

REDEPLOYMENT POLICY

October 2016

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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as 'uncontrolled' and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

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

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date on Intranet

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INTRODUCTION

NHS Harrogate and Rural District CCG wishes to retain the skills, abilities and loyalties of its employees wherever possible. This policy is designed to assist employees who are at risk of losing their job as a result of ill health capability, disciplinary, performance, redundancy or the non-renewal of a fixed term contract. Redeployment may also be pursued in some harassment and bullying cases.

Whilst the CCG will endeavour to redeploy employees who are at risk, owing to the size of the organisation it must be recognised that there may be limited opportunities for redeployment.

2 ENGAGEMENT

This policy has been developed by the eMBED Consortium 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 2. This policy should be carefully monitored following implementation through the local annual staff survey and the annual monitoring data and to assess whether any particular protected groups are positively or negatively affected in terms of outcomes and accessibility.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 3.

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.

It is therefore, extremely important that staff adhere to this and other related policies and documentation (as detailed on the CCG's intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

4 SCOPE

This policy applies to all staff including Governing Body members and members of the CCG Senior Management Team. This policy also applies to all employees on temporary and fixed-term contracts lasting more than 24 months. It does not apply to contractors or those staff who are seconded from other employing organisations.

5 POLICY PURPOSE & AIMS

The purpose of this policy is to ensure that the procedure to be followed is clear and transparent to all employees and the roles and responsibilities of all parties are clearly understood.

The CCG will endeavour to redeploy employees who are at risk of losing their job as result of ill health capability, performance, redundancy or end of fixed term contract. However, owing to the size of the organisation, it must be recognised that there may be limited opportunities for redeployment.

6 DEFINITIONS

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

'*Suitable*' means employment that reflects the employees current and/or recent skills set and/or experience or with a reasonable amount of re-training the employee could undertake the role (i.e. full retraining would not be considered reasonable) or is at a pay level which is the same as the employees current pay band or one band below (see Part 2, Paragraphs 1.10 – 1.13). Regard will be given to the personal circumstances of the employee however, the employee will be expected to show some flexibility.

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

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

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

7 ROLES / RESPONSIBILITIES / DUTIES

- 7.1 Managers will:
- Be responsible for meeting with employees under this policy
 - Support the redeployment of employees by guaranteeing an interview for an advertised vacancy where an individual on the CCG's redeployment register meets that essential requirements of the person specification
 - Give feedback when an application has been unsuccessful
- 7.2 Employees will:
- Be expected to apply for any post which constitutes suitable alternative employment
 - Consider reasonable changes in hours, pay, location and responsibilities on the understanding that the appropriate protection arrangements could apply (see the Pay Protection Policy)
 - Not unreasonably turn down an offer of suitable alternative employment.
- 7.3 Workforce team will:
- Maintain a confidential register of staff seeking redeployment and actively match staff with vacancies

7 IMPLEMENTATION

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.

8 TRAINING & AWARENESS

This Policy will be available to view on the CCG website. Training and support will be available to all line managers in the implementation and application of this policy.

9 MONITORING & AUDIT

The implementation of this policy will be audited on a regular basis and reported to the CCG Senior Management Team.

10 POLICY REVIEW

This policy will be reviewed every 3 years by the Workforce team in conjunction with operational managers 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 ASSOCIATED DOCUMENTATION

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

- Change Management Policy
- Policy on Managing Work Performance

- Absence Management Policy
- Pay Protection Policy
- Disciplinary Policy

PART 2 – PROCEDURE

1 PRINCIPLES

- 1.1 The CCG, supported by the Workforce team, will maintain a register of employees at risk of redundancy, being redeployed due to ill health capability, disciplinary, performance, redundancy or end of fixed term contract reasons. Employees who are at risk will be invited to a meeting to formally notify them of their redeployment status and to discuss the redeployment process with them. This discussion also notifies the employee that their details will be placed on the redeployment register. The register will contain information on the individual's needs and preferences for redeployment in addition to basic personal information. A Redeployment Registration Form (Appendix 1) is attached to record this information. Employees on the register will be advised of potentially suitable posts within the CCG. Where appropriate, posts will be advertised on a restricted basis to those employees on the register only.
- 1.2 Employees seeking redeployment within the CCG will be given priority on appropriate vacancies that arise within the CCG as part of the normal recruitment process. Individuals should normally meet all of the essential criteria for the post however consideration should be given to the amount of additional training or re-training that would be required to enable the individual to meet that criteria.
- 1.3 The redeployment procedure will continue to take place whilst an employee is absent on sick leave or maternity leave and where employees have been served notice to terminate their contract for redundancy reasons and they will be notified of any suitable redeployment opportunities.
- 1.4 Any employee who is seeking redeployment is required to complete the relevant pro-forma outlining their skills, experience and qualifications that will be used in assessing their suitability for posts. This will be considered in conjunction with the person specification for the post and further clarification will be sought where necessary.
- 1.5 Appropriate re-training and additional support will be offered to employees to support them during the redeployment process.
- 1.6 The redeployment period will normally last for a maximum of 12 weeks. The redeployment period will normally begin from a date agreed with the employee. However this would depend on the contractual notice period required.
- 1.7 Employees will be kept fully informed throughout the redeployment process, including the potential outcome. Redeployment opportunities could include the offer of redeployment into temporary or fixed term positions, however they should be made aware of their position at the end of that period.

- 1.8 Employees are responsible for actively seeking redeployment opportunities during the redeployment period via NHS Jobs (www.jobs.nhs.uk).
- 1.9 Once the employee is placed on the redeployment register, they will also be registered with the NHS jobs website on their preferred email address to enable them to access restricted vacancies.
- 1.10 Redeployment opportunities will be available to employees on a 'trial period' basis of normally 4 weeks. This period may be extended to a maximum of 12 weeks depending on the nature of the role and any retraining that is involved. During this period reviews will be held with the employee and their line manager. The purpose of the reviews will be to monitor progress and allow both parties to comment on the suitability of the redeployment. If it is evident from the outset that the role is not suitable then, with agreement, the trial period may cease early. In cases of redeployment due to ill health then it may be necessary for Occupational Health to also become involved to assess the suitability of the role.
- 1.11 During trial periods and until the employee is confirmed in a post, the CCG in conjunction with Workforce will continue to seek and propose other redeployment opportunities that may arise. Whilst there are no set limit to the number of trial periods that are offered, employees should be made aware that due to the size of the CCG opportunities are limited, and if a post is unreasonably refused then this may impact on any potential redundancy payment.
- 1.12 Once a work trial has been completed successfully, and all parties are in agreement, a final review meeting will be held and the employee will be confirmed in post and a new contract of employment issued. The outcome of the meeting will be confirmed in writing.
- 1.13 The Terms and Conditions of Service will transfer with an employee who accepts an alternative post including continuous service dates, annual leave entitlement and sick pay entitlement. The employee record will also transfer with the employee e.g. annual leave record, sickness record.
- 1.14 Employees are entitled to be accompanied at any formal meeting relating to their redeployment by a work colleague or trade union representative.
- 1.15 Employees who unreasonably refuse offers of suitable redeployment opportunities will be putting their employment at risk. In a redundancy situation this may result in their right to a redundancy payment being lost. Please refer to the CCG's **Absence Management, Managing Work Performance** and **Change Management** policies for further information.
- 1.16 Any disputes in relation to determining whether a position is 'suitable alternative employment' must be referred, in writing, to the CCG Chief Officer.
- 1.17 All employees will have the right of appeal against redeployment to a suitable alternative post within the organisation.

2 REDEPLOYMENT OPTIONS

2.1 Redundancy

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

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

2.2 Capability as a result of ill health

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

2.2.1 Reasonable Adjustments

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

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

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

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

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

2.3 Capability

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

3 SCHEME OF DELEGATION

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

Informal procedure	Line Manager or equivalent level manager from elsewhere within the organisation
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Formal procedure	Line manager or equivalent level manager from elsewhere within the CCG or the line manager's direct manager if the line manager has been previously involved or implicated and Workforce Representative. A Workforce Representative will attend formal meetings.
Appeal following formal procedure	Line Manager's manager or equivalent who has not previously been involved or implicated and Workforce Representative. A Workforce Representative will attend formal meetings.
Dismissal Hearings	Chaired by a Director, or manager with delegated authority, or equivalent plus one other manager who has not previously been involved or implicated and a Workforce representative. If the respondent is a Director, a separate Director will chair the Panel with another Director, Lay Member or GP and a Workforce Representative.
Appeal against dismissal	Chaired by a Director whom has not already been involved or implicated plus one other Director or Governing Body member and Workforce Representative.
Appeal against dismissal for a Director	Clinical Chair plus one other Governing Body member whom has not already been involved or implicated and a Workforce Representative.

4 PROCEDURE

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

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

- 4.6 Where all parties agree to a work trial (4 weeks), a date for this to begin will be agreed. In some cases it may be necessary for Occupational Health to carry out a work place assessment, this should be carried out prior to the work trial commencing e.g. if the reason for redeployment is for ill health reasons.
- 4.7 The CCG will arrange for regular reviews to be held during the work trial period with the employee concerned and the line manager of the vacant post.
- 4.8 During trial periods and until the employee is confirmed in a post, the CCG in conjunction with Workforce will continue to seek and propose other redeployment opportunities that may arise. Whilst there are no set limit to the number of trial periods that are offered, employees should be made aware that due to the size of the CCG opportunities are limited, and if a post is unreasonably refused then this may impact on any potential redundancy payment.
- 4.9 If the trial period is completed successfully, and all parties are in agreement, the employee will be confirmed in the new post and a new contract of employment will be issued. A HR4 'Variation to Contract' Form should be completed and returned to the Workforce team.
- 4.10 If the trial period is unsuccessful, the remainder of the redeployment period will continue from the date the trial period ends and the manager, in consultation with the Workforce team, will endeavour to identify other suitable redeployment opportunities.

Example

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

If, after the redeployment period:-

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

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

5 SALARY PROTECTION

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

6 APPEALS

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

APPENDICES

- Appendix 1 Redeployment Register
Appendix 2 Equality Impact Assessment
Appendix 3 Sustainability Impact Assessment

APPENDIX 1: Redeployment Register: Record of employee information

Redeployment Register: Record of employee information

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

Please outline your current skills and experience:	
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<p>Please indicate the nature of the work sought, including pay bands that you would like to be considered for:</p>	
<p>Please indicate your preferred location and any others that you would like to be considered for:</p>	
<p>Please highlight any opportunities that would assist you while you are on the redeployment register in securing alternative employment e.g.:-</p> <ul style="list-style-type: none"> • Work shadowing • Project work • Mentoring • Secondment • Employer supported volunteering • Short skilled based programmes • Conferences/Events <p><i>Please provide relevant detail where you indicate any support that may assist you</i></p>	

<p>Please highlight any additional assistance you may require with job applications e.g.:-</p> <ul style="list-style-type: none"> • Interview preparation • CV writing • Career coaching 	
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Personal Circumstances

In this section, please indicate any personal circumstances that may impact on roles that you would consider to be suitable and specify any requirements or restrictions e.g. working patterns, that may need to be considered as a result

<ul style="list-style-type: none"> • Child at childcare provider elsewhere and not convenient to new site 	
<ul style="list-style-type: none"> • School drop off/pick up 	
<ul style="list-style-type: none"> • Incur additional childcare costs 	
<ul style="list-style-type: none"> • Caring for dependants 	
<ul style="list-style-type: none"> • Another job 	
<ul style="list-style-type: none"> • Study commitments 	
<ul style="list-style-type: none"> • Health/disability issues 	
<ul style="list-style-type: none"> • Other 	

Requirements and/or any restrictions that would need to be considered as a result:

1. Equality Impact Analysis

Policy / Project / Function:	Redeployment Policy								
Date of Analysis:	August 2015								
This Equality Impact Analysis was completed by: (Name and Department)	CSU Workforce Service								
What are the aims and intended effects of this policy, project or function ?	<ul style="list-style-type: none"> • The purpose of this policy is to ensure that the procedure to be followed is clear and transparent to all employees and the roles and responsibilities of all parties are clearly understood. • The CCG will endeavour to redeploy employees who are at risk of losing their job as result of ill health capability, performance, redundancy or end of fixed term contract. 								
Please list any other policies that are related to or referred to as part of this analysis?	<ul style="list-style-type: none"> • Change Management Policy • Absence Management Policy • Managing Performance Policy • Grievance Procedure • Pay Protection Policy • Disciplinary Policy 								
Who does the policy, project or function affect ? Please Tick ✓	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Employees</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Service Users</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Employees	<input checked="" type="checkbox"/>	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List Below)	<input type="checkbox"/>
Employees	<input checked="" type="checkbox"/>								
Service Users	<input type="checkbox"/>								
Members of the Public	<input type="checkbox"/>								
Other (List Below)	<input type="checkbox"/>								

2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact
Age	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact
Sexual Orientation	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact
Disabled People	✓		✓		<ul style="list-style-type: none"> • Opportunities for individuals whom, as a result of ill-health/disability, need to be redeployed as reasonable adjustments cannot be made to their current role- positive impact • Where disabled employees are redeployed for other reasons, cost implications of reasonable adjustments might be a consideration –negative impact – see action plan
Gender	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact
Transgender People	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact
Pregnancy and Maternity	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact
Marital Status	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact
Religion and Belief	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – neutral impact

Reasoning

If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7

3. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected as at Jan 2015	
General	Total number of employees in the CCG is 28
Age	75% are aged 30-55 21.43% of staff are over 55 3.57% of staff are under 30
Race	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
Sex	46.43% staff employed are male 53.57% staff employed are female
Gender reassignment	No information at this stage
Disability	89.29% of staff employed declared themselves as having no disability 10.71% did not declare /undefined No staff have declared a disability
Sexual Orientation	89.29% of staff described themselves as heterosexual 10.71% did not wish to respond /undefined
Religion, faith and belief	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
Marriage and civil partnership	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
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

4. Equality Impact Analysis: Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as '<i>Equality Groups</i>'.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p>Yes <input checked="" type="checkbox"/> Staff profile data</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 both locally and nationally with Trade Unions and staff</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>This Policy does not directly promote inclusivity and designed to assist all employees who are at risk of losing their job as a result of ill health capability, performance, redundancy or end of a fixed term contract of over 2 years in a fair manner which should contribute to the aim of eliminating discrimination</p>

5. Equality Impact Analysis: Assessment Test

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
Gender (Men and Women)	✓			Considered – no impact
Race (All Racial Groups)	✓			Considered – no impact
Disability (Mental and Physical)		✓	✓	Opportunities for individuals whom, as a result of ill-health/disability, need to be redeployed as reasonable adjustments cannot be made to their current role - positive impact Where disabled employees are redeployed for other reasons, cost implications of reasonable adjustments might be a consideration – negative impact - see action plan
Religion or Belief	✓			Considered – no impact
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	✓			Considered – no impact
Pregnancy and Maternity	✓			Considered – no impact
Transgender	✓			Considered – no impact
Marital Status	✓			Considered – no impact
Age	✓			Considered – no 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:
<ul style="list-style-type: none"> Where disabled employees are redeployed for other reasons, cost implications of reasonable adjustments might be a consideration 	Where disabled employees are redeployed, HR processes should ensure that any decision meets the requirements of the Equality Act 2010	Individual HR leads	Ongoing	On review of the policy

7. Equality Impact Analysis Findings

Analysis Rating:	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input checked="" type="checkbox"/> Amber	<input type="checkbox"/> Green
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		Actions	Wording for Policy / Project / Function
<p>Red</p> <p>Stop and remove the policy</p>	<p>Red: As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is recommended that the use of the policy be suspended until further work or analysis is performed.</p>	<p>Remove the policy</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>Red Amber</p> <p>Continue the policy</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>The policy can be published with the EIA</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><i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i></p>

Equality Impact Findings (continued):

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

Brief Summary/Further comments	
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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	Redeployment Policy	
What is the main purpose of the document	This policy is designed to assist employees who are at risk of losing their job as a result of ill health capability, disciplinary, performance, redundancy or the non-renewal of a fixed term contract.	
Date completed	August 2015	
Completed by	Workforce Team	

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?	n/a		
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?	n/a		

	<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>	n/a		
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>	n/a		
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>	n/a		
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>	n/a		
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</p>	n/a		

	other weather 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>	n/a		

