

INDUCTION AND PROBATIONARY PERIODS POLICY

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

POLICY AMENDMENTS

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

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PART 1 - POLICY

1 INTRODUCTION

This policy describes the approach of NHS Scarborough and Ryedale Clinical Commissioning Group (the CCG) to the use of probationary periods for new employees.

The purpose of a probationary period, together with other measures such as induction, is to provide a consistent means by which new employees can be supported to become effective as quickly as possible and to enable a manager to objectively assess the capability, attitude and potential of the new employee. Should the required standards of the CCG not be met during the probationary period employment may either be terminated or, exceptionally, extended.

2 ENGAGEMENT

- Joint Trade Union Partnership Forum/Policy Development Group
- SRCCG staff via team meetings/team brief/internet

3 IMPACT ANALYSES

3.1 Equality

In applying this policy, the CCG will have due regard to the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

An Equality Impact Analysis is attached at Appendix 1. As a result of performing the analysis, 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 Equality Impact Analysis. A Manager has a duty to recognise that an employee's performance during the probation period may be because they have a disability and may require extra support (*reasonable adjustments*) to enable them to effectively carry out their role and successfully complete the probation period. Whilst there are currently no employees recorded with disabilities, the CCG recognises it should prepare its policies on the basis that employees with disabilities may be recruited or become disabled, either permanently or temporarily, in the future.

3.2 Sustainability

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

3.3 Bribery Act 2010

The Bribery Act is relevant to this policy. 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 should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

4 SCOPE

This policy and procedure will apply to all new employees of the CCG but will not apply to those engaged on fixed term contracts of six months or less where a local induction will be appropriate.

Existing CCG staff who take up new posts within the CCG will not be subject to a probationary period nor will individuals who join the CCG due to the application of the Transfer of Undertakings Protection of Employment regulations. However a local induction will be appropriate.

The CCG has the right to terminate the contract of an employee at any time during the probationary period should they fail to meet the required standards. Staff whose contracts are terminated during the probationary period will be entitled to a **notice period of one month**, which will normally be paid in lieu.

On successful completion of the probationary period, the notice period as outlined in an individual's contract of employment will apply.

5 POLICY PURPOSE & AIMS

The probation process should work alongside the induction process to help create a positive and supportive working environment, allowing new staff to settle into the organisation and learn the key elements of the job within a reasonable and realistic timescale.

The policy aims to ensure that the probation process is undertaken for all staff and is applied in a fair and consistent manner, within a supportive framework and in line with employment legislation requirements.

6 DEFINITIONS

A probationary period is a trial period during which the performance, conduct and attendance of the employee will be assessed by a manager against the particular

requirements of the role, the CCG's values and behaviours and expected levels of attendance and punctuality.

A decision about whether the probationary period has been successful will normally be made within **six months** of the date of commencement of employment. However, if there are significant concerns highlighted at earlier review stages, and there is no evidence of the required improvement being made, a decision to dismiss or to extend the probationary period may be taken before the end of the probationary period by the appropriate manager.

During the probationary period the employee's performance, conduct and attendance will be reviewed by the manager and recorded within standard documentation (Appendix 3 and 4).

Induction review	Week 1
Initial review	Week 4
Intermediate review	Week 12
Final review	Week 26

This timetable is however flexible and can be tailored to meet the needs of the line manager and employee, provided three review meetings are held.

Where necessary additional support and development opportunities will be provided by the manager.

7 Roles / Responsibilities / DUTIES

7.1 Senior Management Team

Responsible for ensuring that this policy is implemented within their teams.

7.2 Managers

To create and implement an induction plan for the employee including regular supervision arrangements (please refer to the CCG Induction Handbook for further information).

To agree induction and probationary review dates with the employee and to ensure that these reviews are undertaken and the probationary assessment forms are completed.

To establish clear objectives for the employee and to ensure that training (including statutory and mandatory) and development opportunities are identified, planned and undertaken by the new employee.

To seek advice from a eMBED Workforce Representative should the employee not be performing to the required standard.

To make recommendations to their manager should they believe that an employee's contract of employment ought to be terminated during, or at the conclusion of, the probationary period.

To ensure that copies of all related correspondence and records are kept and are accessible.

Where necessary, to carry out a workplace assessment and ensure that any reasonable adjustments required at work are implemented in a timely manner.

7.3 eMBED Workforce Team

To provide guidance and advice to managers and probationers about implementation of this policy and procedure as appropriate.

To provide support to line managers in monitoring the completion of probationary periods.

To ensure that all recruitment/contractual documentation reflects the requirement for probationary periods, with particular emphasis on correct notice periods.

7.4 The Employee

To perform to the best of their ability.

To undertake any agreed induction, training and development activities and to implement learning from these activities.

To raise training and development needs with the manager as early as possible.

To identify whether they have a protected characteristic and whether additional support, training, equipment or adjustments are required.

8 IMPLEMENTATION

This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.

Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCG's disciplinary procedure.

9 TRAINING & AWARENESS

A copy of the policy will be available on the CCG intranet. Training needs will be identified via the performance appraisal process and performance development plan.

10 MONITORING & AUDIT

The implementation of this policy will be audited on an annual basis by the CCG and reported to CCG Governing Body.

11 POLICY REVIEW

The policy and procedure will be reviewed after 3 years for the CCG Governing Body in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

12 REFERENCES

To ensure that this policy is viewed in context, it should be read in conjunction with other relevant CCG policies i.e.

- Recruitment and Selection
- Disciplinary
- Performance Appraisal
- Managing Attendance Policy and Procedure

PART 2 - PROCEDURE

1 CONTRACT OF EMPLOYMENT AND RELATED POLICIES AND PROCEDURES

During the probationary period the employee will be employed on a contract of employment and subject to a range of CCG policies and procedures together with all relevant operational policies and procedures. However, the following policies will not apply during the probationary period: Management of Attendance Policy, Disciplinary Policy and Managing Work Performance Policy. This does not affect any statutory rights.

Details of the probationary period will be clearly set out in offer letters, and the contract of employment.

During the probationary period the employee will be subject to a notice period of one month.

Following successful completion of the probationary period the employee will also be covered by the Performance Appraisal Policy.

2 RECORD KEEPING

It is important that a written/electronic record is kept by the manager of the outcome of every stage of the probationary assessment process and that this record can be accessed by the employee and the eMBED Workforce Team.

Records will include the Probationary Period Assessment Form (Appendix 4) and copies of any letters sent to the employee by the manager concerning a need for improvement, an extension of the probationary period and the outcome of the probationary period review process.

3 RIGHT TO REPRESENTATION

An employee is entitled to be accompanied at a probationary period review meeting should they wish. The employee may be accompanied by a Trade Union or staff organisation representative, or a colleague not acting in a legal capacity.

A minimum of five working days' notice of each review meeting will be provided by the manager who will take into account the right of the employee to representation when making the meeting arrangements.

It is the responsibility of the employee to arrange for their representative to attend as review meetings will go ahead with or without a representative being present given the importance of adhering to the timetable laid down in this policy/procedure.

4 EXTENSION TO PROBATIONARY PERIODS

A probationary period should only be extended in exceptional circumstances, e.g. where the performance of the employee has not met the required standard, but it is felt that further

time for review is necessary, e.g. due to a lack of available support or because of sickness absence resulting in an inability to conduct reviews.

Any extension to the probationary period can only be for a short period of time, and for no more than eight weeks beyond the end of the initial probationary period. The manager and the employee must both agree to an extension. Advice and guidance on the extension of probationary periods is available from the eMBED Workforce Team.

Any extension to the probationary period should be confirmed to the employee, see Appendix 6, including the reason/s for the extension together with the required standards/objectives and the support available to achieve the required performance standards.

5 OUTCOME OF PROBATIONARY PERIOD

Upon completion of the probationary review meetings, including any extension to the probationary period, the manager will either decide that the employee is to be confirmed in post or to recommend that they be dismissed.

This decision/recommendation, with reasons, will be recorded in a letter to the employee to be written. A copy should be retained by the manager, and on the employee's personal file (see Appendix 5 and 7).

Where there is a recommendation that the employee be dismissed this will be subject to a written report by the manager which will be considered at a meeting with the Chief Officer, or Senior Manager with delegated authority, the line manager, a eMBED Workforce representative and the employee, at which a decision will be made. The employee is entitled to be accompanied at this meeting as stated in section 3 of this procedure.

6 RIGHT OF APPEAL

An employee has a right to appeal against a decision made to terminate their employment during, or at the conclusion of, their probationary period.

The appeal process to be followed is laid down in Appendix 5 of the CCG Disciplinary Policy and Procedure – CCG Appeals Procedure.

7 APPENDICES

- Appendix 1: Equality Impact Assessment
- Appendix 2: Sustainability Impact Assessment

8 ASSOCIATED DOCUMENTATION

- Standard Letter for Review Meeting
- Probationary Periods – Review Documentation
- Standard Letter - Successful Outcome
- Standard Letter – Extension of Probationary Period
- Standard Letter – Unsuccessful Outcome

Equality Impact Assessment HR Policies

General Information	
Policy:	Induction and Probation Policy
Date of Analysis:	11/13/14
Policy Lead: (Name, job title and department)	HR, eMBED
What are the aims and intended effects of this policy?	The purpose of a probationary period, together with other measures such as induction, is to provide a consistent means by which new employees can be supported to become effective as quickly as possible and to enable a manager to objectively assess the capability, attitude and potential of the new employee
Are there any significant changes to previous policy likely to have an impact on staff, patients or other stakeholder groups?	None
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Recruitment and Selection • Disciplinary • Performance Appraisal • Managing Attendance Policy and Procedure
Who is likely to be affected by this policy?	General Public
	Service Users
	Staff
What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?	Consultation has taken place nationally and locally with Trade Union representatives

Promoting Inclusivity and NHS Scarborough and Ryedale CCG's Equality Objectives.

How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation?

How does the policy promote our equality objectives.

The policy does not promote inclusivity but provides a framework for the induction and probation period for a new employee.

Employee Equality Data

General	Total number of employees in the CCG is 87
Age	11.5% of staff are under 30 54.02% of staff aged 30 - 55 34.48 of staff are over 55
Gender	81.61% of staff employed are female 18.39% of staff employed are male
Race / Nationality	87.36% of staff employed in the CCG declared themselves White 10.34% of staff are not stated/undefined 2.30% of staff declared themselves Mixed
Disability	75.86% of staff employed declared themselves as having no disability 22.99% of staff did not declare /undefined 1.15% of staff declared a disability
Sexual Orientation	63.22% of staff described themselves as heterosexual 1.15% of staff described themselves as gay 35.63% did not wish to respond /undefined
Gender Reassignment	No information available
Religion / Belief	Christianity is the largest religious group declared by staff in the CCG 42.53% 35.63% were undefined or did not wish to declare 21.84% of staff declared other faith or religious beliefs

Pregnancy and Maternity	No information yet as the CCG has not been established long enough to build meaningful data
Marriage and civil partnership	58.61% of employees are married. 24.14% of employees are single 6.90% of employees are divorced 9.20% of employees were undefined or did not wish to declare 1.15% of employees are in a civil partnership

Assessing Impact

Is this policy (or the implementation of this policy) likely to have a particular impact on any of the protected characteristic groups?

(Based on analysis of the data / insights gathered through engagement, or your knowledge of the substance of this policy)

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and, if applicable, justification where a <i>Genuine Determining Reason</i> ¹ exists (see footnote below – seek further advice in this case)
Gender	X			There is no assessed positive or adverse impact on the grounds of gender within the policy, but it should be monitored to ensure it is implemented consistently
Age				There is no assessed positive or adverse impact on the grounds of age within the policy, but it should be monitored to ensure it is implemented consistently
Race / ethnicity / nationality	X			There is no assessed positive or adverse impact on the grounds of race within the policy, but it should be monitored to ensure it is implemented consistently
Disability			X	An employee with a disability as defined under the Equality Act may not be able to attain the standards required during the first 6 months of employment. A Manager has a duty to recognise that an employee's poor performance during the probation period may be because they have a disability. Staff with disabilities may require extra support (<i>reasonable adjustments</i>) to enable them to effectively carry out their role and successfully complete the probation period. Whilst there are currently no employees recorded with disabilities, 17.02% chose not to make a declaration. In addition, the CCG recognises it should prepare its policies on the basis that

1. ¹ *The action is proportionate to the legitimate aims of the organisation (please seek further advice)*

				employees with disabilities may be recruited or become disabled, either permanently or temporarily, in the future (see action plan). In Yorkshire and Humber the population statistics are: Day-to-Day Activities Limited a Lot 8.43% Day-to-Day Activities Limited a Little 9.92% Day-to-Day Activities Not Limited 81.65%
Religion or Belief	X			There is no assessed positive or adverse impact on the grounds of religion or belief within the policy, but it should be monitored to ensure it is implemented consistently
Sexual Orientation	X			There is no assessed positive or adverse impact on the grounds of sexual orientation within the policy, but it should be monitored to ensure it is implemented consistently
Pregnancy and Maternity	X			There is no assessed positive or adverse impact on the grounds of pregnancy or maternity within the policy, but it should be monitored to ensure it is implemented consistently
Transgender / Gender reassignment				There is no assessed positive or adverse impact on the Transgender people within the policy, but it should be monitored to ensure it is implemented consistently
Marriage or civil partnership				There is no assessed positive or adverse impact on the grounds of marital status within the policy, but it should be monitored to ensure it is implemented consistently

What measures have been put in place to mitigate any potential impact?

Action Planning:

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse impact or strengthen the promotion of equality?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:
Staff with disabilities may require extra support (<i>reasonable adjustments</i>) to enable them to effectively carry out their role and successfully complete the probation period.	Managers and Workforce staff should take account of such circumstances in discussion with the employee	Manager/Workforce lead	ongoing	ongoing
Effective monitoring to ensure the policy is implemented fairly	Annual review of use of policy by protected group	Workforce	One year from implementation	

Sign-off

All EIAs must be signed off by a member of SMT

I agree / disagree with this assessment / action plan

If *disagree*, state action/s required, reasons and details of who is to carry them out with timescales:

Signed off by (Name/Job Title)

Signed:

Date:

SUSTAINABILITY IMPACT ASSESSMENT

Instructions

Sustainability is one of the CCG's key priorities and consequently the CCG has made a corporate commitment to address the environmental effects of its activities across all service areas. The purpose of the Sustainability Impact Assessment is to record any positive or negative impacts that a Policy / Board Report / Committee Report / Service Plan / Project is likely to have on each of the CCG's sustainability themes. The Sustainability Impact Assessment enables any relevant impacts to be identified and potentially managed.

The Sustainability Impact Assessment is based on assessing the impact of the activity against a series of criteria covering environmental sustainability issues. It would be most desirable for activities to score positively in as many areas as possible, although it is likely that some areas will score positively against some themes, and negatively against others.

Using the Sustainability Impact Assessment template

To complete the Sustainability Impact Assessment template, you should consider whether the Policy / Board Report / Committee Report / Service Plan / Project will have a positive or negative impact on each of the themes by placing a mark in the appropriate column. When you think there is likely to be an impact, please provide some annotations regarding the nature of the impact, and any actions that will be taken to address that impact. Users should note that not every theme will be relevant. Where this is the case the 'No Specific Impact' column should be marked. Users should also consider the following tips:

1. Make relative not absolute judgements (e.g. a new energy efficient service would score positively even if it consumes more energy than if no service were provided).
2. Be aware that small positive changes could be outweighed by negative ones (e.g. new energy efficient lighting in the short term may outweigh the benefits of maintaining current lighting).
3. If there are both positive and negative impacts, these need to be recorded in order to give a balanced view. Be objective and unbiased.
4. Concentrate on the most key significant issues - there is the potential to consider the appraisal in a very detailed way. This should be avoided at this stage.
5. Judge a proposal over its whole lifespan and remember that some impacts may change over different timescales.

If you require assistance in completing the Sustainability Impact Assessment please contact the Corporate Services Team

Domain	Review questions	Assessment of Impact Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Models of Care	<p>Will it minimise 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it create incentives to promote prevention, healthy behaviours, mental wellbeing, living independently and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible health and well-being outcomes with the resources available?</p> <p>Will it reduce avoidable hospital admissions or permanent admissions to residential care or nursing homes?</p> <p>Will it pay for services based on health outcomes rather than activity for example through personal budgets?</p> <p>Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/clinical-and-care-models.aspx</p>	n/a		
Travel	<p>Will it reduce 'care miles' (telecare, care closer) to home?</p> <p>Will it reduce repeat appointments?</p> <p>Will it provide / improve / promote alternatives to car based transport (e.g. public transport, walking and cycling)?</p> <p>Will it support more efficient use of cars (car sharing, low emission vehicles, community transport, environmentally friendly fuels and technologies)?</p> <p>Will it improve access to services and facilities for vulnerable or disadvantaged groups or individuals?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx</p>	n/a		
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/waste.aspx</p> <p>Will it reduce water consumption?</p> <p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it improve green space and access to green space?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/energy.aspx</p>	n/a		
Adaptation to Climate Change	<p>Will it support mitigation of the likely effects of climate change (e.g. identifying proactive and community support for vulnerable groups; contingency planning for flood, heatwave and other weather extremes)?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/community-resilience/community-resilience-copy.aspx</p>	n/a		

Procurement	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery in line with the Public Services (Social Value) Act 2012?</p> <p>Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?</p> <p>Will it reduce waste, environmental hazards and toxic materials for example by reducing PVC, antibiotic use, air pollution, noise, mining and deforestation?</p> <p>Will it reduce use of natural resources such as raw materials, embedded water, and energy to promote a circular economy?</p> <p>Will it support the local economy through local suppliers, SMEs or engage with third sector or community groups?</p> <p>Will it promote ethical purchasing of goods or services e.g. increasing transparency of modern slavery in the supply chain globally?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement.aspx</p>	n/a		
Workforce	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups and pay above living wage?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/social-value.aspx</p>	Yes	<p>Staff with disabilities may require extra support (reasonable adjustments) to enable them to effectively carry out their role and successfully complete the probation period.</p>	<p>Managers and Workforce staff should take account of such circumstances in discussion with the employee. Whilst there are currently no employees recorded with disabilities, the CCG recognises it should prepare its policies on the basis that employees with disabilities may be recruited or become disabled in the future.</p>
Community Engagement	<p>Will it promote health, increase community resilience, social cohesion, reduce social isolation and support sustainable development?</p> <p>Will it reduce inequalities in health and access to services?</p> <p>Will it increase participation including patients, the public, health professionals and elected officials to contribute to decision making?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p> <p>Will it increase peer-support mechanisms?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx</p>	n/a		
Estimated carbon benefit	<p>What is the estimated carbon benefit (in terms of tCO₂e) from the implementation of this project? As opposed to the current business as usual position. Speak with your sustainability manager and see the following guidance:</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx</p>	n/a		

APPENDIX THREE – PRIVACY IMPACT ASSESSMENT

Privacy Impact Assessment (PIA)

Screening Questions

The below screening questions should be used to inform whether a PIA is necessary. This is not an exhaustive list therefore in the event of uncertainty completion of a PIA is recommended.

Please contact the Corporate Services Team of IG Manager (eMBED) if you need any assistance

Project title	
Brief description	

Screening completed by

Name	
Title	
Department	
Telephone	
Email	
Review date	

Marking any of these questions is an indication that a PIA is required:

Screening Questions		Tick
1	Will the project involve the collection of identifiable or potentially identifiable information about individuals?	<input type="checkbox"/>
2	Will the project compel individuals to provide information about themselves? i.e. where they will have little awareness or choice.	<input type="checkbox"/>
3	Will identifiable information about individuals be shared with other organisations or people who have not previously had routine access to the information?	<input type="checkbox"/>
4	Are you using information about individuals for a purpose it is not currently used for or in a new way? i.e. using data collected to provide care for an evaluation of service development.	<input type="checkbox"/>
5	Where information about individuals is being used, would this be likely to raise privacy concerns or expectations? i.e. will it include health records, criminal records or other information that people would consider to be sensitive and private.	<input type="checkbox"/>
6	Will the project require you to contact individuals in ways which they may find intrusive? i.e. telephoning or emailing them without their prior consent.	<input type="checkbox"/>
7	Will the project result in you making decisions in ways which can have a significant impact on individuals? i.e. will it affect the care a person receives.	<input type="checkbox"/>
8	Does the project involve you using new technology which might be perceived as being privacy intrusive? i.e. using biometrics, facial recognition or automated decision making.	<input type="checkbox"/>

Please retain a copy of this questionnaire within your project documentation.

If you have ticked any of the questions above – please complete a full Privacy Impact Assessment – The most up to date version of the form is available on the CCG website at:

<http://www.scarboroughryedaleccg.nhs.uk/publications/policies-2/>