

# Annual Leave Policy

**NHS West Essex Clinical Commissioning Group Policy Reference  
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**DOCUMENT CONTROL SHEET**

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Version	Date	Reviewer(s)	Revision Description
V1.0	February 2017	Louise Thomas AD HR&ODL Hannah Preston HR Business Partner Helen Haynes Senior HR Business Partner	Adapted for use as the Shared Service Policy.

**Implementation Plan:**

<b>Development and Consultation</b>	Developed in conjunction with the joint forum, and ratified by, the relevant committees of the Hertfordshire, Bedfordshire, West Essex and Luton CCGs
<b>Dissemination</b>	This policy will communicate to staff representatives. It will be communicated electronically to all staff and managers and will be published on the CCG's intranet.
<b>Training</b>	There are no specific training requirements in order to implement this policy. However, managers will be able to access advice from the HR Department on the implementation and interpretation of this policy.
<b>Monitoring and Review</b>	The data identified from monitoring will be used to update the policy and ensure best practice as necessary.
<b>Equality and Diversity</b>	13.2.2017 - Equality Impact Assessment
<b>Associated Documents</b>	<ul style="list-style-type: none"> <li>▪ Maternity, Maternity Support (Paternity), Adoption and Shared Parental Leave Policy</li> <li>▪ Attendance Management and Wellbeing Policy</li> <li>▪ Disciplinary Policy</li> <li>▪ Local annual leave booking process</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Agenda for Change (AfC) NHS terms and conditions of employment handbook</li> <li>▪ Equality Act 2010</li> <li>▪ Working Time Regulations</li> </ul>

**Document Status:**

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## **1.0 Introduction**

NHS Bedfordshire, NHS East and North Hertfordshire, NHS Herts Valleys, NHS West Essex and NHS Luton Clinical Commissioning Groups, (respectively referred to as 'the CCG') understand that the use of annual leave is essential to achieving a successful work life balance. Proactive management of annual leave by employees and line managers is essential to the health and wellbeing of employees and the CCG.

## **2.0 Scope**

- 2.1 This policy applies to all employees directly employed by the CCG who are employed on NHS Agenda for Change (AfC) terms and conditions.
- 2.2 The principles of this policy apply to those on Very Senior Manager (VSM) terms and conditions.

## **3.0 Definitions**

- 3.1 Agenda for Change (AfC) – The NHS terms and conditions of employment handbook.
- 3.2 General Public Holiday – a recognised bank or public holiday in England and Wales.
- 3.3 Reckonable Service – The amount of NHS service that will count towards calculating annual leave entitlement. This is aggregated NHS service, regardless of breaks in service and as defined by AfC.
- 3.4 Statutory amount of annual leave – The amount of leave prescribed in legislation (Working Time Regulations) as the minimum requirement for annual leave. This is currently 28 days (5.6 weeks) per annum and this figure will be pro-rata for part time employees.
- 3.5 Leave year - The entitlement to paid annual leave and general public holidays are for a pre-determined leave year. The leave year runs from 1 April to 31 March inclusive.

## **4 Policy Statement**

- 4.1 The aim of this policy is to ensure that annual leave is well planned throughout the leave year, with a uniform, fair and equitable approach to the calculation and application of annual leave and general public holiday entitlements.

## **5 Responsibilities**

### **5.1 Line Managers are expected to:**

- Familiarise themselves with the content of this document and fairly and consistently apply the policy.
- Ensure that their team appropriately plans annual leave so that it is equally spaced across the leave year and that the performance of the CCG is not impaired by poorly planned leave.
- Balance the needs of the service with the needs of the employee.
- Be accountable for the calculation of employee annual leave entitlement and for informing employees of their entitlement.
- Maintain accurate records of annual leave requested and taken.
- Respond to requests for annual leave in a timely manner.
- Seek advice from HR in respect of queries regarding the application of this policy.

### **5.2 Employees are expected to:**

- Familiarise themselves with the content of this document.
- Request annual leave in line with local booking procedures and the principles contained this policy.
- Ensure their annual leave is appropriately planned throughout the leave year, in consultation with the team and in agreement with their line manager.
- Seek advice from their line manager in respect of queries regarding the application of this policy.
- Ensure their manager receives any request for annual leave in line with the notice period set out in this policy
- Ensure that leave has been authorised in line with this policy and local booking procedures in advance of making arrangements to take leave, for example, booking flights or accommodation

### **5.3 Human Resources Responsibilities:**

- Maintain and update the annual leave policy and guidance to ensure they are in line with organisational and legislative changes.
- Provide advice and support to line managers on the application of policy and guidance.

## 6. Procedure

### 6.1 Annual Leave Entitlement

The current annual leave entitlements under AfC are:

Length of service	Annual leave plus general public holidays
On appointment	27 days plus 8 days general public holidays
After 5 years' service	29 days plus 8 days general public holidays
After 10 years' service	33 days plus 8 days general public holidays

An employee's annual leave entitlement will be determined by the length of reckonable service with leave entitlements increasing on the completion of 5 and 10 years reckonable service in line with the latest edition of AfC.

Changes to nationally agreed AfC provisions will take precedence over the provisions of this policy.

Annual leave entitlement for full time employees will be calculated in days. Annual leave entitlement for part time employees will be calculated in hours.

Annual leave entitlement is calculated based on contractual hours, except in the case of minimum hours contract employees, where actual hours worked will be used for the calculation subject to a maximum of 37.5 hours per week.

The calculation of leave entitlement is shown in Appendix 2 and includes a calculation for general public holidays. Hours shown have been rounded to the nearest half hour.

Where employees reach an anniversary of reckonable service or change their working hours, the new entitlement will be calculated pro rata from the effective date of the change.

## **6.2 Paid Work during Periods of Paid Annual Leave**

The purpose of annual leave is to ensure that employees have adequate breaks from work. Employees must take at least 28 days holiday per year, inclusive of public holidays (pro-rata for part time employees), in accordance with the Working Time Regulations 1998 (as amended). Therefore, no employee is permitted to undertake paid work during the first 28 days of their holiday in any leave year (inclusive of public holidays).

## **6.3 General Public Holiday Considerations**

Employees are entitled to paid general public holidays based upon the number of general public holidays falling within a leave year, pro-rata for part time employees.

The general public holiday entitlement will be pro rata based on the number of general public holidays remaining in the current leave year from the date of joining.

Part time employees general public holiday entitlement shall be added to their annual leave entitlement, and they shall take general public holidays that they would normally work as annual leave. Full time employees will not have the general public holiday entitlement added to their overall annual leave entitlement, and will not be required to take annual leave as a general public holiday occurs.

Employees required to work or to be on call on a general public holiday are entitled to equivalent time taken off in lieu at plain time rates in addition to the appropriate payment for the duties undertaken.

## **6.4 Carry Over of Annual Leave**

The carry-over of annual leave is not an automatic right. It is expected that all employees are provided with the opportunity to take all their leave within a leave year and should plan to do so. However, up to 5 days annual leave may be carried over to the following year, with the agreement of the employee's line manager.

Where employees have less than a half day entitlement to annual leave they shall be permitted to supplement the annual leave by the use of flexi-time, so that the outstanding annual leave can be taken.



## **6.5 Annual Leave and Sickness Absence**

Employees who are ill during the whole or part of pre-authorised annual leave and who follow the correct local sickness absence reporting procedure will have their leave classed as sickness absence on receipt of an appropriate medical certification and their remaining annual leave entitlement will be credited with the amount of leave booked but untaken due to certificated sickness. Managers should seek HR advice to ensure a fair, consistent approach across the Shared Service CCGs. In line with AfC section 14.8 employees will not be entitled to an additional day off if sick on a statutory holiday.

Employees absent from work due to long term sickness are entitled to take annual leave during their absence and be paid accordingly during their period of absence. Employees should not engage in any activities inconsistent with the nature of their illness, or which may impede recovery. If requesting annual leave during a period of long term sickness employees may be asked to attend Occupational Health for advice on the appropriateness of this before the request is determined. Managers receiving such a request should seek HR advice to ensure a fair, consistent approach across the Shared Service CCGs. Employees using this entitlement will remain recorded as absent due to sickness on the Electronic Staff Record (ESR) and will be paid in lieu of holiday taken. Managers should record this using the local process and complete a Change of Circumstances ESR form to instruct Payroll to make the appropriate payment. This provision can be used to support employees who have run out of entitlement to sickness pay and may help to meet the CCGs obligations to make reasonable adjustments to processes as held within the Equality Act 2010.

Where employees have been unable to take the minimum 28 days paid holiday in a leave year (inclusive of public holidays, pro-rata for part time employees) required by the Working Time Regulations 1998 (as amended), due to long term sickness, Managers should seek advice from HR and explore options to mitigate any potential detriment.

Employees absent on sick leave continue to accrue annual leave entitlement during the absence in line with current AfC provisions and current statutory guidance. Line managers should consult HR in all aspects of annual leave during or returning from sickness absence.

## **6.6 Maternity, Maternity Support (Paternity) and Shared Parental Leave Considerations**

Employees are encouraged to consider the effective use of their annual leave before commencing any period of maternity/maternity support (Paternity)/Adoption/ Shared Parental Leave, please refer to further provisions within the current policy for those types of leave.

## **6.7 Joining or Leaving the CCG**

On joining the CCG, all employees will be entitled to annual leave plus general public holidays, in the year of joining on a pro rata basis based on the start date with the CCG.

The CCG will make every effort to meet the needs of new employees in respect of commitments to holidays made prior to the commencement of employment. Successful candidates/new employees should notify their Line Manager at the earliest opportunity giving the required notice periods of any pre-booked holidays in order to seek early authorisation of their leave request.

When leaving the CCG, employees should make every effort to ensure they have taken any accrued annual leave before the last day of service. When this is not operationally possible, any outstanding leave remaining may be paid depending on the circumstances and with financial approval in line with local procedures.

Annual and general public holiday leave entitlement will be calculated to the date of leaving.

When calculating annual leave due on leaving the CCG, the figure is not rounded up or down. Line managers should ensure that when there has been an agreement to pay annual leave on exit that this is clearly indicated on exit forms which record the correct amount of entitlement. If the leave remaining calculation shows the employee is entitled to 2.66 days leave this should be recorded on exit forms and this is what will be paid in the final salary payment.

Where employees leave on 31<sup>st</sup> March with in excess of 5 days of annual leave remaining they will only be entitled to be paid for up to 5 days leave in line with section 9 of this policy.

If an employee leaves the CCG's employment and has taken more annual leave than would have accrued up to the last day of service, the CCG will recover this from any final salary payment.

## **6.8 Annual leave application and authorisation process**

Line Managers should ensure their department has an authorisation process, or local operational policy detailing the process used to book and take paid annual leave. This process should incorporate the minimum requirements set out below.

Applications to take paid annual leave must be authorised by the appropriate manager, before being taken subject to the provisions and recommendations set out in this policy. Requests will not be unreasonably refused, however, managers will consider the needs of the service, as well act with fairness and consistency when determining Annual Leave requests.

The statutory notice requirements for requesting annual leave in accordance with the Working Time Regulations 1998 (as amended), are currently a minimum notice period of not less than twice the duration of the annual leave requested.

For example, an employee wishing to take 10 consecutive calendar days annual leave should give their line manager at least 20 working days' notice, of the intended start date of paid annual leave.

Employees wishing to take more than 2 weeks leave in any one block must put their request in writing to their manager at least 3 months in advance.

Any local arrangements providing for more or less notification shall override the Working Time Regulations.

It is the employee's responsibility to ensure that their manager receives electronic or written annual leave requests within the appropriate notice period. Employees should not commit themselves to any holiday plans until they have received approval of their request.

Managers will take into account the needs of the Service when approving leave requests. Any leave taken without following the stated procedure or not authorised in advance by the appropriate line manager will be considered unauthorised absence.

The CCG reserves the right to withhold payment or deduct from an employee's salary payment for all periods of unauthorised absence.

The CCG also reserves the right to take action under its Disciplinary Policy in regard to any unauthorised absence, including, if appropriate, dismissal without notice.

Managers determining annual leave requests will ensure service levels are maintained and may set standards for the maximum number of employees who may be absent from work on annual leave at any one time. Managers should not approve annual leave in circumstances where this will incur an additional cost to the CCG, e.g. in cover arrangements.

When determining an annual leave request, managers should confirm their decision at the earliest opportunity. Generally this should be within one week of receipt of the request. Where managers need to extend the decision making time, a clear explanation for the delay, and an estimated timescale for determining the request should be given.

Managers should wherever possible, allow employees to use their annual leave entitlement to observe significant national and religious holidays or festivals. All employees, regardless of nationality, religion or belief, will be treated equally in this respect.

## Appendix 1: Example Annual Leave Calculations

### Example 1 – Annual Leave Calculation (full-time)

X works 37.5 hours per week. X has 6 years of NHS service. Using the annual leave calculator, entitlement in a full year (01/04-31/03) would be 217.5 hours plus bank holidays.

### Example 2 – Annual Leave Calculations (part-time)

X works 25 hours per week. X is a new starter, and works 5 hours Monday-Friday. There are 8 bank holidays in the year.

Using the annual leave calculator, annual leave entitlement is 135 hours. As there are 8 bank holidays, the annual leave calculator will indicate 40 hours bank holiday entitlement.

Total leave entitlement is 175 hours.

X is then required to book off any hours they otherwise would have been working on the bank holiday days. X would have been working 5 hours on the days the bank holidays fall. As a result, X must book off 8 (number of bank holidays) x 5 (number of hours)=40 hours

As a result, total leave entitlement after bank holidays for X is 175 hours.

### Example 3 – Term Time Annual Leave Calculation

Agreement is made for X to work 37.5 hours per week for 39 weeks per year. X is a new starter entitled to 27 days holiday.

Average number of hours worked per week will be  $\frac{37.5 \times 39}{52.143} = 28.05$  p/w

Holiday entitlement will be  $28.05/5 \times 27 = 151.5$  hours

General public holiday entitlement will be  $28.05/5 \times 8 = 45$  hours

### Example 4 – Term Time Annual Leave Calculation

Agreement is made for X to work 20 hours per week for 39 weeks per year. X has 6 years' service and is entitled to 29 days holiday

Average number of hours worked per week will be  $\frac{20 \times 39}{52.143} = 14.96$  per week

Holiday entitlement will be  $14.96/5 \times 29 = 87$  hours

General public holiday entitlement will be  $14.96/5 \times 8 = 24$  hours

## Appendix 2: Annual Leave Ready Reckoner

Annual leave entitlement for complete years inclusive of general public holidays. For employees on 37.5 hr/wk one day is 7.5 hours

Weekly Basic Contracted	Holiday Entitlement with no NHS Service		Holiday Entitlement after 5 years' service		Holiday entitlement after 10 years' service	
	Annual Leave	General public holiday	Annual Leave	General public holiday	Annual Leave	General public holiday
	27	8	29	8	33	8
	<b>Hours Equivalent</b>					
37.5	202.5	60.0	217.5	60.0	247.5	60.0
37.0	200.0	59.5	215.0	59.5	244.5	59.5
36.5	197.5	58.5	212.0	58.5	241.0	58.5
36.0	194.5	58.0	209.0	58.0	238.0	58.0
35.5	192.0	57.0	206.0	57.0	234.5	57.0
35.0	189.0	56.0	203.0	56.0	231.0	56.0
34.5	186.5	55.5	200.5	55.5	228.0	55.5
34.0	184.0	54.5	197.5	54.5	224.5	54.5
33.5	181.0	54.0	194.5	54.0	221.5	54.0
33.0	178.5	53.0	191.5	53.0	219.0	53.0
32.5	175.5	52.0	188.5	52.0	214.5	52.0
32.0	173.0	51.5	186.0	51.5	211.5	51.5
31.5	170.5	50.5	183.0	50.5	208.0	50.5
31.0	167.5	50.0	180.0	50.0	205.0	50.0
30.5	165.0	49.0	177.0	49.0	201.5	49.0
30.0	162.0	48.0	174.0	48.0	198.0	48.0
29.5	159.5	47.5	171.5	47.5	195.0	47.5
29.0	157.0	46.5	168.5	46.5	191.5	46.5
28.5	154.0	46.0	165.5	46.0	188.5	46.0
28.0	151.5	45.0	162.5	45.0	185.0	45.0
27.5	148.5	44.0	159.5	44.0	181.5	44.0
27.0	146.0	43.5	157.0	43.5	178.5	43.5
26.5	143.5	42.5	154.0	42.5	175.0	42.5
26.0	140.5	42.0	151.0	42.0	172.0	42.0
25.5	138.0	41.0	148.0	41.0	168.5	41.0
25.0	135.0	40.0	145.0	40.0	165.0	40.0
24.5	132.5	39.5	142.5	39.5	162.0	39.5
24.0	130.0	38.5	139.5	38.5	158.5	38.5
23.5	127.0	38.0	136.5	38.0	155.5	38.0
23.0	124.5	37.0	133.5	37.0	152.0	37.0
22.5	121.5	36.0	130.5	36.0	148.5	36.0
22.0	119.0	35.5	128.0	35.5	145.5	35.5
21.5	116.5	34.5	125.0	34.5	142.0	34.5
21.0	113.5	34.0	122.0	34.0	139.0	34.0
20.5	111.0	33.0	119.0	33.0	135.5	33.0
20.0	108.0	32.0	116.0	32.0	132.0	32.0

Weekly Basic Contracted Hours	Holiday Entitlement with no NHS Service		Holiday Entitlement after 5 years' service		Holiday entitlement after 10 years' service	
	Annual Leave	General public holiday	Annual Leave	General public	Annual Leave	General public
	27	8	29	8	33	8
	<b>Hours Equivalent</b>					
19.5	105.5	31.5	113.5	31.5	129.0	31.5
19.0	103.0	30.5	110.5	30.5	125.5	30.5
18.5	100.0	30.0	107.5	30.0	122.5	30.0
18.0	97.5	29.0	104.5	29.0	119.0	29.0
17.5	94.5	28.0	101.5	28.0	115.5	28.0
17.0	92.0	27.5	99.0	27.5	112.5	27.5
16.5	89.5	26.5	96.0	26.5	109.0	26.5
16.0	86.5	26.0	93.0	26.0	106.0	26.0
15.5	84.0	25.0	90.0	25.0	102.5	25.0
15.0	81.0	24.0	87.0	24.0	99.0	24.0
14.5	78.5	23.5	84.5	23.5	96.0	23.5
14.0	76.0	22.5	81.5	22.5	92.5	22.5
13.5	73.0	22.0	78.5	22.0	89.5	22.0
13.0	70.5	21.0	75.5	21.0	86.0	21.0
12.5	67.5	20.0	72.5	20.0	82.5	20.0
12.0	65.0	19.5	70.0	19.5	79.5	19.5
11.5	62.5	18.5	67.0	18.5	76.0	18.5
11.0	59.5	18.0	64.0	18.0	73.0	18.0
10.5	57.0	17.0	61.0	17.0	69.5	17.0
10.0	54.0	16.0	58.0	16.0	66.0	16.0
9.5	51.5	15.5	55.5	15.5	63.0	15.5
9.0	49.0	14.5	52.5	14.5	59.5	14.5
8.5	46.0	14.0	49.5	14.0	56.5	14.0
8.0	43.5	13.0	46.5	13.0	53.0	13.0
7.5	40.5	12.0	43.5	12.0	49.5	12.0
7.0	38.0	11.5	41.0	11.5	46.5	11.5
6.5	35.5	10.5	38.0	10.5	43.0	10.5
6.0	32.5	10.0	35.0	10.0	40.0	10.0
5.5	30.0	9.0	32.0	9.0	36.5	9.0
5.0	27.0	8.0	29.0	8.0	33.0	8.0
4.5	24.5	7.5	26.5	7.5	30.0	7.5
4.0	22.0	6.5	23.5	6.5	26.5	6.5
3.5	19.0	6.0	20.5	6.0	23.5	6.0
3.0	16.5	5.0	17.5	5.0	20.0	5.0
2.5	13.5	4.0	14.5	4.0	16.5	4.0
2.0	11.0	3.5	12.0	3.5	13.5	3.5
1.5	8.5	2.5	9.0	2.5	10.0	2.5
1.0	5.5	2.0	6.0	2.0	7.0	2.0
0.5	3.0	1.0	3.0	1.0	3.5	1.0

## Appendix 3: Annual Leave Calculator



Annual Leave  
Calculator.xls



## Appendix 4: Equality Impact Assessment Stage 1 Screening

**Title of policy, service, proposal etc being assessed:**

Annual Leave Policy

**What are the intended outcomes of this work?** Include outline of objectives and function aims

NHS Bedfordshire, NHS East and North Hertfordshire, NHS Herts Valleys, NHS West Essex, and NHS Luton Clinical Commissioning Groups, (respectively referred to as 'the CCG') understand that the use of annual leave is essential to achieving a successful work life balance. Proactive management of annual leave by employees and line managers is essential to the health and wellbeing of employees and the CCG.

**How will these outcomes be achieved?** What is it that will actually be done?

The aim of this policy is to ensure that annual leave is well planned throughout the leave year, with a uniform, fair and equitable approach to the calculation and application of annual leave and general public holiday entitlements.

**Who will be affected by this work?** e.g. staff, patients, service users, partner organisations etc. If you believe that there is no likely impact on people explain how you've reached that decision and send the form to the equality and diversity manager for agreement and sign off

Staff

### Evidence

**What evidence have you considered?** Against each of the protected characteristics categories below list the main sources of data, research and other sources of evidence (including full references) reviewed to determine impact on each equality group (protected characteristic).

This can include national research, surveys, reports, research interviews, focus groups, pilot activity evaluations or other Equality Analyses. If there are gaps in evidence, state what you will do to mitigate them in the Evidence based decision making section on page 9 of this template.

If you are submitting no evidence against a protected characteristic, please explain why.

**Age** Consider and detail age related evidence. This can include safeguarding, consent and welfare issues.

No local assessment. Policy based on other organisation's policies and best practice.

**Disability** Detail and consider disability related evidence. This can include

attitudinal, physical and social barriers as well as mental health/ learning disabilities. No local assessment. Policy based on other organisation's policies and best practice.

**Gender reassignment (including transgender)** Detail and consider evidence on transgender people. This can include issues such as privacy of data and harassment. No local assessment. Policy based on other organisation's policies and best practice.

**Marriage and civil partnership** Detail and consider evidence on marriage and civil partnership. This can include working arrangements, part-time working, caring responsibilities. No local assessment. Policy based on other organisation's policies and best practice.

**Pregnancy and maternity** Detail and consider evidence on pregnancy and maternity. This can include working arrangements, part-time working, caring responsibilities. No local assessment. Policy based on other organisation's policies and best practice. Potential that if annual leave is not managed prior to maternity leave that returning mothers may be unable to carry over the full amount of unused annual leave. Advice is given in the policy to mitigate this.

**Race** Detail and consider race related evidence. This can include information on difference ethnic groups, Roma gypsies, Irish travellers, nationalities, cultures, and language barriers. No local assessment. Policy based on other organisation's policies and best practice. Managers are advised to treat all employees, regardless of nationality, religion or belief, equally when determining requests made to accommodate significant national or religious holidays or festivals.

**Religion or belief** Detail and consider evidence on people with different religions, beliefs or no belief. This can include consent and end of life issues. No local assessment. Policy based on other organisation's policies and best practice. Managers are advised to treat all employees, regardless of nationality, religion or belief, equally when determining requests made to accommodate significant national or religious holidays or festivals.

**Sex** Detail and consider evidence on men and women. This could include access to services and employment. No local assessment. Policy based on other organisation's policies and best practice.

**Sexual orientation** Detail and consider evidence on heterosexual people as well as lesbian, gay and bisexual people. This could include access to services and employment, attitudinal and social barriers.

No local assessment. Policy based on other organisation's policies and best practice.

**Carers** Detail and consider evidence on part-time working, shift-patterns, general caring responsibilities.

No local assessment. Policy based on other organisation's policies and best practice.

**Other identified groups** Detail and consider evidence on groups experiencing disadvantage and barriers to access and outcomes. This can include different socio-economic groups, geographical area inequality, income, resident status (migrants, asylum seekers).

No local assessment. Policy based on other organisation's policies and best practice.

## Engagement and involvement

How have you engaged stakeholders with an interest in protected characteristics in gathering evidence or testing the evidence available?

Policy Forum established. Members include representatives of CCGs and Trade Unions

How have you engaged stakeholders in testing the policy or programme proposals?

Policy Forum established. Members include representatives of CCGs and Trade Unions

For each engagement activity, please state who was involved, how and when they were engaged, and the key outputs:

Policy Forum established. Members include representatives of CCGs and Trade Unions

## Summary of Analysis

Considering the evidence and engagement activity you listed above, please summarise the impact of your work. Consider whether the evidence shows potential for differential impacts, if so state whether adverse or positive and for which groups and/or individuals. How you will mitigate any negative impacts? How you will include certain protected groups in services or expand their participation in public life?

Policy based on other organisation's policies and best practice.

Now consider and detail below how the proposals could support the elimination of discrimination, harassment and victimisation, advance the equality of opportunity and promote good relations between groups (the General Duty of the Public Sector Equality Duty).

## Eliminate discrimination, harassment and victimisation

Policy based on other organisation's policies and best practice.

**Advance equality of opportunity**

Policy based on other organisation's policies and best practice.

**Promote good relations between groups**

Policy based on other organisation's policies and best practice.

**Next Steps**

Please give an outline of what you are going to do, based on the gaps, challenges and opportunities you have identified in the summary of analysis section. This might include action(s) to eliminate discrimination issues, partnership working with stakeholders and data gaps that need to be addressed through further consultation or research. This is your action plan and should be SMART.

**New HR monitoring system being developed**

How will you share the findings of the Equality analysis? This can include sharing through corporate governance or sharing with, for example, other directorates, partner organisations or the public.

Publication alongside the policy

## Health Inequalities Analysis

### Evidence

**1. What evidence have you considered to determine what health inequalities exist in relation to your work?** List the main sources of data, research and other sources of evidence (including full references) reviewed to determine impact on each equality group (protected characteristic). This can include national research, surveys, reports, research interviews, focus groups, pilot activity evaluations or other Equality Analyses. If there are gaps in evidence, state what you will do to mitigate them in the Evidence based decision making section on the last page of this template.

Policy based on other organisation's policies and best practice.

### Impact

**2. What is the potential impact of your work on health inequalities?** Can you demonstrate through evidenced based consideration how the health outcomes, experience and access to health care services differ across the population group and in different geographical locations that your work applies to?

Policy based on other organisation's policies and best practice.

**3. How can you make sure that your work has the best chance of reducing health inequalities?**

Policy based on other organisation's policies and best practice.

### Monitor and Evaluation

**4. How will you monitor and evaluate the effect of your work on health inequalities?**

New HR monitoring system being developed

## Quality Impact Initial Assessment.

Quality can be defined as embracing three key components:

- Patient Safety – there will be no avoidable harm to patients from the healthcare they receive. This means ensuring that the environment is clean and safe at all times and that harmful events never happen.
- Effectiveness of care – the most appropriate treatments, interventions, support and services will be provided at the right time to those patients who will benefit.
- Patient Experience – the patient’s experience will be at the centre of the organisation’s approach to quality.

What is the impact on:

<b>Patient Safety?</b>	Positive <input type="checkbox"/>	Negative <input type="checkbox"/>	Neutral <input checked="" type="checkbox"/>
<b>Patient Experience?</b>	Positive <input type="checkbox"/>	Negative <input type="checkbox"/>	Neutral <input checked="" type="checkbox"/>
<b>Clinical Effectiveness?</b>	Positive <input type="checkbox"/>	Negative <input type="checkbox"/>	Neutral <input checked="" type="checkbox"/>

If any there is any negative impact please complete seek advice from the Nursing and Quality Team and a full Quality impact assessment will need to be completed.

<b>Name of person(s) who carried out these analyses: Paul Curry</b>
<b>Date analyses were completed: 17 May 2017</b>