

Learning and Development Policy

NOVEMBER 2017

Authorship:	eMBED Senior Learning & Development Lead – adapted for local use by eMBED Health Consortium on behalf of HaRD CCG
Committee Approved:	Senior Management Team
Approved date:	November 2017
Review Date:	November 2021
Equality Impact Assessment:	May 2017
Target Audience:	Council of Members, Governing Body and its Committees and Sub-Committees, CCG Staff, agency and temporary staff & third parties under contract
Policy Number:	073
Version Number:	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.

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date on Intranet
0.1	Senior Learning and Development Lead, eMBED	New Policy		N/A
0.1	Senior Management Team	Review draft policy and comment	To SMT for Comment on 26 June 2017	N/A
0.2	Corporate Governance Manager	Consultation with Staff	July 2017	N/A
0.3	Senior Learning and Development Lead, eMBED	Comments from Consultation to SMT Comments amended and returned for next steps.	24 July 2017 October 2017	N/A
1.0	Senior Learning and Development Lead, eMBED	Senior Management Team for approval Y&H SPF for approval	27 November 2017 December 2017	February 2018

Contents

Item	Section	Page No
1.0	Introduction	4
2.0	Engagement	4
3.0	Principles	5
4.0	Impact Analyses	5
5.0	Monitoring and Review	6
6.0	Policy Purpose and Aims	6
7.0	Roles / Responsibilities / Duties	6
8.0	Study Leave	7
9.0	Funding	9
10.0	Distance, Open or E-Learning	10
11.0	Applying for Study Leave	10
12.0	Applying for Funding	11
13.0	Continuing Professional Development	11
14.0	Implementation	11
15.0	Training and Awareness	11
16.0	Associated Documentation	11
17.0	Appendices	-
A	Application For Study Leave And Funding Form	12
B	Learning & Development Quick Reference Guide	14
C	Equality Impact Assessment	15

1 INTRODUCTION

1.1 NHS Harrogate and Rural District (HaRD) CCG aims to provide the highest possible standard of service within the resources available and recognises that the quality of the service it provides is a reflection of the quality, breadth and appropriateness of the knowledge, skills, attitudes, commitment, motivation and ability of the staff it employs; the CCG will, therefore, encourage all staff to develop themselves across these elements, enabling them to meet the organisation's objectives. The CCG will also support a range of qualifications, continuing professional development, career progression and succession planning opportunities to facilitate the recruitment, motivation, and retention of staff.

1.2 The term 'study leave' applies to a period of time when an employee is absent from his/her normal workplace to attend a course, conference, seminar, workshop, open learning, or any other development activity for the purpose of obtaining knowledge or skills which will help him/her at work.

1.3 This policy outlines the parameters and guidelines that should apply when considering applications for study; however it cannot account for every individual situation. A checklist of questions is provided below to help the manager and employee negotiate a satisfactory result, balancing the employee's needs with that of the service.

- What are the benefits to **a]** NHS HaRD CCG (e.g. service provision) and **b]** the employee (e.g. knowledge and skills) from the proposed course of study?
- How does the course of study relate to the individual's work objectives and/or PDP?
- What alternative learning approaches have been considered? Why are they deemed inappropriate?
- What will be the impact on service provision whilst the employee is absent on study leave?
- What is the total studying time per week recommended by the course provider?
- What specific actions will the manager undertake to support the employee and facilitate transfer of learning to the workplace?
- Are there any work-based projects to improve services that can be completed as a course assignment?
- If the original study proposal is not possible, what alternatives do both the manager and employee have?

2 ENGAGEMENT

- North Yorkshire and Humber Social Partnership Forum
- HaRD CCG staff via team meetings/team brief/internet
- HaRD CCG Governing Body

3. PRINCIPLES

3.1 This policy will be available for employees on the CCG website.

3.2 Training and support will be made available to all Line Managers if needed, in the implementation and application of this policy.

4. IMPACT ANALYSIS

4.1 Equality

All policies require an assessment for their impact on people with protected characteristics. An Equality Impact Assessment has been undertaken for this policy and as a result of performing the analysis, **the policy does not appear to have any adverse effects on people who share protected characteristics and no further actions are required at this stage/ *it is evident that a risk of discrimination exists and this risk may be removed or reduced by implementing the actions detailed within the Action Planning section of the document.* This screening can be found in Appendix 3.

In applying this policy, the CCG will have due regard for 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.

4.2 Bribery Act 2010

The relevance of the Bribery Act 2010 must be considered in respect of every policy. It is considered that it is relevant to this policy as it is possible that someone may be bribed into offering or supporting a secondment.

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 must refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

5. MONITORING & REVIEW

- 5.1 The policy and procedure will be reviewed every four years by the eMBED Workforce Team for the CCG in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

6 POLICY PURPOSE & AIMS

Scope

- 6.1 The policy applies to all HaRD CCG employees.
- 6.2 This policy does not cover statutory and mandatory training. For details of this, see the Statutory and Mandatory Training Policy.

Aims

- 6.3 The CCG is committed to the development of all employees regardless of profession, job title, and band or work pattern. All employees are required to have a Personal Development Plan (PDP) agreed with their manager as part of their annual appraisal and as amended by reviews.
- 6.4 Whilst considering study leave requests on an individual basis, managers must also be aware of their responsibility to ensure a level of consistency and equity within their own team and in relation to practice elsewhere in the CCG.
- 6.5 Factors that can be used to determine study leave requests will include the previous time off and funding the individual has received to participate in other courses of study and their existing qualifications. Applicants will therefore be asked to state the learning and development they have undertaken during the previous twelve months.
- 6.6 The number of employees attending external training will necessarily be limited by available funding and time constraints. As direct support for good practice, employees undertaking external study must share key learning points from their development. As a guide, the following options are usually beneficial:
1. Brief colleagues on key learning points in team meetings
 2. Provide copies of useful material, (subject to permissions), for interested colleagues
 3. Provide feedback on the overall value of the study for the directorate, as this helps guide future participants towards appropriate opportunities
 4. In accepting study support, employees undertake to complete the course of study and any associated assessments in full.

7 ROLES / RESPONSIBILITIES / DUTIES

7.1 THE EMPLOYEE

All employees must:

- Participate in the Performance Appraisal Process
- Have a copy of their Personal Development Plan
- Undertake learning and development identified as statutory, mandatory or as a corporate and/or professional requirement for their area of work
- Comply with reasonable requests to update skills and knowledge
- Take active part in investigating development options and discussing, agreeing and keeping up to date their own training and development plan.

7.2 LINE MANAGERS

All line managers are responsible for providing the following for their staff:

- Induction
- Performance Appraisal
- On-the-job training and coaching where required

7.3 DIRECTORS

Directors have a responsibility to share their agreements to study leave and funding with the Senior Leadership Team to ensure a consistency or approach maintains fairness and equity within the process.

7.4 PERFORMANCE APPRAISAL

A Personal Development Plan is just as relevant for experienced employees who want to stay in their present role as for those who aim to further progress or change their career

path. Together identify, discuss and agree areas for development which will enable the employee to:

- Deliver their job targets
- Develop their teamwork, leadership and/or managerial qualities as appropriate
- Develop their experience and skills to meet longer-term job requirements or career aspirations, where these are compatible with business goals.

These must be categorised as below: (*linked to 'My Part' Performance Appraisal doc*)

- a. Mandatory training;
- b. Minimum essential professional requirements;
- c. Continuing professional development;
- d. Role essential requirements to meet the CCG strategic aims and operational targets;
- e. Individual and personal aspirations for development.

When completing a Study Leave request (refer to 8.0), employees and their line managers must have discussed the 'priorities' of need above and make this clear in the request form.

8.0 STUDY LEAVE

- 8.1 Where the study leave application is for more than 3 days away from the workplace, the application must be approved by the Line Director.
- 8.2 Time off, paid or unpaid, in respect of day release, will be the subject of discussion with the employee at the time that the request for study leave is processed. There may be times when a manager may have to decline a request for training because there is a particular pressing deadline or the team is short-staffed
- 8.3 For attendance on a course or programme of study that is agreed to be essential for the employee's development based on their job role and organisation's needs it is expected that study time including travel time will be classed as regular working time. Any hours accrued above the normal working hours of the employee to attend the course or study should be taken back in lieu. Any time that is less than the normal working hours of the individual employee will be expected to be made up.
- 8.4 Employees who work flexi-time may only claim the standard working day as defined by the rules of the scheme.
- 8.5 Weekend attendance on approved courses of study may be compensated by time off in lieu though not incur any payment for overtime but would attract the standard rate for unsocial/anti-social hours. For training and development that is deemed to be desirable rather than essential arrangements for time required should be agreed between the line manager and the employee and should offer a consistent approach within the organisation.
- 8.6 Employees may wish to undertake a course of study of some relevance to their current position or profession but which is primarily for the benefit of their own personal advancement. In this instance the CCG may allow a proportion of the time required for attending the structured elements of the course as study leave. The remainder of the leave must be taken out of holiday entitlement, or unpaid leave. Managers have the discretion to increase the proportion taken as study leave e.g. if a project being done as part of the course will lead to a service improvement, however they must consider how equitable their decision will be viewed by their team and the CCG at large.
- 8.7 Where a course of study is not related to an employee's current occupation or preparation for a future role within the CCG, there is no obligation on behalf of the CCG to provide any study leave. However in deciding whether a course of study offers a valuable and relevant experience to the employee, managers must look at all aspects before reaching their conclusion (i.e. the method of learning, composition of other participants etc. not just the

subject matter).

- 8.8 Employees are required to complete the Application for Study Leave and Funding Form – Appendix 1 for all study leave. Where the time off requested is more than three working days the completed form will be approved by their Line Director for approval; where the cost is more than £2K, the completed form will be escalated for consideration to the Senior Leadership Team for a decision to ensure fairness and equity.

Examination Leave

- 8.9 Paid leave may be granted to sit examinations associated with an approved course of study. The employee will be required to provide evidence of such to their line manager prior to approval of leave.
- 8.10 Leave may be granted for a first re-take of an examination failed, at the discretion of the employee's manager. This discretion also extends to whether or not the leave is paid or unpaid. Managers need to ensure that fairness has been applied to other members of the team.

Assignment Leave

- 8.11 Many courses now depend on assignments rather than examinations. Where this is the case, the employee's line manager has discretion to grant paid study leave to complete assignments, up to the level granted for examination leave.

9.0 FUNDING

- 9.1 The CCG has resources set aside to support CCG employees who undertake external qualification courses, external short courses and conferences. Where the course fees are in excess of £2K, approval for assistance will be required from the Senior Management Team (refer to 8.8). Funding decisions on courses £2K and under will be taken by the Line Director and copied to Chief Officer for information.

Funding decisions on courses £200 and under will be taken by the applicant's line manager in conjunction with the applicant's PDP and managed within the Directors delegated available budget.

- 9.2 Claims may not be made against this budget for travel expenses, subsistence or accommodation, although staff may claim for these from local budgets in the usual way. Where food and refreshments are provided as part of the course (and no overnight stay is involved) then there will be no subsistence claim.
- 9.3 No funding assistance will be given for administration costs (e.g. photocopying), textbooks or other learning materials, though photocopying may be used within work provided it does not breach copyright licensing.
- 9.4 Where employees are undertaking qualifications or training that is a statutory or professional requirement if they are to carry out their current or expected duties for the CCG, they will receive 100% support for course fees.
- 9.5 If employees are undertaking training for their own personal benefit, the CCG has no obligation to provide any funding assistance, even if paid or unpaid leave has been granted.

However, a course of study that has been agreed within the Performance Appraisal that is not directly relevant to the employee's current occupation or role (will provide a personal learning benefit for the employee) but consequentially will provide additional organisational or business benefit or value to the CCG *may* be funded up to 50% of the value of the funding (the remaining 50% funded by the employee); though this will not be guaranteed and will entail a formal discussion and agreement and approval by the Senior Management

Team.

- 9.6 Professional qualification training courses are expensive to the CCG, both financially and in respect of time commitment; when employees leave NHS employment before, or shortly after, completing a course of study, the anticipated benefits to the CCG or other NHS organisations are not realised. Therefore the CCG reserves the right to make a deduction from the remaining salaries of the individual concerned as compensation, calculated as follows:

If leaving:

Notice Given	% repayment
Within first 11 months from completing training/exam	100%
Between 12 – 17 months from completing training/exam	50%
Between 18 – 24 months from completing training/exam	25%

These deductions are not applicable in the case of individuals being made redundant or retiring, including on health grounds.

They will also not apply to employees on fixed term contracts, save where those contracts are subsequently made substantive. Where these circumstances arise, the time they have served on a fixed term contract since completing their studies will also be included in determining whether any deduction from salary is applicable.

- 9.7 Employees will have deemed to have completed their studies on submitting their last assignment or period of course attendance, whichever is the latter. The last attendance on a course can include a final examination or re-sit.
- 9.8 Special leave of any sort (e.g. maternity) or career breaks undertaken after completion of studies will be included in the calculations outlined in 9.6 as being continuous employment.
- 9.9 Where employees have failed to attend, or complete, a course of study/exam they will be subject to the conditions described in 9.6. However the same extenuating circumstances must apply as outlined above and includes long-term sickness.

10.0 DISTANCE, OPEN OR E-LEARNING

- 10.1 Employees who are studying using these methodologies are subject to the terms and conditions already outlined in sections 6-9 of this policy and shall be neither advantaged nor disadvantaged in comparison with employees following more conventional courses of study.
- 10.2 Managers may exercise some flexibility in implementing the study leave policy e.g. employees undertaking distance learning may receive more funding support if there is less need for study leave, providing the total 'package' is equitable with that of employees undertaking a conventional course of study.

11.0 APPLYING FOR STUDY LEAVE

- 11.1 Study leave must be agreed between the employee, line manager and their line Director. The agreed study leave must be recorded using the form in Appendix 1; the form must be kept on the employee's personal file.
- 11.2 Where the study leave application is for more than 3 days away from the workplace, the application must be approved by the employee's line Director.

12.0 APPLYING FOR FUNDING

- 12.1 All requests for funding must be made on the Application for Study Leave and Funding Form Appendix 1. This must follow agreement between the employee and their line manager on the relevance of the course (refer to 7.2) study and leave requirements.

Once a training request has been received it will be passed to the employee's Director for consideration and authorisation. Applicants will need to ensure that they leave adequate time for processing the application.

- 12.2 Any employee who feels they have been treated unfairly by refusal of study leave or funding for an external learning and development course/activity/event must refer to the CCG Grievance Policy and Procedure.

13 CONTINUED PROFESSIONAL DEVELOPMENT

Where required for the role, employees are expected to maintain their continued professional development record as required by registered bodies. Employees have a responsibility to keep their skills and knowledge up to date.

14 IMPLEMENTATION

- 14.1 This policy will be published on the CCG website, and all employees will be made aware of its publication through team meetings and regular information bulletins.

15 TRAINING & AWARENESS

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

16. ASSOCIATED DOCUMENTATION

- 16.1 To ensure that this policy is viewed in context, it must be read in conjunction with the Statutory and Mandatory training Policy, the Performance Appraisal Policy, and the Induction Policy and Procedures

APPENDICES

Appendix 1	Application for Study Leave and Funding Form
Appendix 2	Learning & Development Quick Reference Guide
Appendix 3	Equality Impact Analysis

Application for Study Leave and Funding Form

Applicant Details

Name	
Job Title	
Directorate	
Email address	
Phone number	
Date of request	

About the training course/event/conference

Name of course/training/event					
Training/course reference where applicable					
Date of training/event					
Duration of training event					
Location					
Description					
Amount of study time leave requested (No of days in total)					
Training identified in PDP - Y/N [delete non-applicable]	[Yes]			[No]	
Prioritised Learning Need (refer to My Part Performance Appraisal (Section 4) and Section 7.4 L&D Policy) Circle applicable	A	B	C	D	E
Amount requested	£				
Total Course cost	£				
Amount agreed to self-fund (where applicable)	£				
Describe how this training or event will help you in your job and/or career development/project. Please be specific as to anticipated skills, knowledge and/or professional development. Please use a separate sheet if necessary					
Describe any learning and development undertaken in the last twelve months					

The following agreements apply to this application [✓]:

- I have attached the course outline/ details of the course confirming the date and cost

- I agree to report to my manager about the value/content of this learning event and share the knowledge gained with colleagues.
- I confirm non-completion of the course, or leaving the CCG within the timescales outlined in the Funding and Study Leave sections of this Policy, will require me to reimburse the CCG for funding unless otherwise agreed.**

Signature	
-----------	--

To be completed by line manager

I have reviewed this request with my member of staff and approve it for [✓]:

- Study Leave
- Funding

Name	
Job Title	
Signature	

Completed forms must be emailed to the employee's line Director for monitoring.

To be completed on behalf of the CCG by the local/line Director

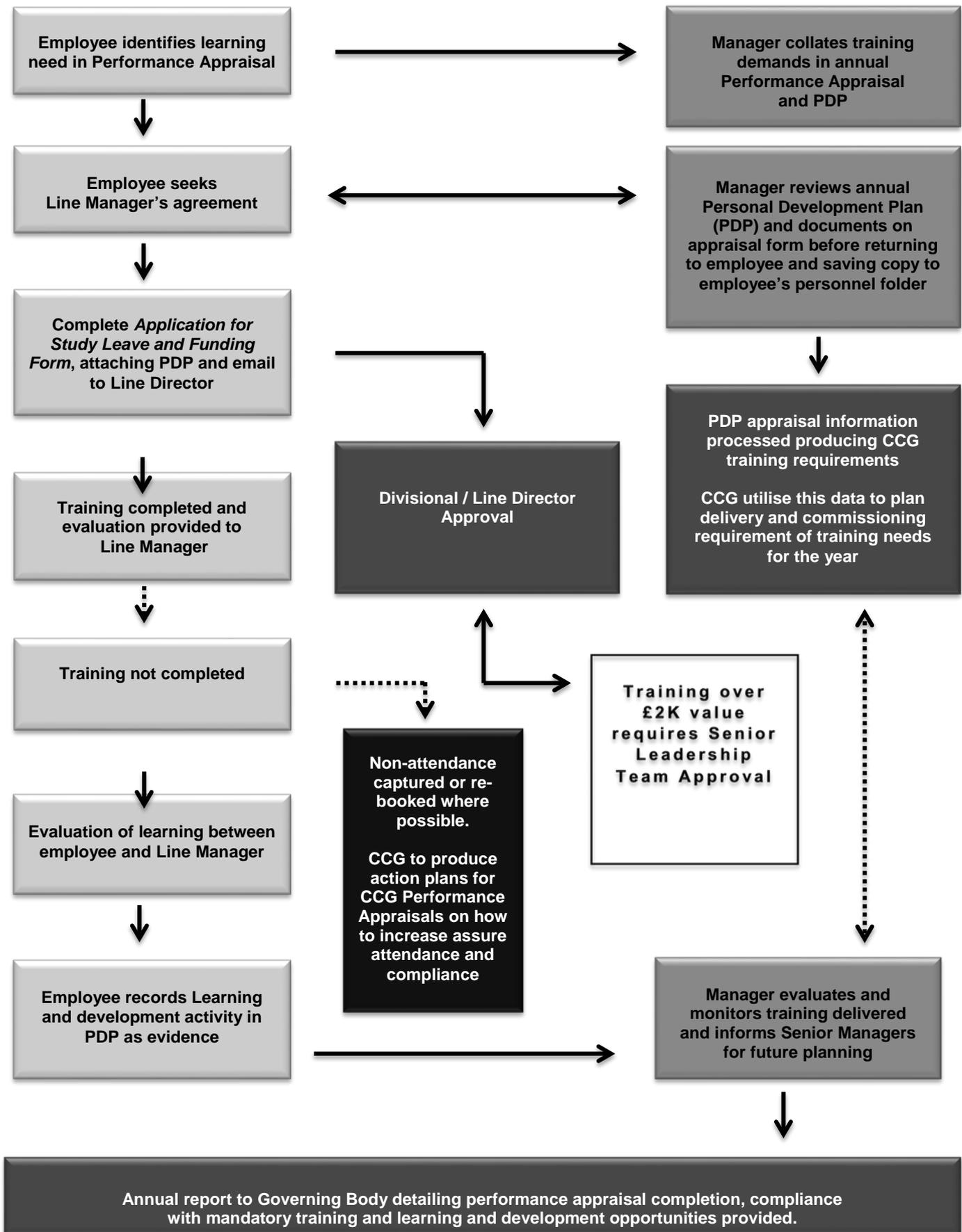
NB: for funds above £2000, final approval is at the discretion of the Senior Management Team in consultation with the local Director.

Study Leave Approved – Y/N [delete non-applicable]	[Yes]		[No]	
Funding approved: Y/N % or £ amount [delete non-applicable]	[Yes]	[No]	£	%
If no for either, state reason (s)				
Signature				

Signed form to be filed on individual's personal file

Learning & Development Quick Reference Guide

Appendix 2



1. Equality Impact Assessment									
Policy / Project / Function:	Learning and Development Policy								
Date of Analysis:	June 2017								
This Equality Impact Assessment was completed by: (Name and Department)	Neil Robson – eMBED Senior Learning & Development Lead								
What are the aims and intended effects of this policy, project or function?	The CCG is committed to the development of all employees regardless of profession, job title, band or work pattern. All employees are required to have a Personal Development Plan (PDP) agreed with their manager as part of their annual appraisal and as amended by reviews								
Please list any other policies that are related to or referred to as part of this analysis?	<ul style="list-style-type: none"> • Statutory and Mandatory Training Policy • Objective and Performance Management Policy • Induction Policy and Procedures 								
Who does the policy, project or function affect?	<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"/>								
Please Tick ✓									

2. Equality Impact Assessment: 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 (eg from previous engagement) to evidence this impact
	Yes	No	Yes	No	
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Disabled People	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Transgender People	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Pregnancy and Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Marital Status	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Considered – Neutral Impact
Religion and Belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 Equality Impact Analysis Findings

3. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected as at October 2016

General	Total number of employees in the CCG is 54
Age	81.49% are aged 30-55 12.96% of staff are over 55 5.56% of staff are under 30
Race	87.04% of staff employed are White 7.41% of staff have are not stated/undefined their ethnicity 3.70% of staff employed are Black 1.85% of staff employed are Asian
Sex	33.33% staff employed are male 66.67% staff employed are female
Gender reassignment	No information at this stage
Disability	79.63% of staff employed declared themselves as having no disability 20.37% of staff employed did not declare / undefined 0% of staff employed have declared a disability
Sexual Orientation	74.07% of staff employed described themselves as heterosexual 25.92% of staff employed did not wish to respond / undefined
Religion, faith and belief	Christianity is the largest religious group declared by staff in the CCG (48.15%) 35.19% of staff employed were undefined or did not wish to declare 12.96% of staff employed declared themselves Atheist 1.85% of staff employed declared themselves Buddhists 1.85% of staff employed declared themselves as Other religion
Marriage and civil partnership	75.93% of employees are married. No employees are in a civil partnership. 0% of staff were undefined The remainder (24.07%) 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> <ul style="list-style-type: none"> • CCG Employees • Senior Management Team <p>(approval)</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 but is designed to assist all employees in managing conflicts of interest appropriately within the CCG.</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)	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Race (All Racial Groups)	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Disability (Mental and Physical)	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Religion or Belief	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Sexual Orientation (Heterosexual, Homosexual and Bisexual)	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Pregnancy and Maternity	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Transgender	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Marital Status	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.
Age	X			This policy will be applied consistently therefore should have no impact on this protected characteristic.

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
NONE IDENTIFIED				

7. Equality Impact Analysis Findings

Analysis Rating: Red Red / Amber Amber Green X

		Actions	Wording for Policy / Project / Function
<p>Red</p> <p>Stop and remove the policy / stop the project / stop the function</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 Stop the project Stop the function</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 / project / function stopped</p>
<p>Red / Amber</p> <p>Continue the policy / Continue the project / Continue the function</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 / project / function 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>

<p>Amber</p> <p>Adjust the Policy / adjust the project / adjust the function</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 / project / function 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 / project / function 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>