Version Number :</b>	1.0

**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.

<b>New Version Number</b>	<b>Issued by</b>	<b>Nature of Amendment</b>	<b>Approved by and Date</b>	<b>Date on Intranet</b>
1.0	Harrogate and Rural District Senior Management Team	New Policy	JTUPF 31 July 2015 and CCG Senior Management Team 18 May 2015	16 September 2015

## CONTENTS

	<b>Page</b>
1 Introduction	4
2 Engagement	4
3 Impact Analyses	4
3.1 Equality	4
3.2 Sustainability	5
3.3 Bribery Act 2010	5
4 Scope	5
5 Policy Purpose and Aims	5
6 Definitions	5
7 Roles / Responsibilities / Duties	6
8 Implementation	8
9 Training and Awareness	8
10 Monitoring and Audit	8
11 Policy Review	8
12 References	9
13 Associated Documentation	9
Part 2 – Procedure	10
<b>Appendices</b>	10
Appendix 1 Equality Impact Analysis	14
Appendix 2 Sustainability Impact Assessment	23

## **1 INTRODUCTION**

Harrogate and Rural District Clinical Commissioning Group (the CCG) is committed to providing a safe working environment for all staff. The CCG is responsible under the Health & Safety Act 1974 for the health and safety of all employees and others who may be affected by the CCG's activities. In addition, all employees have a personal duty to take reasonable care for their own health and safety and that of anyone else who may be affected by their work activity.

The NHS Business Services Authority provides NHS Protect Services and has operational responsibility for the management of security in the NHS. Their aim is to deliver an environment, for those who work in or use the NHS, which is properly secure so that the highest possible standards of clinical care can be made available for patients/service users.

It is essential that all staff feel safe and secure in order to undertake and perform their duties free from fear and in the full knowledge that there are strong management procedures in place to ensure that effective action can be taken, should they find themselves in a threatening environment and need help.

The Health and Safety at Work Act 1974 requires an employer to provide a safe working environment for all employees, so far as is reasonably practicable, wherever that working environment is located. It is acknowledged that accidents and emergencies do occur and in such cases appropriate responses for assistance must be implemented as part of a safe system of work. However, where an employee works in isolation from other work colleagues, such a response carries inherent difficulties. Although there is no general prohibition in health and safety law of working in isolation from your colleagues there remains a duty of care under the Health & Safety at Work Act 1974. When determining a safe system of work, it is likely that there will be a need for additional controls to be put in place.

## **2 ENGAGEMENT**

This policy has been developed by the Yorkshire and Humber Commissioning Support Unit's workforce team in partnership with employees, managers and trade unions and approved at the 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.

### **3.2 Sustainability**

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 2.

### **3.3 Bribery Act 2010**

Under the Bribery Act 2010, 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, in many cases, it does not matter whether the person knows or believes that the performance of the function or activity is improper.

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 full / part time employees of Harrogate and Rural District CCG (including agency staff, students / trainees / apprentices, volunteers, seconded staff and all other staff on placement). The policy also applies to visitors and all contractors or sub-contractors who provide services to the CCG.

## **5 POLICY PURPOSE AND AIMS**

There are many different situations staff find themselves in with regard to lone working and it would be impractical to address each situation individually. This policy has been designed, therefore, to be as wide ranging as possible. It sets out general principles in respect of staff and management responsibilities.

The policy will raise general awareness of how to best protect lone workers within the CCG and identify systems, procedures and equipment which can be utilised to reduce the levels of risk associated with working alone.

The co-operation of all staff is essential for successful implementation of this policy.

## **6 DEFINITIONS**

Throughout this document the term "Lone Worker" is used to describe a wide variety of staff who work, either regularly or only occasionally, on their own, and without access to immediate support from managers or other colleagues. This could include one person working in a fixed establishment, workers in remote locations, mobile workers, and those working at other employers' premises or from home.

There is, however, no one single definition that encompasses all those who may face lone working situations and, therefore, may face increased risks to their security and safety.

## **7 ROLES / RESPONSIBILITIES / DUTIES**

It is the responsibility of the CCG Governing Body to ensure that, so far as is reasonably practicable, its employees are provided with a safe working environment. Specific responsibilities are detailed below.

### **7.1 Chief Officer**

The Chief Officer has overall responsibility for health and safety of staff in the CCG which is discharged to the Corporate Affairs Officer who has overall responsibility for the implementation of this policy by :

- Ensuring compliance with the Secretary of State Directions on NHS Security Management issued in 2003;
- Promoting and supporting the aims and objectives of this policy and affording it equal importance with other CCG policies and management functions;
- Ensuring that Directors and Senior Managers have the appropriate authorisation and resources to implement this policy effectively.

### **7.2 Executive Directors**

The Chief Officer accepts overall responsibility for health and safety in the employing organisation; however, day to day responsibility for health, safety and welfare is delegated to the CCG.

Directors must :

- Promote and support the aims and objectives of this policy and afford it equal importance with other CCG policies and management functions;
- Ensure that arrangements are in place to implement and disseminate this policy and ensure awareness of its existence across all their staff groups;
- Ensure appropriate investigations take place in respect of incidents or allegations being raised by lone workers;
- Ensure arrangements exist for the provision of safe systems, procedures, equipment and other resources to protect lone workers.

### **7.3 Senior Managers**

Also have delegated responsibility for health and safety within their areas and should:

- Promote and support the aims and objectives of this policy and afford it equal importance with other CCG policies and management functions;
- Ensure the policy is widely disseminated, implemented and monitored across all staff groups;

- Investigate fully any incidents or allegations involving a lone worker and make recommendations in terms of preventing a recurrence;
- Ensure that all employees receive appropriate information, instruction, training and supervision to enable them to carry out their work safely;
- Ensure that employees are issued with appropriate resources and are trained in respect of their usage;
- Ensure risk assessments of the working environment are carried out and recorded for all staff;
- Establish a system for monitoring employees' contact arrangements, particularly in out-of-hours situations.

#### **7.4 Health & Safety Advisor**

The CCG Corporate Affairs Officer has delegated responsibility for advising on good practice and should take responsibility for ensuring that procedures are developed locally, in conjunction with relevant stakeholders, including staff representatives, to implement the guidance issued by the NHS Business Services Authority in relation to NHS staff who work alone and to allow proper consideration of physical security measures that may be appropriate.

It is, however, the responsibility of each manager where their staff undertake lone working to ensure that the procedures are applied and adhered to. Where incidents occur, or weaknesses or failures are identified in those procedures, the Senior Managers should be notified as soon as is practicable.

#### **7.5 Employees have a responsibility to :**

- Co-operate and support the CCG in their implementation of the lone workers policy;
- Take reasonable care of the health and safety of themselves and others who may be affected by their acts or omissions;
- Consider and assess potential risks and co-operate in the completion of risk assessments. Ensure that any potential risks are highlighted and included in the Corporate Risk Register;
- Ensure adherence to proper usage of the resources provided in supporting lone working;
- Report any allegations or incidents that may occur as a result of lone working;
- Ensure that relevant information, training, instruction and supervision has been accessed;
- Request accompanied visits where it is felt appropriate;
- Ensure compliance with control systems introduced to monitor employees' contact arrangements.

## **8 IMPLEMENTATION**

- 8.1 The CCG Senior Management Team is responsible for formal approval and monitoring compliance with this policy. Following ratification the policy will be disseminated to staff via the organisation's intranet and website.
- 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 AND AWARENESS**

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

The CCG has a duty to ensure that employees are given all the necessary information, instruction, training and supervision to enable them to recognise the hazards and appreciate the risks involved in lone working situations.

Staff should have access to good quality information regarding contacts and locations so that they may do their job efficiently and safely. There should be an effective flow of information to and from teams within the CCG to share information relating to risk or the occurrence of incidents.

Working alone often brings about additional risks to the everyday work of our employees. The CCG is committed to its obligations under Health and Safety and in general good working practices. All employees will be expected to adhere to this policy and work in partnership with their manager/colleagues in ensuring effective operation of the policy. Managers have a duty to ensure that risk assessments are carried out and recorded, that appropriate methods of communication are established and local procedures developed for monitoring their lone workers. Employees are responsible for their personal awareness of risks and hazards to which they may be exposed and what to do if something goes wrong.

## **10 MONITORING AND AUDIT**

The implementation of this policy will be audited on an annual basis by the Workforce Team and reported to the CCG senior management team.

## **11 POLICY REVIEW**

This policy and procedure will be reviewed every three years by the Workforce team in conjunction with the CCG Senior Management Team and trade union representatives. Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance. Where review is necessary due to legislative change, this will happen immediately.

## **12 REFERENCES**

For further information please refer to the following reference sources

- NHS Business Services Authority (NHS BSA) web site [www.nhsbsa.nhs.uk](http://www.nhsbsa.nhs.uk)
- HARDCCG Management Guidance Document

## **13 ASSOCIATED DOCUMENTATION**

Attached Lone Working Management Guidance.

## 14 PROCEDURE

### **Staff Working on CCG Premises**

Every member of staff will receive an induction to their department. This will incorporate information and guidance on matters of security, health and safety and general housekeeping.

When working at an alternative base staff should routinely apprise themselves of the local arrangements.

It is important that all staff take on board the security arrangements of the building within which they are working, i.e. health centre, office base, etc.

Detailed information regarding the security of each office base is available at each site. Individuals who work at different bases should familiarise themselves with the relevant information.

### **Evening Working**

From time to time, employees may need to carry out their office-based work outside of normal office hours, such as weekends and evenings. The following precautions must be taken to ensure that your health and safety continues to be protected:

Inform someone that you are there and arrange for regular contact, e.g. hourly telephone checks. Early in the morning let a friend or relative know your whereabouts and the time that you are expected back. If you change your plans, let your contact know immediately.

If possible lock the external doors to the building for improved security; if not possible lock office/department door. Leave the key on the inside of lock for emergency escape in case of fire. Ensure that all windows and doors are secured to prevent unauthorised access, so that the working environment is as safe as possible.

Do not open the doors to unknown personnel no matter what identification they have. If they are meant to be there, they will either have keys or another means of access. Never give security codes or keys to any unknown personnel.

On leaving any offices ensure that all windows are closed, doors locked and alarm set; ensure you have access to a phone in case you need to call the emergency services.

The site is monitored by CCTV 24 hours a day. If you are worried or concerned when leaving the premises and walking to your car, you can ring the Control Centre on 0845 058 0012 and ask them to watch you walk to your car. Should you be asked for the password, this can be sought from the administrative staff at the CCG prior to the lone working taking place.

The car park barrier is open 07:00 – 19:00 Monday to Friday. If you are working on site on your own, enter code B0001 into the panel. This will put you through to the

Control Centre and they can lift the barrier; you will be required to give the password as explained above. This way they are aware you are on site.

### **Staff working off site**

All lone workers should ensure that they make their line manager or other colleagues aware of the location they will be working from and provide contact details including a telephone number, if it requires the individual to be working off site. This is to ensure that the CCG can locate any members of staff whilst working off site.

### **Incident Reporting**

All Staff must report any events or "near misses" or any situation or locality where they feel unsafe, regardless of whether any actual harm occurred.

### **Follow up action**

If an untoward incident occurs and once the immediate crisis is dealt with, there will be longer term issues to be addressed. These will include appropriate support for the member of staff involved, both from within the team and of a specialist nature as necessary. An investigation will be carried out into the circumstances of the incident, identifying learning points, and informing senior management of the outcome.

## **14.1 RISK ASSESSMENT**

Risk is a part of everyday life. However, the CCG recognises that lone workers may be more vulnerable than other members of staff, in certain situations. It is the responsibility of each Line Manager within the CCG to identify which members of the team are classed as lone workers and that risk assessments are carried out to determine the measures that need to be introduced to improve their safety. The risk assessment form to be used is the standard risk assessment form and can be obtained from the Health and Safety Lead for your office/area. More detailed guidance on conducting risk assessments can be obtained from those staff with delegated responsibility for Health and Safety, the CCG Health & Safety Policy or by visiting the Health & Safety Executive web site [www.hse.gov.uk](http://www.hse.gov.uk).

The principle adopted by the CCG is that the risks associated with lone working shall be avoided so far as is reasonably practicable. Where it is unavoidable, risk shall be minimised through the completion of a risk assessment and the implementation of the further controls that are required. **Other details that may be recorded during the completion of a risk assessment :**

- Identifying other significant hazards within the workplace or area to be visited
- Identifying the risks that may be more pertinent to specific groups of staff, such as young people working alone
- Identifying a means of communicating with other team members

### **Identify Lone Working Tasks and Activities**

The first stage in the risk assessment process is to identify known and foreseeable lone working tasks and activities.

It is recognised that the hazards presented by a particular lone working task may vary so factors that could make a task more hazardous should be identified when listing lone working activities. Can Lone Working be carried out safely?

Once lone working tasks have been identified, the next stage in the process is to determine if a lone worker can carry out the activities safely. The issues that need to be considered to determine if one person can adequately control the risks from lone working activities include :

- Do the places where the person will work present a special hazard, because of the nature of the area itself?
- Is there a known risk of violence and aggression?
- Is there a means of communication and / or summoning assistance?

#### *Tasks that are Unsafe to be Carried Out by a Lone Worker*

In circumstances where, even with all the controls in place, the risk assessment identifies that it is not possible for a task to be carried out safely by a lone worker, then it should only be done by two people.

#### *Is the Person Medically Fit to Work Alone?*

Some individuals may have medical conditions that make them unsuitable for working alone. These may include unstable health conditions, such as unstable epilepsy or diabetes. The consideration of medical conditions should include both routine activities and foreseeable emergencies, which may impose additional physical and mental burdens on the individual.

#### *Age Restrictions*

Persons under the age of 18 years of age will not be permitted to work alone under any circumstances.

Please contact your Human Resources Advisor for further guidance on obtaining Occupational Health advice. Where lone working cannot be avoided, the above steps should be considered and the appropriate control measures introduced.

## **14.2 Local Procedures / Arrangements**

It is the responsibility of each team within the CCG to identify the risks involved within their area of work and develop local procedures/systems for monitoring lone workers. The following list identifies some areas to consider when deciding whether a local procedure may be necessary :

- What about staff that are called-out from home ?
- Who monitors employee itineraries ?
- What are the emergency procedures for raising/activating the alarm ?
- What methods of communicating with lone workers are available ?
- Do all lone workers have appropriate resources provided ?
- What about staff who are working alone/in inaccessible places (during normal and out of normal working hours) ?

## **On Call Arrangements**

Where CCG staff members are called out to the CCG, or other premises out of working hours in cases of an emergency (e.g., where an alarm has been triggered), that staff member must notify an appropriate member of SMT when they arrive on the premises and when they leave the premises.

## **Vulnerable Groups**

Any member of a vulnerable group, for example a disabled or female employee will be offered a buddy to accompany them if they are called out in emergency situations.

**Control Points** – locally determined systems for tracking and recording employee whereabouts and the identification of likely triggers that could be activated to raise an alarm.

<b>1. Equality Impact Analysis</b>									
<b>Policy / Project / Function:</b>	Lone Working Policy								
<b>Date of Analysis:</b>	December 2014								
<b>This Equality Impact Analysis was completed by: (Name and Department)</b>	Workforce Service								
<b>What are the aims and intended effects of this policy, project or function ?</b>	The policy will raise general awareness of how to best protect lone workers within the CCG and identify systems, procedures and equipment which can be utilised to reduce the levels of risk associated with working alone.								
<b>Please list any other policies that are related to or referred to as part of this analysis?</b>	Disciplinary Procedure Health and Safety Policy NHS Business Services Authority Lone Worker Guidance "You Are Not Alone"								
<b>Who does the policy, project or function affect ?</b>  Please Tick ✓	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Employees</td> <td style="text-align: right; padding: 2px;">✓</td> </tr> <tr> <td style="padding: 2px;">Service Users</td> <td style="text-align: right; padding: 2px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 2px;">Members of the Public</td> <td style="text-align: right; padding: 2px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 2px;">Other (List Below)</td> <td style="text-align: right; padding: 2px;">✓</td> </tr> </table> <p style="margin-top: 5px;">Agency staff, students/trainees/apprentices, volunteers, seconded staff and all other staff on placement The policy also applies to visitors and all contractors or sub-contractors who provide services to the CCG.</p>	Employees	✓	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List Below)	✓
Employees	✓								
Service Users	<input type="checkbox"/>								
Members of the Public	<input type="checkbox"/>								
Other (List Below)	✓								

## 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	
<b>Race</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This policy complies with legislation and good practice and is applied regardless of race
<b>Age</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This policy complies with legislation and good practice and is applied regardless of age
<b>Sexual Orientation</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This policy complies with legislation and good practice and is applied regardless of sexual orientation
<b>Disabled People</b>	✓	<input type="checkbox"/>	<input type="checkbox"/>	✓	See assessment test
<b>Gender</b>	✓		<input type="checkbox"/>	✓	See assessment test
<b>Transgender People</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This policy complies with legislation and good practice and is applied regardless of transgender status
<b>Pregnancy and Maternity</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This policy complies with legislation and good practice and is applied regardless of pregnancy or maternity
<b>Marital Status</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This policy complies with legislation and good practice and is applied regardless of marital status
<b>Religion and Belief</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	This policy complies with legislation and good practice and is applied regardless of religion or belief
<b>Reasoning</b>					

**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 Jan 2015	
<b>General</b>	Total number of employees in the CCG is 28
<b>Age</b>	75% are aged 30-55 21.43% of staff are over 55 3.57% of staff are under 30
<b>Race</b>	89.29% staff employed in the CCG are White 3.57% staff are Black 3.57% staff are Asian 3.57% of staff have are not stated/undefined their ethnicity
<b>Sex</b>	46.43% staff employed are male 53.57% staff employed are female
<b>Gender reassignment</b>	No information at this stage
<b>Disability</b>	89.29% of staff employed declared themselves as having no disability 10.71% did not declare / undefined No staff have declared a disability
<b>Sexual Orientation</b>	89.29% of staff described themselves as heterosexual 10.71% did not wish to respond / undefined
<b>Religion, faith and belief</b>	Christianity is the largest religious group declared by staff in the CCG (50%) 25% declared themselves Atheist 17.87% were undefined or did not wish to declare 3.57% of staff have other beliefs / religious beliefs 3.57% of staff declared themselves Buddhist
<b>Marriage and civil partnership</b>	78.58% of employees are married. No employees are in a civil partnership. 3.57% of staff did not wish to declare. The remainder (17.85%) 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

#### 4. 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      ✓</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>Consultation has taken place with Trade Union representatives and employees</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>The policy will raise general awareness of how to best protect lone workers within the CCG and identify systems, procedures and equipment which can be utilised to reduce the levels of risk associated with working alone.</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
<b>Gender</b> (Men and Women)	✓			The policy recognises that in certain circumstances vulnerable groups including female employees may feel vulnerable when working alone, this policy enables a buddy to be requested in these situations (see page 15 – Vulnerable groups).
<b>Race</b> (All Racial Groups)	✓			Considered – neutral impact
<b>Disability</b> (Mental and Physical)		✓		The policy recognises that some individuals may have medical conditions that make it more difficult to work alone. Para 14.1 (Risk Assessment) requires that risks associated with an employee's disability are identified with further guidance from the Occupational Health service. This would remove any detrimental impact and may have a potential positive impact on employees with disabilities
<b>Religion or Belief</b>	✓			Considered – neutral impact
<b>Sexual Orientation</b> (Heterosexual, Homosexual and Bisexual)	✓			Considered – neutral impact
<b>Pregnancy and Maternity</b>	✓			Considered – neutral impact
<b>Transgender</b>	✓			Considered – neutral impact
<b>Marital Status</b>	✓			Considered – neutral impact
<b>Age</b>	✓			Considered – neutral impact

**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:

## 7. Equality Impact Analysis Findings

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

		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>	
---	--

<b>Approved By</b>		
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.

<b>Title of the document</b>	Lone Working Policy
<b>What is the main purpose of the document :</b>	The policy will raise general awareness of how to best protect lone workers within the CCG and identify systems, procedures and equipment which can be utilised to reduce the levels of risk associated with working alone.
<b>Date completed :</b>	December 2014
<b>Completed by :</b>	Human Resources

<b>Domain</b>	<b>Objectives</b>	<b>Impact of activity</b> Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	<b>Brief description of impact</b>	<b>If negative, how can it be mitigated?</b> <b>If positive, how can it be enhanced?</b>
<b>Travel</b>	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?	N/A  -1	More car miles may be travelled with the option of a buddy travelling to premises with another lone worker	Only when requested will an additional person travel to the site to accompany a lone worker.
<b>Procurement</b>	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	N/A		

	<p>services?  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>			
<b>Facilities Management</b>	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?  Will it reduce water consumption?</p>	N/A		
<b>Workforce</b>	<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>	N/A		
<b>Community Engagement</b>	<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>	N/A		
<b>Buildings</b>	<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>	N/A		

<b>Adaptation to Climate Change</b>	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 extremes)?	N/A		
<b>Models of Care</b>	<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>	N/A		