

EQUAL OPPORTUNITIES IN EMPLOYMENT POLICY

Ratified Date: March 2012
Ratified By: HR Committee, JLNC, JINC
Review Date: March 2015
Accountable Directorate: HR and OD Director
Corresponding Author: HR Business Consultant

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Meta Data

Document Title:	Equal Opportunities in Employment Policy
Status	Active
Document Author:	HR Business Consultant
Source Directorate:	HR Consultancy
Date Of Release:	March 2012
Approval Date:	March 2012
Approved by:	HR Committee, JLNC, JINC
Ratification Date:	March 2012
Ratified by:	JLNC, JNNC, HR Committee
Review Date:	March 2015
Related documents	<p>Recruitment and Selection Policy Harassment and Bullying Policy Management of Change Policy Retirement Policy Training and Development Policy Appraisal Policy Sickness Absence Procedure Disciplinary Policy and Procedure Grievance and Disputes Policy and Procedure HIV/AIDS and Employment Policy Job Sharing Policy Pre Employment Health Screening Policy and Procedure Pre- Employment Checks Employment and Immigration Status Policy for the Protection of Children – Disclosure of Criminal Background of those with Access to Children</p>
Superseded documents	<p><i>Equality Opportunities Policy HEFT 2010</i> <i>Equality and Diversity Policy SCT</i> <i>Policy & Scheme - Equality & Diversity Policy/ Race Equality Scheme (2005-2009)/Gender Equality Scheme (1.1.11) HOB</i></p>
Relevant External Standards/ Legislation	<ul style="list-style-type: none"> • <i>Equality Act 2010</i> • <i>Sex Discrimination Act</i> • <i>Race Relations Act 1976 and Race Relations amendment Act 2003</i> • <i>Equal Pay act 1970 (and its amendments 2003)</i> • <i>Rehabilitation Offenders Act 1974</i> • <i>Disability Discrimination Act 2005</i> • <i>The Employment Quality (religion or Belief) Regulations 2003</i> • <i>The Employment Equality (sexual Orientation) Regulations 2003</i> • <i>The Employment Equality (Age) Regulations 2006 Amendment Regulations 2008</i>
Key Words	

HEART OF ENGLAND FOUNDATION NHS TRUST

EQUAL OPPORTUNITIES IN EMPLOYMENT POLICY

1. CIRCULATION

This policy applies to all employees, agency workers, students (including those on work experience) and volunteers working on Trust premises. Recruitment agencies and their staff should be made aware of and familiarise themselves with the contents of the policy to ensure that their actions don't contravene any aspect of it.

2. SCOPE

Heart of England Foundation NHS Trust is committed to ensuring equality exists in all aspects of employment. The Trust is committed to eliminating any form of discrimination. Equality of opportunity is vital if employees are to have a fair and equal chance of reaching their full potential and for the Trust to make the most effective use of its staff.

The Trust is striving to build a workforce which is valued and whose diversity reflects the communities it serves, contributing to delivery of the best and most appropriate healthcare service. It is committed to raising awareness of diversity to ensure equality of opportunity across the broad range of difference that characterises individuals, and to establish a supportive working environment where everyone is valued equally and treated with dignity and respect.

Although the responsibility for achieving and enabling equality of opportunity rests with the Trust as the employer, employees at every level have a responsibility to own and promote equal opportunities. The co-operation and commitment of managers, staff and Trade Unions, is therefore, essential to the successful implementation of this policy.

3. DEFINITION OF DISCRIMINATION

There are three main aspects of discrimination which are explained below:

Direct Discrimination

Results when a person is treated less favourably than another directly because of an aspect of their diversity e.g. their age, sex, race, disability, sexual orientation, gender identity, ethnicity, nationality, religion or belief, employment status, marriage or civil partnership status, pregnancy/maternity status or domestic circumstances.

Indirect Discrimination

Arises where a provision, criterion or practice is applied equally to all individuals but has the effect of excluding, treating less favourably or causing a detriment to an individual or individuals within a particular group, and cannot be shown to be justifiable. For example, a height requirement which would preclude more women than men.

Victimisation

This occurs when a person is given less favourable treatment than others in the same or similar circumstances solely because it is suspected or known that he/she has brought legal proceedings under any of the various discrimination acts (e.g. Race Relations Act, Sex Discrimination Act), has given evidence or information in connection with such legal proceedings or has made allegations that someone within the organisation has contravened a piece of legislation.

However, protection under the victimisation section of the legislation does not apply if any allegations were not made in good faith.

4. REASON FOR DEVELOPMENT

The Trust will not tolerate any form of discrimination on the grounds of age, sex, race, disability, sexual orientation, gender identity, ethnicity, nationality, religion or belief, employment status or domestic circumstances. This list is not exhaustive and may be updated during future reviews of this policy.

The Trust is committed to providing equality of opportunity and will strive to identify and remove any barriers to this. Where examples of poor practice are highlighted the Trust expects the relevant manager with responsibility for the area in which the issue arose to address this. This may be achieved by devising and implementing an action plan which could include training, re-education, introduction of more robust systems or in extreme cases disciplinary action.

This policy conforms to legal requirements and reflects good practice as recommended by the Equal Opportunities Commission, the Commission for Racial Equality, the Disability Rights Commission, the Criminal Records Bureau and the Chartered Institute of Personnel and Development. For further details on this please refer to appendix 1.

5. AIMS AND OBJECTIVES

- Ensure all managers and staff are aware of the Equal Opportunity Policy
- Ensure managers and staff do not discriminate against any individual on the grounds of age, sex, race, disability, sexual orientation, gender identity, ethnicity, nationality, religion or belief, employment status or domestic circumstances.
- Ensure all staff are managed effectively and treated fairly
- Identify the action to be taken should discrimination occur.

6. STANDARDS

All Managers and staff must ensure that the policy is adhered to and that they do not discriminate directly or indirectly against their colleagues.

Managers must ensure that address issues where examples of poor practice are highlighted.

Managers and staff must ensure that they adhere to Trust policies and procedures and ensure that they are implemented effectively, fairly and consistently and that the process identified in the policy and procedure is followed at all times.

7. RESPONSIBILITIES

The Trust Board has overall responsibility for ensuring the policy is implemented.

The HR and OD Director will have specific responsibility for implementing and monitoring the policy on behalf of the Trust.

Managers are responsible for ensuring that all staff within their area are aware of their responsibilities as well as ensuring that their area/department and management practices comply with all aspects of the policy. Managers need to ensure that they put adequate monitoring systems in place so they are aware of their area/department's performance in relation to equal opportunities.

Employees at all levels have a responsibility to actively promote equality of opportunity, comply with the requirements of this policy and challenge or raise concerns about any behaviour or conduct that they feel contravenes this policy using the appropriate channels e.g. Whistleblowing Policy.

8. TRUST STRATEGIES FOR ACHIEVING EQUAL OPPORTUNITIES

DISABILITY

The Trust is certified to display the 'Two Tick Symbol – Positive about Disabled People'. As a result the Trust has made the following specific commitments that all staff must adhere to;

- To interview all applicants with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities
- To ensure there is a mechanism in place to discuss, at any time, but at least once a year, with the disabled employees, what the Trust and they can do to make sure they can develop and use their abilities

- To make every effort when employees become disabled to make sure they stay in employment
- To take action to ensure that all employees develop the appropriate level of disability awareness needed to make the Trust's commitments work
- Each year to review the five commitments and what has been achieved, to plan ways to improve them and let employees and the Employment Service know about progress and future plans

It is vital that all managers and staff meet the above commitments. In particular managers need to consider making reasonable adjustments to accommodate applicants and employees who have a disability. Further advice on this area is detailed in the Trust's Recruitment and Selection and Sickness Absence Policies.

RECRUITMENT AND SELECTION

Advertising

The Trust will take measures to ensure that, where appropriate, all sections of the community and the existing workforce are informed about job opportunities and are encouraged to apply. This means that in most cases substantive job opportunities will be publicised concurrently both inside and outside the Trust. However, there will be occasions where a substantive post is only advertised internally. This will happen when posts are ringfenced, see section 15, or the role is one which can be fulfilled by existing staff with the appropriate skills.

Details of appropriate jobs will be placed on EVAS and also distributed to Job Centres, Disabled, Support and Community Groups. Where necessary, press advertising will be used as an additional method to publicise jobs.

All advertisements will include a reference to the Trust's commitment to Equal Opportunities and will display the Two Ticks symbol.

Selection

Every role should have a detailed, up-to-date and relevant person specification, which describes the qualities a person needs to be able to do the job. This will be used as a tool during the selection process. It is vital that the person specification does not include any criteria or requirements which are unnecessary for the post and which might exclude applicants from particular groups. For example, attention needs to be given to qualifications to ensure that equivalents, including those gained overseas, are recognised where appropriate.

The Trust encourages applications from a wide range of candidates, including those with criminal convictions, as long as the conviction doesn't undermine the individual's ability to undertake the role for which they have applied. Certain roles within the organisation are exempt from the Rehabilitation of Offenders Act (please refer to Appendix 1 for more detailed information) and therefore the Trust will use a

Criminal Records Bureau (CRB) Disclosure to assess applicants' suitability for these roles. In these circumstances the Trust will ensure that the application pack includes a statement that a disclosure will be requested in the event of the individual being offered the position. For more information on this area please refer to the Policy for the Protection of Children – Disclosure of Criminal Background of those with Access to Children.

All interviews must be conducted by more than one person in order to eliminate bias. The interview structure should be consistently applied to all candidates and must be confined to gathering job-related information, avoiding any questions which might be construed as discriminatory.

Individuals will be appointed solely on the basis of their relevant experience, abilities and their suitability to do the job in accordance with the objective criteria laid down in an appropriate person specification.

Training in Recruitment and Selection

Prior to recruiting all appointing managers are required to attend a session on diversity awareness, as well as attending the Trust's Recruitment & Selection course, in order to ensure they are familiar with the principles of equal opportunities and aware of the Trust's approach to diversity.

Promotion

All employees are eligible to seek promotion in order to advance their career. Promotion will be based solely on an individual's merits, abilities, experience and possession of the appropriate and necessary qualifications.

APPRAISAL AND PERSONAL DEVELOPMENT PLAN (PDP)

It is vital that all employees have a yearly appraisal from their direct line manager. At the end of the appraisal a Personal Development Plan should be jointly developed and agreed by the individual and their manager. For further information and guidance on the appraisal process please refer to the Appraisal Policy.

It is important that everyone has equal access to development opportunities as identified in their personal development plan. However the Trust recognises that some departments may have to enforce limitations due to the resources they require to run their service. In these circumstances it may be necessary or appropriate to rotate the release of staff e.g. for attendance at conferences.

APPROACH TO DISMISSAL AND REDUNDANCY

The Trust will ensure that employees with the responsibility for taking decisions about dismissal and redundancy do not discriminate in the process on the grounds

of age, sex, race, disability, sexual orientation, gender identity, ethnicity, nationality, religion or belief, employment status or domestic circumstances.

DISCIPLINE

Proven acts of discrimination carried out by an employee of the Trust against other employees, clients or members of the public, will result in disciplinary action, which may result in dismissal. This will also apply to employees who attempt to induce other employees to discriminate.

Failure to comply with this policy may be treated as a disciplinary offence.

The Trust will ensure that its disciplinary procedures are applied irrespective of age, sex, race, disability, sexual orientation, gender identity, ethnicity, nationality, religion or belief, employment status or domestic circumstances.

HARASSMENT & BULLYING

Any employee who feels that they have suffered racial, sexual or any other form of harassment can make a complaint using the procedure outlined in the Harassment and Bullying Policy. Please refer to this policy for further information.

All managers and staff have the responsibility to be familiar with the procedures outlined in the Harassment and Bullying Policy.

POSITIVE ACTION

This occurs when an employer takes any form of action that assists people from any under-represented group to achieve their potential in the workplace and overcome any form of institutional discrimination.

An example of positive action is a targeted management development programme which is aimed at female employees in an organisation where women are under-represented in the managerial posts. The development programme would be used to increase their experience, confidence and enable them to gain recognised qualifications. However when applying for jobs the individuals who have attended this programme would apply in the usual way and would not be given any preferential treatment.

This kind of positive action is legal, permitted via sections 35, 37 and 38 of the Race Relations Act. In contrast positive discrimination, where preferential treatment is given to an individual with fewer skills, qualifications or less experience because they are a member of an under-represented group, is unlawful under both the Race Relations and the Sex Discrimination Acts.

RINGFENCING OF POSTS

On occasions posts may be ringfenced for employees who are at risk of redundancy and suitable alternative employment is being sought or employees seeking redeployment due to ill health.

This would mean that a vacant post would not be advertised if an individual, or individuals, on the redeployment list meet the essential criteria of the person specification. For further detail please refer to the Redundancy and Sickness Absence Policies.

8. TRAINING AND DEVELOPMENT

The Trust is committed to ensuring that all staff have equal opportunity in accessing training and development relevant to their needs and their job role. For further guidance please refer to Section 7 of the Training and Development Policy.

The Trust will provide appropriate training for those in managerial roles to ensure they comply with the principles and requirements of this policy.

9. COMMUNICATION

The Trust will regularly communicate and reinforce its commitment to the Equal Opportunities Policy. Departments will be regularly reviewed on their approach to equal opportunities and diversity as part of the HR Healthcheck process. If there are any shortfalls within this area the department will be expected to devise and implement a robust action plan in order to address this.

The policy is referenced on the Trust application form, in the contract of employment, staff handbook and within individual Trust policies including the Harassment and Bullying Policy, Recruitment and Selection Policy, Disciplinary Policy and Procedure, Grievance Policy and Procedure and the Sickness Absence Procedure. All advertisements should also contain a statement reinforcing the Trust's commitment to equal opportunities and display the two ticks symbol (please refer to section 6 for further information on this).

10. MONITORING

Monitoring is an essential part of the Trust's Equal Opportunities in Employment Policy.

Equal Opportunities data from application forms is monitored by the Recruitment department. An annual report will be submitted to the Human Resources Committee and Trust Board on all areas of the Policy including this data, a summary of issues complaints raised and investigated. This Report will be shared with the JNCC. The Trust will also assess staff views of Equal Opportunities and diversity through the annual Staff Satisfaction Survey and commits to take action to rectify problems or issues identified.

LEGAL FRAMEWORK

The Trust recognises its commitments under the law via various key pieces of legislation, some of which are referenced below. For any further advice or information on this area please contact a member of the HR department.

A Equality Act 2010

The Equality Act is the most significant piece of equality legislation to be introduced for many years. It is there to strengthen protection, advance equality and simplify the law. Ninety per cent of the act came into force on 1 October 2010. The rest of it includes Public Sector Equality Duty (PSED), came into effect on April 2011. The Equality Act brings together, and significantly adds to and strengthens, a number of previous existing pieces of legislation, including race and disability. One of the key changes is that it extends the protected characteristics to encompass:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

The act also makes explicit the concept of 'dual discrimination', where someone may be discriminated against or treated unfairly on the basis of a combination of two or the protected characteristics.

B. SEX DISCRIMINATION ACT

This Act makes it unlawful to discriminate directly or indirectly on the grounds of sex or marital status, or to apply requirements or conditions which have a disproportionately disadvantageous effect on people of a particular sex or marital status where these cannot be justified. It also applies to discriminatory employment advertising and makes it unlawful to apply pressure to discriminate or to aid discrimination by another person.

C. RACE RELATIONS ACT 1976 and RACE RELATIONS AMENDMENT ACT 2003

This Act makes it unlawful to discriminate directly or indirectly on the grounds of colour, race, nationality (including citizenship) and ethnic or national origin. In addition it is unlawful to apply requirements or conditions which have a disproportionately disadvantageous effect on people of a particular racial group, and which cannot be justified

on non-racial grounds. It also applies to discriminatory employment advertising and makes it unlawful to apply pressure to discriminate or to aid discrimination by another person.

D. EQUAL PAY ACT 1970 (AND ITS AMENDMENTS 2003)

This Act establishes the right of women and men to equal treatment in relation to contractual terms and conditions of employment when they are employed on the same or broadly similar work, or on work which, though different, is of equal value.

E. DISABILITY DISCRIMINATION ACT 2005

This Act makes it unlawful for an organisation to discriminate against a disabled person in any area of the employment relationship including in their terms of employment, promotion opportunities, dismissal or by subjecting them to any other detriment.

The Act also places a duty on the employer to make reasonable adjustments where any arrangements made by or on behalf of the employer, or any physical feature of premises occupied by the employer, places the disabled person concerned at a substantial disadvantage in comparison with persons who are not disabled. Failing to make or consider a reasonable adjustment will amount to disability discrimination.

F. THE REHABILITATION OF OFFENDERS ACT 1974 (AND EXCEPTIONS ORDER 1975 AND AMENDMENTS 1986)

This Act provides that if a convicted person completes a specified period without being convicted of further offences, the conviction can be regarded as “spent”. These sentences then do not have to be revealed and may not be used as grounds for exclusion from employment or promotion.

However, certain professions are exempt from the Act, including many hospital roles, as they require an individual to have sole responsibility for or be in sole charge of a child or a vulnerable adult. Where an exception applies applicants must disclose any convictions they might have. Furthermore for these roles the Trust will use a Disclosure and Barring Service (DBS) check to assess applicants’ suitability for the position. For further information please refer to the DBS Policy or approach the HR department for advice.

G. THE EMPLOYMENT EQUALITY (RELIGION OR BELIEF) REGULATIONS 2003

These regulations came into force on 2nd December 2003. They apply to all aspects of employment and vocational training making it unlawful to discriminate either directly, or indirectly, against anyone on the grounds of religion or belief, at any point in the employment relationship from recruitment to dismissal. They also make specific reference to the fact that harassment and victimisation are unlawful and in certain circumstances extend to discrimination after the working relationship has ended.

H. THE EMPLOYMENT EQUALITY (SEXUAL ORIENTATION) REGULATIONS 2003

These regulations came into force on 1st December 2003. They apply to all aspects of employment and vocational training making it unlawful to discriminate either directly, or indirectly against anyone on the grounds of sexual orientation, at any point in the employment relationship from recruitment to dismissal. They also make specific reference to the fact that harassment and victimisation are unlawful and in certain circumstances extend to discrimination after the working relationship has ended.

I. THE EMPLOYMENT EQUALITY (Age) REGULATIONS 2006 – AMENDMENTS REGULATIONS 2008

These regulations came in to force on 1st October 2006. They apply to all aspects of employment and vocational training. It is unlawful to discriminate directly or indirectly against an individual in the grounds of age. Employees have statutory right to request to work beyond the compulsory retirement age.

J. CODES OF PRACTICE

Codes of Practice have been issued by the Criminal Records Bureau (CRB), Commission for Racial Equality (CRE), Disability Rights Commission (DRC) and the Equal Opportunities Commission (EOC) which set out the practices which employers should adopt in order to ensure equal opportunities at work. The Codes do not have statutory provisions, but lay down well-defined operating practices for employers which, if not followed, may have the effect of supporting legal action taken via an Employment Tribunal. In such cases, the Tribunal would have regard to the extent to which an employer had followed the guidelines contained in the Codes of Practice.

Attachment 1: Approval/Ratification Checklist

Title	Equal Opportunities in Employment Policy
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	Ratification checklist	Details
1	Is this a: Combined Policy & Procedure	
2	Is this: Revised	
3*	Format matches Policies and Procedures Template (Organisation-wide)	
4*	Consultation with range of internal /external groups/ individuals	JINC, JLNC, HR Committee, HR Consultancy team
5*	Equality Impact Assessment completed	
6	Are there any governance or risk implications? (e.g. patient safety, clinical effectiveness, compliance with or deviation from National guidance or legislation etc)	Compliance with Employment Law
7	Are there any operational implications?	Managers to ensure working practices do not discriminate against employees
8	Are there any educational or training implications?	Briefing to line managers
9	Are there any clinical implications?	n/a
10	Are there any nursing implications?	n/a
11	Does the document have financial implications?	n/a
12	Does the document have HR implications?	Ensure equal opportunities is applied to all working practices
13*	Is there a launch/communication/implementation plan within the document?	Helen Barlow
14*	Is there a monitoring plan within the document?	HR Consultancy Department

15*	Does the document have a review date in line with the Policies and Procedures Framework?	December 2010
16*	Is there a named Director responsible for review of the document?	HR and OD Director
17*	Is there a named committee with clearly stated responsibility for approval monitoring and review of the document?	HR Committee

Document Author / Sponsor

Signed

Title.....

Date.....

Approved by (Chair of Trust Committee or Executive Lead)

Signed

Title.....

Date.....

Ratified by (Chair of Trust Committee or Executive Lead)

Signed

Title.....

Date.....



Attachment 2: Equality and Diversity - Policy Screening Checklist

Policy/Service Title: Equal Opportunities Policy	Directorate: HR Consultancy
Name of person/s auditing/developing/authoring a policy/service: H Barlow	
Aims/Objectives of policy/service: Ensure individuals are not discriminated against and are treated with respect.	

Policy Content:

- For each of the following check the policy/service is sensitive to people of different age, ethnicity, gender, disability, religion or belief, and sexual orientation?
- The checklists below will help you to see any strengths and/or highlight improvements required to ensure that the policy/service is compliant with equality legislation.

1. Check for DIRECT discrimination against any group of SERVICE USERS:

Question: Does your policy/service contain any statements/functions which may exclude people from using the services who otherwise meet the criteria under the grounds of:	Response		Action required		Resource implication	
	Yes	No	Yes	No	Yes	No
1.1 Age?		*				
1.2 Gender (Male, Female and Transsexual)?		*				
1.3 Disability?		*				
1.4 Race or Ethnicity?		*				
1.5 Religious, Spiritual belief (including other belief)?		*				
1.6 Sexual Orientation?		*				
1.7 Human Rights: Freedom of Information/Data Protection		*				

If yes is answered to any of the above items the policy/service may be considered discriminatory and requires review and further work to ensure compliance with legislation.

2. Check for INDIRECT discrimination against any group of SERVICE USERS:

Question: Does your policy/service contain any statements/functions which may exclude employees from operating the under the grounds of:	Response		Action required		Resource implication	
	Yes	No	Yes	No	Yes	No
2.1 Age?		*				
2.2 Gender (Male, Female and Transsexual)?		*				
2.3 Disability?		*				
2.4 Race or Ethnicity?		*				
2.5 Religious, Spiritual belief (including other belief)?		*				
2.6 Sexual Orientation?		*				

2.7	Human Rights: Freedom of Information/Data Protection		*				
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If yes is answered to any of the above items the policy/service may be considered discriminatory and requires review and further work to ensure compliance with legislation.

TOTAL NUMBER OF ITEMS ANSWERED 'YES' INDICATING DIRECT DISCRIMINATION =

3. Check for DIRECT discrimination against any group relating to EMPLOYEES:

Question: Does your policy/service contain any conditions or requirements which are applied equally to everyone, but disadvantage particular persons' because they cannot comply due to:	Response		Action required		Resource implication	
	Yes	No	Yes	No	Yes	No
3.1 Age?		*				
3.2 Gender (Male, Female and Transsexual)?		*				
3.3 Disability?		*				
3.4 Race or Ethnicity?		*				
3.5 Religious, Spiritual belief (including other belief)?		*				
3.6 Sexual Orientation?		*				
3.7 Human Rights: Freedom of Information/Data Protection		*				

If yes is answered to any of the above items the policy/service may be considered discriminatory and requires review and further work to ensure compliance with legislation.

4. Check for INDIRECT discrimination against any group relating to EMPLOYEES:

Question: Does your policy/service contain any statements which may exclude employees from operating the under the grounds of:	Response		Action required		Resource implication	
	Yes	No	Yes	No	Yes	No
4.1 Age?		*				
4.2 Gender (Male, Female and Transsexual)?		*				
4.3 Disability?		*				
4.4 Race or Ethnicity?		*				
4.5 Religious, Spiritual belief (including other belief)?		*				
4.6 Sexual Orientation?		*				
4.7 Human Rights: Freedom of Information/Data Protection		*				

If yes is answered to any of the above items the policy/service may be considered discriminatory and requires review and further work to ensure compliance with legislation.

TOTAL NUMBER OF ITEMS ANSWERED 'YES' INDICATING INDIRECT DISCRIMINATION =

Signatures of authors / auditors:

Date of signing:



Equality Action Plan/Report

Directorate: HR Consultancy

Service/Policy: Equal Opportunities in Employment Policy

Responsible Manager: HR Business Consultant

Name of Person Developing the Action Plan: Helen Barlow

Consultation Group(s): JINC, JLNC, HR Committee

Review Date: December 2010

The above service/policy has been reviewed and the following actions identified and prioritised.
All identified actions must be completed by: _____

Action:	Lead:	Timescale:
Rewriting policies or procedures		
Stopping or introducing a new policy or service		
Improve /increased consultation		
A different approach to how that service is managed or delivered		
Increase in partnership working		
Monitoring		
Training/Awareness Raising/Learning		
Positive action		
Reviewing supplier profiles/procurement Arrangements		
A rethink as to how things are publicised		
Review date of policy/service and EIA: this information will form part of the Governance Performance Reviews		
If risk identified, add to risk register. Complete an Incident Form where appropriate.		

When completed please return this action plan to the Trust Equality and Diversity Lead; Pamela Chandler or Jane Turvey. The plan will form part of the quarterly Governance Performance Reviews.

Signed by Responsible Manager:

Date:



Attachment 3: Launch and Implementation Plan

To be completed and attached to any document which guides practice when submitted to the appropriate committee for consideration and approval.

Action	Who	When	How
Managers and staff	HR Consultancy	Prior to ratification	Through briefings to managers and Heart Beat
Present Policy to key user groups	HR Consultancy	Following ratification	Presentation of Policy to Managers
Add to Policies and Procedures intranet page / document management system.	Wendy Stock	Following ratification	As per Gatekeeper process.
Offer awareness training / incorporate within existing training programmes	HR Consultancy	Following ratification	
Circulation of document(paper)	HR Consultancy	Following ratification	Not Applicable
Circulation of document(electronic)	HR Consultancy	Following ratification	Via link to Microsoft SharePoint. Through Comm's bulletin

Dissemination Record - to be used once document is approved (This dissemination record is not mandatory)

Date put on register / library of procedural documents		Date due to be reviewed	

Disseminated to: (either directly or via meetings, etc)	Format (i.e. paper or electronic)	Date Disseminated	No. of Copies Sent	Contact Details / Comments

Acknowledgement: University Hospitals of Leicester NHS Trust.