

Sustainable Development Management Plan

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Owner:	Ruth Nutbrown – Assistant Chief Officer
Author:	Ian Plummer – Health and Safety Manager
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Distribution:	All staff and GP members of the CCG
Compliance:	Mandatory for all permanent & temporary employees of Rotherham CCG.
Equality & Diversity Statement:	In applying this policy, the organisation 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.

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1. Introduction

Rotherham Clinical Commissioning Group is a socially and environmentally responsible organisation; who is responsible for commissioning health services, for the people of Rotherham.

In January 2014 the NHS Sustainable Development Unit (SDU), jointly funded by NHS England and Public Health England launched the new NHS Sustainable Development Strategy¹.

The NHS has made a long standing commitment to operating sustainably and providing positive social value through all its services and facilities. This commitment is underpinned by national policy and a wide range of regulatory and legal requirements which affect health and social care providers and commissioners.

1.1 What is Sustainability

Sustainable development is most commonly described as “...development that meets the needs of the present, without compromising the ability of future generations to meet their own needs...” (*The Brundtland Commission, United Nations – Our Common Future, 1987*)

Sustainable development is achieved when an organisation or community is acting positively and achieving positive outcomes in the long term, in three aspects, these are:

- **Economic aspects** – the activity, community or organisation is financially viable in the long term.
- **Social Aspects** - the activity, community or organisation has staff, community and wider stakeholder relationships which provide the skills, engagement and support required for long term success. Overall the organisation is making a positive net contribution to society in general.
- **Environmental aspects** - the activity, community or organisation has the natural assets (air, water, materials, energy, bio-diversity etc.) it requires, being successful in the long term and makes a positive contribution to ensuring these resources are sustainable both for itself and others. Overall the organisation is making a positive net contribution to the environment in general.

Sustainable development begins when an organisation is achieving positive results in all three areas at the same time. It is not enough in the long term to merely minimise negative impacts, though in many cases this is where we start.

Sustainability is not about constraints, though initially it can feel that way. It is about a long term commitment to innovating and reorganising, what we do and how we do it, to make a positive difference in the world. This is not constrained but has limitless potential.

1.2 Why is Sustainability important

The Sustainable Development Strategy for the Health and Care System 2014 - 2020², the Public Services (Social Value) Act (2012)³ and the Climate Change Act (2008)⁴ requires

¹ <https://www.sduhealth.org.uk/>

² <https://www.sduhealth.org.uk/policy-strategy/engagement-resources.aspx>

public bodies to consider how to use its contracts to improve the economic, social and environmental well-being of our communities.

The CCG is committed to the Carbon Reduction Commitment Energy Efficiency Scheme (CRC)⁵ and there is an on-going focus to reduce the CCG's direct impact, including our building related greenhouse gas emissions, business travel and waste going to landfill.

We also understand that the vast majority of our impact is embedded in our commissioning and procurement activities and we have a duty to both support and challenge our providers and suppliers to also reduce their own impact; while continually improving the social value of our activities.

We endeavour to work closely with our staff, service users, suppliers, providers and local communities in all aspects of sustainability. We aim to integrate economic, environmental and social considerations into our strategic decision making and we are open-minded and transparent in our engagement with those who may be affected as a result.

1.3 National Context

The Government is committed to addressing both the causes and consequences of climate change. As the largest public sector emitter of carbon emissions, the NHS has a duty to respond.

NHS organisations are required to contribute to meeting the national target of a 10% cut in NHS wide carbon emissions by 2015⁶, with a 34% cut in overall national carbon footprint by 2020, the latter enshrined in the Climate Change Act 2008.

Public Health England and NHS England have developed a joint strategy, "Sustainable, Resilient, Healthy People and Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system"² to describe the principles and opportunities that can be taken to enable a more sustainable health and care system. Furthermore, the NHS Carbon Reduction Strategy for England (2009)⁷ requires NHS organisations to develop a Sustainable Development Management Plan (SDMP), identifying a clear strategy for tackling these significant challenges. The strategy reinforces six key reasons for action:

- Legally binding Government framework and associated national targets;
- The strength of overwhelming scientific evidence to act immediately with regards to climate change;
- The health benefits for patients, population and the entire NHS;
- Cost reduction and energy resilience;
- The willingness and commitment of NHS organisations to act now; and

³ <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

⁴ <https://www.legislation.gov.uk/ukpga/2008/27/contents>

⁵ <https://www.gov.uk/government/collections/crc-energy-efficiency-scheme>

⁶ <https://www.sduhealth.org.uk/delivery/measure.aspx>

⁷ <https://www.sduhealth.org.uk/policy-strategy/engagement-resources/nhs-carbon-reduction-strategy-2009.aspx>

- The need for the NHS to be a leading public sector exemplar.

1.4 Sustainable Development Management Plan

A Sustainable Development Management Plan (SDMP) is a document that assists Rotherham CCG to clarify its objectives on sustainable development and set out a plan of action. It is further expected that progress updates take place within an agreed period to review its content and evaluate action.

The SDMP sets out:

- The CCG's vision for sustainability;
- An Action Plan for delivering the CCG's sustainability objectives;
- The metrics that will be used to monitor and review the progress of the plan; and
- The governance and accountability arrangements for ensuring the plan is delivered.

1.5 Legal and policy framework

<i>Civil Contingencies Act (2004)</i>	The Civil Contingencies Act 2004 requires certain organisations to prepare for adverse events/incidents. Our changing climate is a major driver of many of the emergencies and extreme events that the UK must be better-prepared for. Heat-waves, flooding and cold weather can disrupt the operation of the health and care system and have direct impacts on health. These situations are recognised as relevant to the Act, alongside major incident situations.
<i>Climate Change Act (2008)</i>	The Climate Change Act (2008) was introduced to ensure the UK cuts its carbon emissions by 80% by 2050 to become a low carbon economy. The 80% target is set against a 1990 baseline. The Act sets in place a legally binding framework allowing the government to introduce measures which will achieve carbon reduction and mitigate and adapt to climate change. As the largest public sector emitter of carbon emissions, the health system has a duty to respond to meet these targets.
<i>Public Services (Social Value) Act (2012)</i>	The Public Services (Social Value Act) requires all public bodies in England and Wales to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area. The legislation affects a range of organisations including those in the NHS, public health, local authorities, government departments and housing associations.
<i>EU Directive on Public Procurement</i>	The EU Directive on Public Procurement sets new rules for public bodies when purchasing goods and services, including clinical services. It includes a number of positive drivers for sustainable development.
<i>Carbon Reduction Commitment Energy</i>	The Carbon Reduction Commitment Energy Efficiency Scheme (CRC) is a mandatory energy efficiency scheme affecting the majority of larger healthcare organisations, particularly NHS Trusts. The scheme's aim is to improve energy efficiency, reduce carbon emissions and save organisations money by cutting fuel bills. Participating organisations are

<p>Efficiency Scheme (CRC)</p>	<p>required to report their baseline energy use and their carbon emissions in their Annual Reports.</p> <p><i>In the Budget on 16 March 2016, the Chancellor of the Exchequer announced that the government has decided to close the CRC scheme following the 2018-19 compliance year. Doing this will significantly streamline the business energy tax landscape by replacing it, in a revenue neutral way, with an increase in the Climate Change Levy.</i></p>
<p>NHS Standard Contract (Service Conditions – SC18 Sustainable Development)</p>	<p>18.1 In performing its obligations under this Contract the Provider must take all reasonable steps to minimise its adverse impact on the environment.</p> <p>18.2 The Provider must maintain a sustainable development plan in line with NHS Sustainable Development Guidance. The Provider must demonstrate its progress on climate change adaptation, mitigation and sustainable development, including performance against carbon reduction management plans, and must provide an annual summary of that progress to the Co-ordinating Commissioner.</p> <p>18.3 The Provider must, in performing its obligations under this Contract, give due regard to the impact of its expenditure on the community, over and above the direct purchase of goods and services, as envisaged by the Public Services (Social Value) Act (2012).</p>
<p>The NHS Carbon Reduction Strategy for England (CRS)</p>	<p>The NHS Carbon Reduction Strategy for England (CRS) sets an ambition for the NHS to help drive change towards a low carbon society. The strategy shows the scale of reduction in carbon required for the NHS to meet its legal targets set out in the <u>Climate Change Act</u>. It also recommends key actions for the NHS to become a leading sustainable and low carbon organisation</p>
<p>Sustainable Development Strategy for the Health and Social Care System 2014 - 2020</p>	<p>The Sustainable Development Strategy for the Health, Public Health and Social Care System 2014-2020 (gateway No 01011) was launched in January 2014. It describes the vision for a sustainable health and care system by reducing carbon emissions, protecting natural resources, preparing communities for extreme weather events and promoting healthy lifestyles and environments.</p> <p>The challenge is how to continually improve health and wellbeing and deliver high quality care now and for future generations within available financial, social and environmental resources.</p> <p>Understanding these challenges and developing plans to achieve improved health and wellbeing and continued delivery of high quality care is the essence of sustainable development. It is important that plans factor in:</p> <ul style="list-style-type: none"> The environmental impact of the health and care system and the potential health co-benefits of minimising this impact How the health and care system needs to adapt and react to climate change, including preparing and responding to extreme events How the NHS, public health and social care system maximises every opportunity to improve economic, social and environmental sustainability.

2. Areas of Focus

“Sustainable, Resilient, Healthy People and Places - A Sustainable Development Strategy for the NHS, Public Health and Social Care system”² describes principles and opportunities that can be taken to enable a more sustainable health and care system. It purports a vision of reducing carbon emissions, minimising waste and pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community assets and strengths. The approach adopted is modular, allowing Rotherham CCG to focus upon specific key areas. Eight modules have to date been developed and encompass the areas detailed below.

- Leadership, Engagement and Workforce Development
- Carbon Hotspots
- Commissioning & Procurement
- Sustainable Clinical and Care Models
- Healthy, Sustainable and Resilient Communities
- Metrics
- Innovation, Technology and Research & Development
- Creating Social Value

2.1 Leadership, Engagement and Workforce Development ⁸

Sustainability forms part of the culture that transforms health, public health and social care delivery towards more integrated and enabling services. Sustainable and resilient services will only emerge from a culture that understands and values environmental and social resources alongside financial. This requires strong leadership from within the CCG coupled with raising the awareness of staff and the profile of sustainability.

2.2 Carbon Hotspots⁹

Our health and the health of the environment are damaged by pollutants released and resources used in delivering care. The world’s first combined health, public health and social care carbon footprint for a national health system estimates the health and care system carbon footprint to be 32 million tonnes of carbon dioxide equivalent (MtCO₂e).

To protect the wellbeing of the UK population the NHS, public health and social care system has set an ambitious goal to reduce carbon dioxide equivalent emissions across building energy use, travel and procurement of goods and services by 34% by 2020.

One in every 100 tonnes of domestic waste generated in the UK comes from the NHS, with the vast majority going to landfill.¹⁰ The New Economics Foundation calculates that recycling

⁸ <https://www.sduhealth.org.uk/areas-of-focus/leadership-engagement-and-workforce-development.aspx>

⁹ <https://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots.aspx>

¹⁰ https://www.sduhealth.org.uk/documents/publications/Taking_the_temperature.pdf

all the paper, cardboard, magazines and newspapers produced by the NHS in England and Wales could save up to 42,000 tonnes of CO₂. This is equivalent to the savings made by replacing over half a million 100W incandescent light bulbs with 20W energy-saving bulbs, or taking around 17,000 cars off the road.⁹

The NHS aims to reach every individual and community in the country. Consequently travel, by patients, staff and visitors, is a crucial part of the way the NHS delivers services. The NHS accounts for 5% of all road traffic in England and travel is responsible for 18% of the NHS carbon footprint in England.¹¹ This is an important area for reducing carbon impact, improving sustainability, convenience and safety, as well as saving time and money.

Reducing the use of private cars, either travelling to the NHS or on NHS business, is one of the big opportunities to reduce our carbon related to travel. In total they account for over 50% of carbon emissions in the UK domestic travel sector. 56% of all journeys by car are less than five miles and 23% are less than two miles.¹²

2.3 Commissioning & Procurement¹³

In England over £88 billion of public money is spent on health and care services commissioned for local people¹⁴. Delivering health and care services in turn involves the procurement of a large amount of goods, services and infrastructure, with the health and care system spending over £40 billion each year. Every pound spent enables positive health, social and environmental outcomes. The commissioning of services and the procurement of products are powerful levers to influence the delivery of sustainable services. NHS Rotherham CCG recognises that it can develop and use criteria to stimulate more ambitious and innovative approaches to delivering care that costs less, creates less environmental harm and reduces inequalities. Sustainable commissioning takes a whole system approach to improving health and wellbeing of the people it buys services for. The CCG understands that commissioning services in a way that utilises local assets, improves the local environment and empowers local people and communities can achieve wider benefits from the same investment.

2.4 Sustainable Clinical and Care Models¹⁵

All services aim to deliver the best quality of care within the resources available. This has always been a challenge and will become increasingly so as costs escalate, scarce resources diminish and weather patterns become more unpredictable. To be prepared for changing times, climates and events it is increasingly important to consider the environmental and social impact of how services are delivered.

¹¹ <https://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx>

¹² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/228953/7226.pdf

¹³ <https://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement.aspx>

¹⁴ <https://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement.aspx>

¹⁵ <https://www.sduhealth.org.uk/areas-of-focus/clinical-and-care-models.aspx>

2.5 Healthy, Sustainable and Resilient Communities¹⁶

Every place will have a different set of geographical, social, economic and demographic set of circumstances which means that a local approach is needed to support communities to thrive, be more sustainable, resilient and healthy in changing times and climates. NHS, public health and social care organisations play an important role in local communities, as employers, and as core public service providers. They are an integral part of communities and can help support community groups, local agencies and local people to further build a sense of place and identity so people want to live, work and invest there. These elements create the conditions for improved health and wellbeing.

2.6 Metrics¹⁷

In monitoring progress towards achieving a sustainable health and social care sector, Rotherham CCG is required to have a measurable process in place which measures what matters. The NHS Sustainable Development Unit confirms that it is not currently possible to measure the full impact of sustainable development because these are not fully defined or understood yet and many of the benefits from sustainability are not mapped.

The purpose of module is to set out a vision for measuring progress in continually improving health and wellbeing in England, now and for future generations within available financial, social and environmental resources.

2.7 Innovation, Technology and Research & Development¹⁸

A more sustainable health and care system should utilise innovation, technology and research and development - particularly where they act as catalysts for each other and the rest of the system.

The purpose of the module document - Innovation, technology and R&D is to set out proposals and approaches that will improve the sustainable health and wellbeing of people across England. It is the product of collaboration with many organisations and individuals across the system that has helped to highlight and define good practice in innovation, technology and R&D.

2.8 Creating Social Value¹⁹

Actively designing and delivering social value is a core part of the transformation needed across public sector organisations and as such, this concept is now enshrined in legislation through the Public Services (Social Value) Act 2012. The act places a clear expectation on public services to demonstrate how their work makes a difference and delivers greater social value. It further emphasises the importance of considering social value in advance of

¹⁶ <https://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx>

¹⁷ <https://www.sduhealth.org.uk/areas-of-focus/metrics.aspx>

¹⁸ <https://www.sduhealth.org.uk/areas-of-focus/r-and-d.aspx>

¹⁹ <https://www.sduhealth.org.uk/areas-of-focus/social-value.aspx>

commencing any commissioning and procurement processes. Such considerations should help inform and shape the purpose of the products needed, and perhaps more importantly, the design of the services required.

3. Equality Statement

In applying this strategy, NHS Rotherham 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. Monitoring and Review

This plan will be reviewed every two years and in accordance with any changes to relevant legislation, good practice guidelines or after a significant change in the structure of the CCG. Where review is necessary due to legislative change, this will happen immediately

Following ratification the SMDP will be disseminated to staff via the intranet.

5. References

[Civil Contingencies Act \(2004\)](#)

[Climate Change Act \(2008\)](#)

[Public Services \(Social Value\) Act \(2012\)](#)

[EU Directive on Public Procurement](#)

[Carbon Reduction Commitment Energy Efficiency Scheme \(CRC\)](#)

[NHS Standard Contract \(Service Conditions – SC18 Sustainable Development\)](#)

Sustainable Development Unit - Areas of Focus:

- [Leadership, Engagement and Workforce Development](#)
- [Carbon Hotspots](#)
- [Commissioning & Procurement](#)
- [Sustainable Clinical and Care Models](#)
- [Healthy, Sustainable and Resilient Communities](#)
- [Metrics](#)
- [Innovation, Technology and Research & Development](#)
- [Creating Social Value](#)

Appendix A – Summary of Actions

Area for Development	Suggested Action	Lead	Time Scale	Actions completed / in progress
Leadership, Engagement and Workforce Development	<ul style="list-style-type: none"> • Lead from the top, encourage from within • Include sustainability into everyone's Job Description • Include a section on sustainability in staff H&S induction • Ongoing review of workforce policies to ensure they promote sustainable behaviour • Ongoing promotion of staff health and Wellbeing within the workplace • Collate data from the staff survey, identify any trends and produce a plan to improve staff mental health and wellbeing. Communicate the action plan to all members of staff • Encourage lunchtime activities: <ul style="list-style-type: none"> • Walking groups. Etc. 	C Edwards H/R, R Nutbrown I Plummer Executive Leads G Laidlaw HR/OE/G Laidlaw G Laidlaw	Ongoing Oct 2018 July 2018 Ongoing Ongoing Mar 2019 Ongoing	Sustainability included in the new H&S induction pro forma for issuing security fobs and ID badges
	<ul style="list-style-type: none"> • Introduce recycling schemes <ul style="list-style-type: none"> • Battery recycling • Ongoing monitoring of the reduction of paper waste through 	R Nutbrown / I Plummer R Nutbrown/ A Haigh	July 2018 Ongoing	Battery recycling in place Copy paper changed to a brand by

<p>Identification and reduction of Carbon Hotspots</p>	<p>the promotion of a paper light approach</p> <ul style="list-style-type: none"> • Ongoing monitoring of the costs to the CCG due to using colour prints instead of the cheaper monochrome • Ongoing monitoring of environmental compliance and other appropriate legislation • Continue to design the provision of services to be closer to home therefore reducing the need to travel for patients and clients • Continue to Increase the awareness of medicines waste • Encourage the use of virtual meetings such as tele conferencing were possible • Encourage the bike to work scheme; Oak House has showering facilities • Encourage car sharing to reduce staff commuter miles • Encourage staff to utilise the First Bus Corporate Travel Club scheme 	<p>R Nutbrown/ A Haigh</p> <p>R Nutbrown</p> <p>A Windle</p> <p>S Lakin</p> <p>A Clayton / G Laidlaw H/R, G Laidlaw</p> <p>G Laidlaw</p> <p>G Laidlaw / I Plummer</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Sept 2018</p> <p>Sept 2018</p> <p>Sept 2018</p> <p>Sept 2018</p>	<p>Steinbeis – Paper is not bleached or contains Optical Brightening Agents which are not biodegradable</p>
<p>Commissioning & Procurement</p>	<ul style="list-style-type: none"> • Ensure compliance against sustainable development clauses in the NHS standard contract. i.e. Embed relevant policies in contracts • Source products from local providers to reduce carbon emissions during the transportation of goods for the NHS. e.g. The NHS currently accounts for 5% of all road traffic in 	<p>R Chadburn</p>	<p>Mar 2019</p>	

	<p>England and travel is responsible for 18% of the NHS carbon footprint in England</p> <ul style="list-style-type: none"> • Ensure procurement supports and facilitates a reduction in resource use and waste 	R Browne	Ongoing	
Health, Sustainable and Resilient Communities	<ul style="list-style-type: none"> • Involving members of the local community in the planning and delivery of healthcare 	H Wyatt	Mar 2019	
Metrics	<ul style="list-style-type: none"> • Measure how well the CCG's activities support sustainability inside the organisation and outside in the community 	R Nutbrown / I Plummer	Dec 2018	
Innovation, technology, Research & Development	<ul style="list-style-type: none"> • Ongoing review of local, regional and national good practice guidance and to consider the benefits for NHS Rotherham CCG 	A Clayton	Ongoing	
Creating Social Value	<ul style="list-style-type: none"> • Continue to consider the following values when reviewing business cases and taking commissioning decisions: Clinical leadership, Putting people first, Working in partnership, Continuous improvement, Showing compassion, Listening and learning, Taking responsibility and being accountable. 	C Edwards	Ongoing	

Appendix B

Equality Impact Assessment

Title of policy or service	Sustainable Management Development Plan (SMDP)	
Name and role of officers completing the assessment	Ian Plummer Health and Safety Manager (SY&BCCG)	
Date assessment started/completed	29/12/2017	29/12/2017
Type of EIA completed	Initial EIA ' screening X 'Full' EIA process	

1. Outline	
Give a brief summary of your policy or service <ul style="list-style-type: none"> Aims 	NHS Rotherham CCG is required to contribute to meeting the national target of a 34% cut in overall national carbon footprint by 2020, the latter enshrined in the Climate Change Act 2008.

<ul style="list-style-type: none"> Objectives Links to other policies, including partners, national or regional 	<p>The aim of the SMDP is to comply with the NHS Carbon Reduction Strategy for England (2009) which requires the CCG to identify a clear strategy for tackling these significant challenges.</p>
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Identifying impact:

- Positive Impact:** will actively promote or improve equality of opportunity;
- Neutral Impact:** where there are no notable consequences for any group;
- Negative Impact:** negative or adverse impact causes disadvantage or exclusion. If such an impact is identified, the EIA should ensure, that as far as possible, it is justified, eliminated, minimised or counter balanced by other measures. This may result in a 'full' EIA process.

2. Gathering of Information					
This is the core of the analysis; what information do you have that might <i>impact on protected groups, with consideration of the General Equality Duty</i> .					
	What key impact have you identified?			For impact identified (either positive or negative) give details below:	
	Positive Impact	Neutral impact	Negative impact	How does this impact and what action, if any, do you need to take to address these issues?	What difference will this make?
Human rights		X			
Age		X			
Carers		X			
Disability		X			
Sex		X			

Race		X			
Religion or belief		X			
Sexual orientation		X			
Gender reassignment		X			
Pregnancy and maternity		X			
Marriage and civil partnership (only eliminating discrimination)		X			
Other relevant group					

IMPORTANT NOTE: If any of the above results in 'negative' impact, a 'full' EIA which covers a more in depth analysis on areas/groups impacted must be considered and may need to be carried out.

Having detailed the actions you need to take please transfer them to onto the action plan below.

3. Action plan				
Issues/impact identified	Actions required	How will you measure impact/progress	Timescale	Officer responsible

4. Monitoring, Review and Publication				
When will the proposal be reviewed and by whom?	Lead / Reviewing Officer:		Date of next Review:	

Once completed, this form **must** be emailed to Alison Hague, Corporate Services Manager for sign off:
alisonhague@nhs.net

signature:	
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