



HR POLICIES & PROCEDURES (HR/C13)

ANNUAL LEAVE POLICY

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EQUALITY IMPACT ASSESSMENT

South Central Ambulance Service NHS Foundation Trust

Unit 7 & 8, Talisman Business Centre, Talisman Road, Bicester, Oxfordshire, OX26 6HR

Annual Leave Policy – V 10 October 2017

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1. INTRODUCTION

- 1.1 This document outlines the Annual Leave Policy for South Central Ambulance Service NHS Foundation Trust (the Trust). The Trust recognises that spending time away from the workplace is an important component of work-life balance and helps lessen stress. The Trust aims to ensure that employees are given the opportunity to take the leave to which they are entitled and managers should endeavour to ensure that, taking the service needs of the Trust into account, workload does not prevent this. Equally, employees are responsible for managing their own annual leave.
- 1.2 The annual leave year for all employees runs from 1 April to 31 March.
- 1.3 Authorised annual leave is expected to be covered within the funded establishment; for instance, by utilising relief staff or managing workload, and managers are expected to use their existing workforce to cover the absence of employees due to annual leave.
- 1.4 Annual leave must not be taken, or holidays booked, until approval has been granted (see 8.4).
- 1.5 Once annual leave has been agreed, only in exceptional circumstance, may the Trust ask staff to return if operational exigencies warrant it. In such cases compensatory leave will be discussed / agreed provided it is within departmental criteria.

2. PURPOSE

- 2.1 To ensure that all employees are aware of the principles of annual leave within the Trust and of their responsibilities relating to it.
- 2.2 To ensure that the calculation and granting of annual leave and bank holiday lieu time is carried out fairly and consistently in accordance with the entitlements and arrangements defined in the NHS national terms & conditions.

3. SCOPE

- 3.1 This policy applies to all staff employed by the Trust.
- 3.2 This policy does not apply to bank workers (but see Appendix 5 and Bank/Zero Hours Policy), agency staff, contractors or volunteers

4. EQUALITY STATEMENT

- 4.1 The Trust is committed to promoting positive measures that eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnership, disability, race, gender, religion/belief, sexual orientation, gender reassignment and pregnancy/maternity or any other basis not justified by law or relevant to the requirements of the post. The Trust will, therefore, take every possible step to ensure that this procedure is applied fairly to all employees, regardless of the afore mentioned protected characteristics, whether full or part-time or employed under a permanent or a fixed-term contract or any other irrelevant factor.
- 4.2 By committing to a policy encouraging equality of opportunity and diversity, the Trust values differences between members of the community and within its existing workforce, and actively seeks to benefit from their differing skills, knowledge, and experiences in order to provide an exemplary healthcare service. The Trust is committed to promoting equality and diversity best practice both within the workforce and in any other area where it has influence.

- 4.3 Where there are barriers to understanding; eg, an employee has difficulty in reading or writing or where English is not their first language, additional support will be put in place wherever necessary to ensure that the process to be followed is understood and that the employee is not disadvantaged at any stage in the procedure. Further information on the support available can be sought from the Human Resource Department.

5. ANNUAL LEAVE ENTITLEMENT & GENERAL POINTS

- 5.1 Annual leave and bank holiday entitlement is determined in hours to guarantee equity for all by ensuring that employees who work variable hours/ shifts do not receive either more or less leave than colleagues who work a standard pattern.
- 5.2 Entitlement to annual leave and bank holidays is based on an individual's current contractual arrangements.
- 5.3 Annual leave entitlement for those still on Trust contracts is given at Appendix 1a/b.
- 5.4 Employees not on Agenda for Change terms and conditions will retain the annual leave allowance from the former post on a long-term basis if the Trust requires them to move to a new post on NHS national Terms and Conditions which has less annual leave entitlement. If they chose to move to another role on Agenda for Change terms and conditions, in doing so they will accept the annual leave entitlement.
- 5.5 Annual leave entitlement for part-time staff will be pro rata to full-time hours.
- 5.6 Annual leave and bank holiday lieu time entitlements for both full- and part-time employees will be added together and taken throughout the leave year from a totalled allowance.
- 5.7 Annual leave entitlement is based on all reckonable service with the NHS no matter the length of any breaks in service; ie, any service you have had at any time counts for annual leave purposes. Entitlements are as set out in the table below:

Length of Service	Annual Leave (+ BH)	Equivalent Time in hours
On appointment:	27 days (+ 8 days)	202.5 hours + 60 hours = 262.5
After 5 years:	29 days (+ 8 days)	217.5 hours + 60 hours = 277.5
After 10 years:	33 days (+ 8 days)	247.5 hours + 60 hours = 307.5

- 5.8 Employees joining the organisation part-way through the leave year will have their leave entitlement calculated on a pro rata basis for the remainder of the year.
- 5.9 Employees joining in the first half (1st-15th) of a calendar month will be given the full leave entitlement for that month; employees joining in the second half of a calendar month (16th-to the end of the month) will receive half that month's leave entitlement.
- 5.10 Please refer to the annual leave calculator on the Trust intranet to calculate your entitlement (see link below) – your local HR department will also provide guidance.
- 5.11 Increases to annual leave entitlement (after 5 and 10 years' service) will take place on the anniversary of an employee's start date with the NHS. Where this date falls part-way through the leave year, it will be pro-rated, and the full increase will apply from the start of the following leave year.

- 5.12 The entitlements of employees leaving the Trust part-way through an annual leave year will be recalculated according to their existing entitlement and how much of the leave year remains.

6. ROLES AND RESPONSIBILITIES

Employee Responsibilities

- 6.1 You are responsible for ensuring that you are aware of, comply with and manage your own annual leave allocation in accordance with this policy guidance.
- 6.2 Annual leave is your statutory (and contractual) right; although managers will facilitate the taking of leave, employees must take responsibility for:
- Applying for leave via the Trust procedure and using the relevant software system;
 - Bringing special requests or issues with leave to the attention of your line manager / Planning Department;
 - Understanding your leave balance and managing that balance;
 - Ensuring that your leave is planned and taken across the leave year;
 - Ensuring that your leave balance is cleared by the end of the leave year;
 - Accepting that if you are unable to manage your leave, statutory leave entitlement may be allocated in accordance with 7.3.
 - Staff, under *normal* circumstances, are able to carry over 11.5 hours to the next financial year. For exceptional circumstances and new employees please refer to section 10.

Human Resources Department Responsibilities

- 6.3 The HR department is responsible for keeping the provisions within this policy in line with employment legislation, best practice people management principles and NHS terms and conditions.
- 6.4 HR staff are responsible for providing advice and guidance to managers and employees on the application of this policy and procedure.

Managers' Responsibilities

- 6.5 Managers will ensure that, in conjunction with the Planning Department (where applicable), the overall management of annual leave for the manager's designated area of responsibility is carried out in accordance with this policy guidance;
- 6.6 Ensure that annual leave is booked via the relevant software system and complies with its requirements.
- 6.7 Note that different arrangements apply to bank staff (see Bank Workers policy).
- 6.8 In conjunction with Planning Department, heads of departments are responsible for determining the parameters for booking annual leave, taking the following into account:
- Maximum (and minimum) levels of absence;
 - requirement for employees to take all their leave in the leave year;
 - requirement to consider leave requests in an equitable manner;
 - the level of staffing to maintain an acceptable service provision;

- the even deployment of leave across shifts.
- publish the current maximum leave allowance to staff together with calculations

Planning Department Responsibilities

- 6.9 Ensure, in conjunction with managers, that the overall allocation and management of annual leave is carried out in accordance with this policy guidance, whilst maintaining operational/departmental cover.
- 6.10 Maintaining operational staff annual leave records and ensuring that relief/bank/overtime shifts are allocated as appropriate.
- 6.11. In conjunction with heads of departments, determining the parameters for booking annual leave, taking the following into account:
- maximum (and minimum) levels of absence;
 - requirement for employees to take all their statutory leave in the leave year;
 - requirement to consider leave requests in an equitable manner;
 - the level of staffing to maintain an acceptable service provision;
 - the even deployment of leave across shifts
 - publish the current maximum leave allowance to staff on the intranet together with calculations and evidence that there are enough leave hours to facilitate all staff taking their contractual leave allowance

7. MANAGING LEAVE

Length of Service	60% of entitlement	80% of entitlement	90% of entitlement
On Appointment	121.5 hours	162 hours	182.25 hours
After 5 years	130.5 hours	174 hours	195.75 hours
After 10 years	148.5 hours	198 hours	222.75 hours

Statutory leave entitlement is 28 x 7.5 hours = 210 hours

All Staff

- 7.1 To support health and well-being of staff and to ensure an even distribution of annual leave in any year staff should aim to book leave in line with these guidelines:

Staff should book their leave throughout the financial year as follows:

- 25% of their leave in the period April / May / June
- 25% of their leave in the period July / August / September
- 25% of their leave in the period October / November / December
- 25% of their leave in the period January / February / March

7.2 Operational staff –

- At least 60% of annual leave should be pre-booked by 1 March;
- At least 80% of annual leave should be booked by 1 October;

- At least 90% of annual leave should be booked by 1 January.

7.3 Failure to book/take leave in accordance with the principles above (or seek agreement for alternative arrangements from line manager/ Planning Manager) may result in staff having their annual leave allocated

7.4 There may be periods of foreseen increased levels of demand for services, for example, seasonal pressures, where it may be necessary to temporarily set a reduced limit of annual leave in a particular region or locality.(for the NHS 111 staff please refer to Appendix 7b) Any such decision would be made in accordance with the Business Continuity policy. Staff will not be disadvantaged if there is a requirement to reduce the ability to take leave. In these circumstances there will also be agreement sought regarding the increase of leave being carried over to the next financial year. The Trust will ensure employees are able to take all statutory annual leave in each leave year even if there are service pressures but that contractual annual leave carry over can be increased should employees be prevented from taking contractual annual leave due to seasonal pressures.

8. APPROVAL PROCEDURE

8.1 Annual leave is approved at the discretion of the manager / Planning Department, taking into account the needs of both the service and the circumstances in line with the principles of this policy.

8.2 No employee should finalise holiday arrangements or take annual leave before line manager/Planning Department approval has been given. Where an employee takes annual leave prior to this approval being given, the Trust may consider invoking the Discipline and Conduct Policy. Where staff have booked and paid for holidays which have not been approved, the Trust will not compensate them for any loss of monies, should it not be possible to grant annual leave for that period.

8.3 Annual leave will be granted if it falls within the departmental criteria set by the Planning Department/Department Manager and on a first come, first served basis. (For 111 staff please refer to appendix 7b)

8.4 In normal circumstances, requests for annual leave cannot be made more than 12 months in advance of the requested annual leave dates. However, consideration will be given to requests from staff wishing to take 'special' holidays, such as a trip to a distant country which may need to be booked further in advance. If 'special' leave is authorised your senior line manager the leave should be within the Resource Centre/Department maximum leave allowance and also within departmental criteria.

9. ANNUAL LEAVE AND SICKNESS ABSENCE

9.1 Where, on a pre-booked holiday, a member of staff falls ill or suffers an accident which, had it happened when they were working meant that they had to take time off sick, *and* they provide a medical certificate (not a self certificate) for every day of absence (including weekends), this certified time may be treated as sickness absence and they will be allowed to rebook the annual leave to take at another time. To claim back the leave in these circumstances the member of staff should e-mail the Planning Department copying in their line manager. The member of staff will receive an e-mail back confirming the leave has been credited back.

9.2 Annual leave continues to accrue during sickness absence and staff are, therefore, encouraged to use it. If, however, an employee has been unable to take their annual leave in any leave year because of sickness, they will be permitted to carry over up to their full statutory annual entitlement. *S21 of the Sickness Management Policy refers in*

more detail.

- 9.3. Line managers/Planning must make every effort to accommodate annual leave requests from staff returning from sick leave. When appropriate, e.g. where sick pay has been exhausted, annual leave can be used in order to facilitate a graduated return to work, but it should be noted this is not a requirement and can only be with the agreement of the individual.
- 9.4 Annual leave can also be used to top up an employees pay when they are sick should they have entered half or nil pay. In order to instruct payroll of this, the manager should complete an ESR variation form detailing the number of hours to be paid to top up their pay. This form should be sent to HR who will forward onto payroll accordingly. The manager should also email Planning to deduct the same number of hours from the individuals annual leave balance.
- 9.5 In the event that an employee has been unable to take their annual leave during a leave year due to long-term sickness, a maximum of 28 days (or 210 hours), (EU legislated statutory annual leave entitlement) may be carried over into the following year. The leave must be taken in a period up to a maximum of 18 months. Any untaken leave will be paid on termination of a contract.
- 9.6 Members of staff wishing to take holiday, while certified off sick, must follow the normal booking and approval procedure in order that payroll correctly processes payments. If staff wish to continue to go on holiday whilst on GP certified sick leave they should confirm with their line manager that the holiday will not be detrimental to their return to work date.
- 9.7 Staff who are on GP certified sickness are entitled to have their leave credited back with senior manager approval.
- 9.8 Where a member of staff is ill on a bank holiday, there will be no claim for the hours for which they would have been stood down for on that bank holiday and 7.5 hrs (pro rata where required) will be removed from the allocation (NHS handbook s14.8 refers).

10. CARRY OVER AND ANTICIPATION OF ANNUAL LEAVE

- 10.1 There is no statutory right to carry over annual leave from one leave year into the next and employees are expected to take all their annual leave within the annual leave year, with the exception of odd hours which equate to less than one normal shift. Hours amounting to less than one shift will automatically be carried forward into the next leave year.
- 10.2 Employees will only in *exceptional* circumstances and with Head of Department or Head of Planning approval, be allowed to carry over a maximum of 37.5 hours (pro-rated for part-time employees). Contractual annual leave not taken in the relevant leave quarter or year may therefore be lost. Each case will be considered on its individual merits, but examples of exceptional circumstances are given below:
- inability to take leave due to service demands/ instruction;
 - absence suspension;
 - to enable a planned, extended holiday;
 - New employees who have commenced employment between 1st April and 30th September. This group of staff can carry over an additional 37.5 hours and this leave must be booked and taken within the following first quarter
 - New employees who commenced employment after 1st October are able to carry

over all unbooked leave. This leave must be booked and taken within the following first quarter.

- Please refer to Maternity Policy for arrangements for annual leave during maternity leave.
- Untaken annual leave can only be paid on the following occasions:
 - When an employee leaves the organisation
 - Specific arrangements with HR when a staff member is on long term sick leave.

10.3 Staff will not ordinarily be permitted to take annual leave from the following year's entitlement in the current year. There may, however, be circumstances when it is appropriate for a manager to allow an individual to anticipate annual leave or take unpaid leave. For example;

- To enable the employee to take an extended period of annual leave
 - If an employee has just started with the Trust, and has a pre-booked holiday for which they would not have enough annual leave entitlement.

10.4 Heads of Department/ Planning Department are not obliged to agree to such requests and must ensure that the individual has at least 210 hours' balance (pro rata for part time staff) remaining for the following year in accordance with the statutory/ legal requirements governing annual leave entitlement.

11. BANK HOLIDAYS & RELIGIOUS FESTIVALS

11.1 The following are UK bank holidays:

- | | |
|------------------|----------------------------|
| • New Year's Day | • Late Spring Bank Holiday |
| • Good Friday | • Late Summer Bank Holiday |
| • Easter Monday | • Christmas Day |
| • May Day | • Boxing Day |

11.2 Should other bank holidays be granted, these will count for the purposes of this policy.

11.3 Part-time staff will receive bank holiday entitlement pro rata to full-time hours. (Appendix 2)

Religious Festivals: only those shown above in 11.1 are official bank holiday in the UK; the main feast days of other religions are normal working days.

- Should staff choose to celebrate their main religious festivals in a similar way, they may apply for appropriate time off, as outlined in this policy. As with all annual leave applications, the requests will be considered in relation to the impact that they would have upon service provision.
- An employee who is expected to be stood down on one of the bank holidays mentioned in s11.1 may wish to request to change their working pattern on the designated bank holiday/festival dates, to that of their own religious festival. This would be considered in relation to the impact on the service provision.

11.4 Employees with long-term religious commitments should consider making an application under the Flexible Working Arrangements Policy.

12. Accrual of Annual Leave and Bank Holiday Toil Time Entitlement

12.1 This accrual is in line with the following sections of the NHS Handbook:

- Staff required to work or be on-call on a general public holiday are entitled to time off in lieu at plain time rate in addition to the appropriate payment for the duties undertaken.
- General and public holiday entitlements are in set out under Agenda for Change. These include Christmas Day, Boxing Day (26 December) and New Year's Day. When any of these holidays falls on a Saturday or Sunday arrangements will need to be made to ensure that the right of staff to three public holidays in the Christmas and New Year holiday period is preserved
- Where staff work standard shifts other than 7.5 hours excluding meal breaks, annual leave and general public holiday entitlements should be calculated on an hourly basis to prevent staff on these shifts receiving greater or less leave than colleagues on standard shifts
- Part-time workers will be entitled to paid bank holidays no less than pro rata to the number of bank holidays for a full-time worker, rounded up to the nearest half day.
- Part-time workers' bank holiday entitlement shall be added to their annual leave entitlement and they shall take bank holidays they would normally work as annual leave.

12.2 All entitlements stated in the table below (12.5) refer to the whole-time equivalent entitlements. These will apply pro rata for part-time employees (for bank holiday, rounded up to the nearest half day – appendix 2).

12.3 For staff with alternative working arrangements (for example, annualised hours or term-time only hours), annual leave and general bank holiday allowance will be calculated on a pro rata basis – refer to HR for further guidance.

12.4 Employees required to work, or be on call, on a bank holiday (or other date if revised for religious reasons) are entitled to time off in lieu (NHS T&C, s13.4 – see s11.6.1 above) subject to the criteria in the table below:

- Staff required to work on a bank holiday will be entitled to appropriate payment, for all hours worked, in line with their current contractual arrangements and local agreements.
- The SCAS process is to add 60 hours (ie, 8 bank holidays x 7.5 hours standard working equivalent) to the individual's annual leave account at the beginning of the leave year. Time worked in excess of the standard 7.5 hrs is added after the shift has been completed.
- The 60-hour entitlement will be set on a pro rata basis for part time staff (eg, a staff member employed for 23 hours/week would receive pro rata 37 hours [made up from $(8BH \times 7.5\text{hours} / 37.5) \times \text{contracted } 23\text{ hours}$]).
- Staff employed part-way through the leave year will receive pro rata entitlements

12.5.

Annual Leave Arrangements – Bank Holidays	
Rostered day to work	Entitlement of 7.5 hours added to total at the start of the year Staff required to work on a bank holiday will have any hours in excess of the standard 7.5 worked will be added after the bank holiday has been worked (with the current rostering system, GRS, these additional hours will be added to the leave balance 7 calendar days after the bank holiday).
Rostered day off	Entitlement of 7.5 hours added to total at the start of the year. Staff on a rostered day off on a bank holiday will already have had their entitlement of 7.5 hours added to their account The 7.5 hours is retained to be taken at an alternative time.
On Call, Stood down or Annual leave period falling on a Bank Holiday	Annual Leave used on day Entitlement of 7.5 hours added to account at the start of the year Staff stood down or on leave on a bank holiday will have the equivalent hours that <u>would have been worked</u> debited from their account. Note: Once the total hours stood down exceeds 60 during a leave year, other leave will be required to be debited in order to comply with NHS Staff Handbook para13.5.
Working overtime	Double-time financial payment Entitlement of 7.5 hours added to account at the start of the year No additional Annual Leave even if additional time worked (because this has already been credited as rostered day off above)
Sick	Entitlement of 7.5 hours added to account at the start of the year 7.5 hours removed from annual Leave balance.

- 12.6 Any additional time off in lieu accrued in respect of work undertaken on a bank holiday not incorporated in the annual/bank holiday leave entitlement (as for operational staff) (reference section 7 above) must be taken within the leave year. (Refer to 9.5 relating to long term sickness absence). The only exception to this will be when Easter is at the end of March, in this situation the additional hours will be carried over to the next financial year.
- 12.7 There will be some years when **more** (or fewer) **than 8** bank holidays fall within the leave year because bank holidays follow the calendar year and the Easter bank holidays may be in March or April.
- 12.8 When this situation arises, the 60 hours' entitlement (or pro rata equivalent) uploaded at the beginning of the annual leave year for operational staff or those on annualised hours will remain the same and any deficit or over-allocation will be rectified in the following year. In the event of an employee leaving the organisation, an appropriate

adjustment will be made at that time.

13. CHANGES TO CONTRACTUAL HOURS

13.1 Where staff change their contracted hours, this will result in a recalculation of their annual leave and bank holiday entitlement based on completed months on the new and the old contracted hours to give the full year entitlement. Where staff change their contracted hours part-way through a month the entitlement for the month will be:

- 1st to the 15th = full leave entitlement of new contracted hours
- 16th to end of the month = half of the leave entitlement of new contracted hours

14. LATE RETURN FROM ANNUAL LEAVE

If, for reasons beyond their control, employees know that they will be late returning from annual leave, they must contact their line manager or another Trust manager and notify them of their late return as soon after they realise this as possible.

Where prior notification is not received, this leave will normally be unpaid and the employee may be liable to disciplinary action under the Discipline and Conduct Policy.

15. TOIL HOURS

15.1 All applications for approval of the taking of toil time should be made in the same way as for annual leave (see s10 above).

15.2 Where toil hours are claimed as an alternative to overtime payments, the toil time entitlement is at plain time on an hour for hour worked basis.

15.3 Staff may request to take toil as an alternative to overtime payments. However, staff who, for operational reasons, are unable to take time off within a period of three months must be paid at the overtime/additional hours rate.

16. REQUESTS FOR UNPAID LEAVE

16.1 Where staff wish to request additional unpaid leave, they should speak to their manager and consideration should be made as to whether another Trust policy may apply; for instance, the Paid & Unpaid Leave Policy or Employment Break Policy.

16.2 In cases where unpaid leave is requested, which falls outside of the remit of other Trust policies, consideration will be made on an individual basis. Any subsequent granting of additional unpaid leave will only be permitted where staff have already taken all of their annual leave at the point where they start the unpaid leave.

17. LEAVING THE TRUST'S EMPLOYMENT

17.1 On leaving the Trust's employment that payment can be made for untaken statutory holiday. At all other times, it must by law always be taken.

17.2 Should an employee leave the Trust part-way through an annual leave year, their entitlements relating to their period of service in that annual leave year, will be recalculated. Bank Holiday entitlement will be hours worked prior to leaving date.

Where leave entitlement has been exceeded (including bank holiday hours that have been added to annual leave hours), it will be deducted from their final salary.

17.3 Employees who are working out their notice will be allowed to take annual leave during this period, provided it has been booked in advance.

17.4 The Trust reserves the right to recover accrued annual leave pay from employees who are dismissed with immediate effect for gross misconduct or who leave the Trust without giving due notice.

18. RELATED POLICIES

18.1 Please read this policy, as necessary, in conjunction with the following other policies:

- Paid and Unpaid Leave
- Working Time Regulations
- Flexible Working Policy
- Retirement Policy
- Grievance Policy
- Bank/Zero Hours Policy

19. POLICY REVIEW AND MONITORING

19.1 The effectiveness of this policy will be monitored regularly by HR who will provide data on the use of the policy as and when required. Annual report will be provided to the Trust board at the end of each financial year. The results of the annual staff survey will also provide a valuable indicator of any problems.

19.2 In advance of the review date, the HR team will review and produce recommendations which will be shared via the recognised policy approval process (HR Policy Review Group) in time for the policy review date. An early review can be triggered by the Trust Board, HR or joint staff side if they have serious concerns about the policy or its implementation.

19.3 It is the responsibility of Line Managers/Department Heads and/or Planning Departments to ensure that full and accurate records are kept in relation to the leave entitlement due, requests for leave made and the amount of leave granted in respect of their staff.

19.4 For operational staff the Planning Department will be required to maintain an audit trail in relation to requests for leave received, leave requests approved and notice given to relief staff in relation to their shifts.

19.5 Documentation relating to employees will be treated with the utmost confidentiality and in accordance to the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679) and the Lifecycle Policy.

19.6 Employees have the right to access any documentation held on them in accordance with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679)

NHS National Terms & Conditions – Annual Leave Entitlements in Hours
(excluding Bank Holiday)

WEEKLY BASIC CONTRACTED HOURS	ON APPOINTMENT	AFTER 5 YEARS' SERVICE	AFTER 10 YEARS' SERVICE
	27 DAYS	29 DAYS	33 DAYS
	HOURS EQUIVALENT		
37.5	202.5	217.5	247.5
37.0	199.8	214.6	244.2
36.5	197.1	211.7	240.9
36.0	194.4	208.8	237.6
35.5	191.7	205.9	234.3
35.0	189.0	203.0	231.0
34.5	186.3	200.1	227.7
34.0	183.6	197.2	224.4
33.5	180.9	194.3	221.1
33.0	178.2	191.4	217.8
32.5	175.5	188.5	214.5
32.0	172.8	185.6	211.2
31.5	170.1	182.7	207.9
31.0	167.4	179.8	204.6
30.5	164.7	176.9	201.3
30.0	162.0	174.0	198.0
29.5	159.3	171.1	194.7
29.0	156.6	168.2	191.4
28.5	153.9	165.3	188.1
28.0	151.2	162.4	184.8
27.5	148.5	159.5	181.5
27.0	145.8	156.6	178.2
26.5	143.1	153.7	174.9
26.0	140.4	150.8	171.6
25.5	137.7	147.9	168.3

25.0	135.0	145.0	165.0
24.5	132.3	142.1	161.7
24.0	129.6	139.2	158.4
23.5	126.9	136.3	155.1
23.0	124.2	133.4	151.8
22.5	121.5	130.5	148.5
22.0	118.8	127.6	145.2
21.5	116.1	124.7	141.9
21.0	113.4	121.8	138.6
20.5	110.7	118.9	135.3
20.0	108.0	116.0	132.0
19.5	105.3	113.1	128.7
19.0	102.6	110.2	125.4
18.5	99.9	107.3	122.1
18.0	97.2	104.4	118.8
17.5	94.5	101.5	115.5
17.0	91.8	98.6	112.2
16.5	89.1	95.7	108.9
16.0	86.4	92.8	105.6
15.5	83.7	89.9	102.3
15.0	81.0	87.0	99.0
14.5	78.3	84.1	95.7
14.0	75.6	81.2	92.4
13.5	72.9	78.3	89.1
13.0	70.2	75.4	85.8
12.5	67.5	72.5	82.5
12.0	64.8	69.6	79.2
11.5	62.1	66.7	75.9
11.0	59.4	63.8	72.6

10.5	56.7	60.9	69.3
10.0	54.0	58.0	66.0
9.5	51.3	55.1	62.7
9.0	48.6	52.2	59.4
8.5	45.9	49.3	56.1
8.0	43.2	46.4	52.8
7.5	40.5	43.5	49.5
7.0	37.8	40.6	46.2
6.5	35.1	37.7	42.9
6.0	32.4	34.8	39.6
5.5	29.7	31.9	36.3
5.0	27.0	29.0	33.0
4.5	24.3	26.1	29.7
4.0	21.6	23.2	26.4
3.5	18.9	20.3	23.1
3.0	16.2	17.4	19.8
2.5	13.5	14.5	16.5
2.0	10.8	11.6	13.2
1.5	8.1	8.7	9.9
1.0	5.4	5.8	6.6
0.5	2.7	2.9	3.3

Staff on Trust Contracts: Annual Leave Entitlements in Hours, Version 1
(excluding Bank Holidays)

HOURS WORKED WEEKLY	ON APPT	AFTER 5 YEARS' SERVICE	AFTER 10 YEARS' SERVICE	HOURS WORKED WEEKLY	ON APPT	AFTER 5 YEARS' SERVICE	AFTER 10 YEARS' SERVICE
	22 DAYS	25 DAYS	27 DAYS		22 DAYS	25 DAYS	27 DAYS
	HOURS EQUIVALENT				HOURS EQUIVALENT		
40.0	176.0	200.0	216.0	25.5	112.2	127.5	137.7
39.5	173.8	197.5	213.3	25.0	110.0	125.0	135.0
39.0	171.6	195.0	210.6	24.5	107.8	122.5	132.3
38.5	169.4	192.5	207.9	24.0	105.6	120.0	129.6
38.0	167.2	190.0	205.2	23.5	103.4	117.5	126.9
37.5	165.0	187.5	202.5	23.0	101.2	115.0	124.2
37.0	162.8	185.0	199.8	22.5	99.0	112.5	121.5
36.5	160.6	182.5	197.1	22.0	96.8	110.0	118.8
36.0	158.4	180.0	194.4	21.5	94.6	107.5	116.1
35.5	156.2	177.5	191.7	21.0	92.4	105.0	113.4
35.0	154.0	175.0	189.0	20.5	90.2	102.5	110.7
34.5	151.8	172.5	186.3	20.0	88.0	100.0	108.0
34.0	149.6	170.0	183.6	19.5	85.8	97.5	105.3
33.5	147.4	167.5	180.9	19.0	83.6	95.0	102.6
33.0	145.2	165.0	178.2	18.5	81.4	92.5	99.9
32.5	143.0	162.5	175.5	18.0	79.2	90.0	97.2
32.0	140.8	160.0	172.8	17.5	77.0	87.5	94.5
31.5	138.6	157.5	170.1	17.0	74.8	85.0	91.8
31.0	136.4	155.0	167.4	16.5	72.6	82.5	89.1
30.5	134.2	152.5	164.7	16.0	70.4	80.0	86.4
30.0	132.0	150.0	162.0	15.5	68.2	77.5	83.7
29.5	129.8	147.5	159.3	15.0	66.0	75.0	81.0
29.0	127.6	145.0	156.6	14.5	63.8	72.5	78.3
28.5	125.4	142.5	153.9	14.0	61.6	70.0	75.6
28.0	123.2	140.0	151.2	13.5	59.4	67.5	72.9
27.5	121.0	137.5	148.5	13.0	57.2	65.0	70.2
27.0	118.8	135.0	145.8	12.5	55.0	62.5	67.5
26.5	116.6	132.5	143.1	12.0	52.8	60.0	64.8
26.0	114.4	130.0	140.4	11.5	50.6	57.5	62.1
11.0	48.4	55.0	59.4	5.5	24.2	27.5	29.7
10.5	46.2	52.5	56.7	5.0	22.0	25.0	27.0

HOURS WORKED WEEKLY	ON APPT	AFTER 5 YEARS' SERVICE	AFTER 10 YEARS' SERVICE	HOURS WORKED WEEKLY	ON APPT	AFTER 5 YEARS' SERVICE	AFTER 10 YEARS' SERVICE
	22 DAYS	25 DAYS	27 DAYS		22 DAYS	25 DAYS	27 DAYS
	HOURS EQUIVALENT				HOURS EQUIVALENT		
10.0	44.0	50.0	54.0	4.5	19.8	22.5	24.3
9.5	41.8	47.5	51.3	4.0	17.6	20.0	21.6
9.0	39.6	45.0	48.6	3.5	15.4	17.5	18.9
8.5	37.4	42.5	45.9	3.0	13.2	15.0	16.2
8.0	35.2	40.0	43.2	2.5	11.0	12.5	13.5
7.5	33.0	37.5	40.5	2.0	8.8	10.0	10.8
7.0	30.8	35.0	37.8	1.5	6.6	7.5	8.1
6.5	28.6	32.5	35.1	1.0	4.4	5.0	5.4
6.0	26.4	30.0	32.4	0.5	2.2	2.5	2.7

Bank Holiday Entitlements in Hours
(based on whole-year (8 days) entitlement)

Appendix 2

This table relates to the bank holiday entitlements based on full-time hours of 37.5 per week). Bank holiday entitlements for Trust contracts should be calculated according to those standard contracted hours.

WEEKLY HOURS	LEAVE PER ANNUM	BANK HOLIDAY ENTITLEMENT	WEEKLY HOURS	LEAVE PER ANNUM	BANK HOLIDAY ENTITLEMENT
37.5	60.0 hours	7.5 hours	24.5	39.2	4.9
37.0	59.2	7.4	24.0	38.4	4.8
36.5	58.4	7.3	23.5	37.6	4.7
36.0	57.6	7.2	23.0	36.8	4.6
35.5	56.8	7.1	22.5	36.0	4.5
35.0	56.0	7.0	22.0	35.2	4.4
34.5	55.2	6.9	21.5	34.4	4.3
34.0	54.4	6.8	21.0	33.6	4.2
33.5	53.6	6.7	20.5	32.8	4.1
33.0	52.8	6.6	20.0	32.0	4.0
32.5	52.0	6.5	19.5	31.2	3.9
32.0	51.2	6.4	19.0	30.4	3.8
31.5	50.4	6.3	18.5	29.6	3.7
31.0	49.6	6.2	18.0	28.8	3.6
30.5	48.8	6.1	17.5	28.0	3.5
30.0	48.0	6.0	17.0	27.2	3.4
29.5	47.2	5.9	16.5	26.4	3.3
29.0	46.4	5.8	16.0	25.6	3.2
28.5	45.6	5.7	15.5	24.8	3.1
28.0	44.8	5.6	15.0	24.0	3.0
27.5	44.0	5.5	14.5	23.2	2.9
27.0	43.2	5.4	14.0	22.4	2.8
26.5	42.4	5.3	13.5	21.6	2.7
26.0	41.6	5.2	13.0	20.8	2.6
25.5	40.8	5.1	12.5	20.0	2.5
25.0	40.0	5.0	12.0	19.2	2.4

Bank Holiday Entitlements in Hours
(based on whole-year (8 days) entitlement)

Appendix 2

This table relates to the bank holiday entitlements based on full-time hours of 37.5 per week). Bank holiday entitlements for Trust contracts should be calculated according to those standard contracted hours.

WEEKLY HOURS	LEAVE PER ANNUM	BANK HOLIDAY ENTITLEMENT	WEEKLY HOURS	LEAVE PER ANNUM	BANK HOLIDAY ENTITLEMENT
11.5	18.4	2.3	8.5	13.6	1.7
11.0	17.6	2.2	8.0	12.8	1.6
10.5	16.8	2.1	7.5	12.0	1.5
10.0	16.0	2.0	7.0	11.2	1.4
9.5	15.2	1.9	6.5	10.4	1.3
9.0	14.4	1.8	6.0	9.6	1.2
5.5	8.8	1.1	2.5	4.0	0.5
5.0	8.0	1.0	2.0	3.2	0.4
4.5	7.2	0.9	1.5	2.4	0.3
4.0	6.4	0.8	1.0	1.6	0.2
3.5	5.6	0.7	0.5	0.8	0.1
3.0	4.8	0.6			

Overtime and Annual Leave

As there has been much confusion recently regarding working extra shifts whilst on annual leave, this communication clarifies the Trust position on when it is possible.

Obviously, as a Trust we would encourage you to take all of your annual leave and one of the roles of the Planning Teams is to enable that to happen. It is very important that you do take sufficient breaks both from a health and safety perspective as well as legally. The current working time regulations, state that you must take a statutory minimum of 28 days, inclusive of bank holidays each year.

Having considered the circumstances surrounding working whilst on annual leave it has been agreed that if you have booked annual leave for a rostered shift, you are not allowed to book overtime shifts during that time.

However, should you have booked a week's annual leave and should have been rostered to work Tuesday, Wednesday, Thursday during that week, you may book overtime shifts on other days. You are allowed to book overtime shifts for any day for when you are not normally rostered to work. For staff who are on relief, you must have 3 days of not working in each 7 day period you book as annual leave. Once the rosters have been confirmed staff who have taken leave during a relief week can request to have the leave dates moved to accommodate overtime requests.

Planning department will ensure that you do not contravene the Working Time Regulations, in ensuring that you continue to have a rest period of at least 11 consecutive hours between each working shift, and a uninterrupted rest period of not less than 35 hours in each 7-day period or, if you would prefer, an uninterrupted rest period of 70 hours in a two-week period.

This change has come about from a Trust audit. Both the Trust and unions have taken legal advice to ensure that the above comment is correct.

You should note that these procedures do not apply to overtime covering an external event or secondary employment, whilst you are on scheduled annual leave from the Trust. However, you must ensure that you have gained permission to do so under the Secondary Employment policy. You must also ensure that you have taken your 210 Statutory Leave or pro rata if part time.

Should you have any questions regarding this, please contact your Operational Manager in the first instance.

Gavin Bashford
Staff Side Lead (Unison)

Kerry Davison
Staff Side (Unite)

Natasha Dymond
Assistant Director HR

Annual Leave Arrangements over the Christmas and New Year Period

To provide maximum resource to patients at a known period of high activity and operational demand, annual leave for operational staff may be restricted by up to 50% of normal criteria over the Christmas and New Year period. (For 111 staff please see appendix 7b)

The requirement for restriction will be reviewed on an annual basis SCAS wide (depending on the number of vacancies, abstractions, performance and any other relevant factors including staff ability to take their full annual leave allowance in the leave year). The decision to restrict will be taken by the Director, Head of Operations and Planning Manager in each division and will be discussed at staff side forums in advance of any communications to staff.

When Christmas Eve falls on a Tuesday or thereafter in a week, to when New Year’s Day falls on a Friday, the restriction will be for 2 weeks covering the Monday-Sunday of both weeks.

In addition (as weekly annual leave is managed on a Monday-Sunday basis), in certain years, it will be necessary to further restrict leave periods where the bank holiday period (or associated high active festive period) falls across a weekend preceding or succeeding the nominated weeks.

In this case, a restriction will be applied to the additional days nominated only.

The affected years are:

Year	Period	Additional Days (inclusive)
2017-2018	18/12 – 1/1	1/1 (1 day)
2018-2019	17/12 – 1/1	31/12 - 1/1 (2 days)
2019-2020	23/12 - 5/1	N/A

Process for determining annual leave time off

This is a high demand period for activity but also for leave. In order to provide a fair and equitable framework for the taking of leave; for the periods nominated above, the leave allocation will be made as follows.

1. For staff on rostered time off provided by the rota, no further action is necessary
2. For those staff who are rostered on duty, the following will apply:
 - a. Any application for annual leave must be made, in writing, to the Scheduling Department by the preceding June 30. Applications cannot be made before the beginning of that leave year.
 - b. All applications will be acknowledged within 7 calendar days of arrival in Planning.
 - c. All applications will be held on file until July 1 (or first working day thereafter) when a decision will be made regarding successful applications. The following formula will be applied:

Q1. Has annual leave been granted for the period in the previous 2 years?

Action: Discounted application unless Q3 applies

Q2. Has rostered time off been applicable in previous 2 years?

Action: Discounted application unless Q3 applies

Q3. Are there any special or mitigating circumstances to be applied?

Action: Apply circumstances in conjunction with Div HR Manager

- d. After the above formula has been applied, the Planning Manager, Head of Operations and HR Manager will manage the remaining eligible candidates in a fair and equitable manner.
- e. All applicants will be notified within 7 calendar days.
- f. If you are on allocated leave over Christmas this will be relief

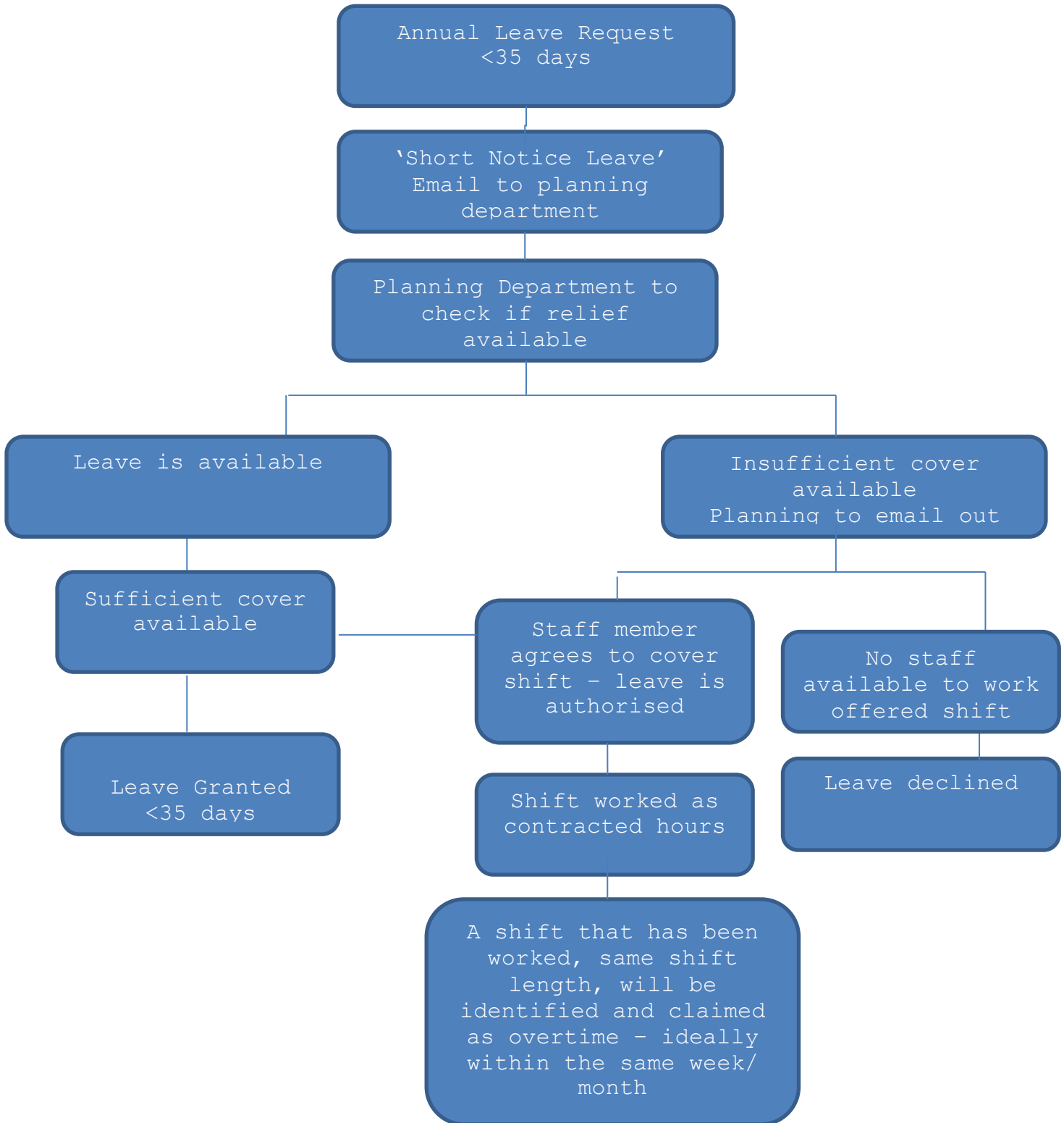
Annual Leave for Bank Workers

Bank workers accrue annual leave at a rate of 1 hour for every 8.33 hours worked and it is calculated by Planning Department

Procedure for taking Annual Leave entitlement

1. Staff should be responsible for claiming annual leave entitlement as per departmental agreement. As staff do not have any fixed working pattern, they will then receive payment for the appropriate number of annual leave hours as part of their salary payment for the relevant month.
2. Should the staff be removed from the database for any reason, they will be paid in respect of any outstanding leave entitlement.

Short Notice Annual Leave Request Process



DEPARTMENTAL LEAVE ARRANGEMENTS

Please note that the process (i.e., reporting in) for Operational and Non-Operational staff differs slightly. NOTE: who falls into which category below:

Operational Staff

- A&E Operational staff / EOC –Appendix 7a
- 111 (Out-of-Hours) department staff – Appendix 7 b

Appendix 7a

A&E Operational staff / EOC

- Requests for annual leave should be requested by the automatic leave application function. Requests must be made at least 35 calendar days before the first day of the requested leave
- All leave requests will be dealt with promptly and will normally be actioned within 7 calendar days of receipt. In the event that the employee has not received a response within the specified time period, they should contact their line manager or Planning Department as appropriate.
- The maximum annual leave normally granted for any one period of leave is two weeks, inclusive of rest days and/or weekends.
- During the months of April, May, June, October & November staff may apply for a maximum of 4 consecutive weeks leave without line manager approval.
- For all other months the maximum leave is 2 consecutive weeks
- Where annual leave has been booked but an employee subsequently wishes to cancel their annual leave at short notice (i.e., less than 35 calendar days prior to the intended annual leave dates), consideration will be made as to whether this is viable both operationally and with regard to the management of that individual's leave allocation. Consideration will also be given to cost implications such as whether the individual's shifts are being covered by overtime. There is no automatic right for staff to cancel annual leave within the 35-day period leading up to the intended annual leave dates. However, all requests for cancellation of annual leave will be considered on an individual basis and where possible accommodated.
- Where cancellation of annual leave is approved, but the staff member's original shift has been covered by a relief or colleague, the staff member will not be entitled to return to their original shift pattern but will receive an allocation of working pattern in consultation with the Planning Department.
- There may be a reduction in leave availability of up to 50% for Operational staff for 2 weeks over the Christmas / New Year Period. This will be in accordance with the guidance detailed in Appendix 4.

LEAVE REQUEST AT SHORT NOTICE

- Hours earned from Bank Holidays are available to be requested under 35 days. Where this annual leave is requested at short notice (i.e., requests made less than 35 calendar days prior to the date on which they wish to take annual leave), the line manager / Planning Department can approve these short notice leave requests subject to adequate cover being in place.
- -----

Appendix 7b

NHS 111 Annual Leave Policy

INTRODUCTION

The business requirements of the NHS 111 Service is vastly different to the rest of the Trust, where during weekends and public holidays, there is a requirement to increase staffing due to demand. Demand for the service increases on public holidays by up to 60% and 75% over the Christmas period. These increases are not seen in other areas of the Trust, therefore there is a need for a specific annual leave policy for NHS 111 staff. The annual leave year for all employees runs from 1 April to 31 March. (Please refer to 111 Standards operational procedures for shift allocation)

Restrictions

Due to the specific demands of the NHS 111 service there is a business need to restrict annual leave at differing parts of the year. Demand for NHS 111 service increases on average by 60% on a public holiday, 75% during the Christmas/New Year and Easter period, based on the average call demand.

Therefore, during the following periods **no** annual leave will be routinely approved:

- Christmas Day, Boxing Day, New Year's Eve and New Year's day
- Good Friday, Easter Saturday, Easter Sunday and Easter Monday
- Any other public holiday

Not all staff will be required to work each of these days and rotas will ensure, as far as it meets the demands of the service, that employees are able to spend time with family and friends over these periods. For example if staff work across the Christmas period, it is likely that staff will not be required to work the New Year period. This is based on the principle that the more staff that are available, more staff will be able to have time off.

During the weeks where there is a Bank Holiday, staff who are usually rostered through a rolling rota, will be removed from this and become relief. These staff will be given at least 60 days' notice of their shifts. Once the rosters have been published staff will be able to arrange shift changes with staff or approach Planning with reasonable adjustments.

Equality Impact Assessment Form Section One – Screening

Name of Function, Policy or Strategy: Annual Leave Policy

Officer completing assessment: Lynn Dove Dixon

Telephone: 077996 40903

1.	What is the main purpose of the strategy, function or policy?
	To clearly set out the principles, provisions and responsibilities relating to annual leave within the Trust.
2.	List the main activities of the function or policy? (for strategies list the main policy areas)
	Annual leave allocation; how to book annual leave; factors affecting annual leave (carryover of annual leave; payment for untaken/overtaken annual leave); bank holidays; reference to bank workers; link to calculator.
3.	Who will be the main beneficiaries of the strategy/function/policy?
	All Trust employees.
4.	Use the table overleaf to indicate the following:- a. Where do you think the strategy/function/policy could have an adverse impact on any equality group; i.e., it could disadvantage them? b. Where do you think that there could be a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving relations within equality target groups?

Protected Characteristic		Positive Impact	Negative Impact	Reasons
GENDER	Women	Yes	N/A	Work-life balance – especially with reference to the care of children and elderly relatives. Gives a level of flexibility and ownership of time to such employees
	Men	N/A	N/A	As above but far less likely, statistically
RACE	Asian or Asian British People	N/A	Yes	Possible problems in understanding policy for non-native English speakers
	Black or Black British People	N/A	Yes	Possible problems in understanding policy for non-native English speakers
	Chinese people and other people	N/A	Yes	Possible problems in understanding policy for non-native English speakers
	People of Mixed Race	N/A	Yes	Possible problems in understanding policy for non-native English speakers
	White (inc Irish) people	N/A	Yes	Possible problems in understanding policy for non-native English speakers
Disabled People		N/A	Yes	Possible learning difficulties and problems with understanding
Lesbians, gay men and bisexuals		N/A	N/A	
Transgender		N/A	N/A	
AGE	Older People (60+)	N/A	N/A	
	Younger People (17 to 25) and children	N/A	N/A	
Faith Groups		N/A	N/A	
Equal Opportunities and/or improved relations		N/A	N/A	All policies are written based on sound equality legislation and best practice.

Notes: Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs and Hindus. Consider faith categories individually and collectively when considering positive and negative impacts.

The categories used in the race section refer to those used in the 2001 Census. Consideration should be given to the specific communities within the broad categories such as Bangladeshi people and to the needs of other communities that do not appear as separate categories in the Census, for example, Polish.

5. If you have indicated that there is a negative impact, is that impact:		
	Yes	No
Legal (it is not discriminatory under anti-discriminatory law)	X	
Intended		X
Level of Impact	High	Low
If the negative impact is possibly discriminatory and not intended and/or of high impact, please complete a thorough assessment after completing the rest of this form.		X
6(a) Could you minimise or remove any negative impact that is of low significance? Explain how below:		
Clear, simple language used. Line managers support and guide their staff to understand what has been written in the policy and the impact/effect it would have on them.		
6(b) Could you improve the strategy, function or policy positive impact? Explain how below:		
By using clear and simple language.		
7. If there is no evidence that the strategy, function or policy promotes equality, equal opportunities or improves relations – could it be adopted so it does? How?		
N/A		

Please sign and date this form, keep one copy and send one copy to the Trust's Equality Lead.	
Signed:
Name:	Lynn Dove Dixon
Date:

Equality Impact Assessment Form Section Two – Full Assessment

Name of Function, Policy or Strategy: **Annual Leave Policy**

Officer completing assessment: **Lynn Dove Dixon**

Part A

1. Looking back at section one of the EqIA, in what areas are there concerns that the strategy, policy or project could have a negative impact?

Gender	<input checked="" type="checkbox"/>
Race	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>
Sexuality/Transgender	<input type="checkbox"/>
Age	<input type="checkbox"/>
Faith	<input type="checkbox"/>

2. Summarise the likely negative impacts:-

..... Difficulties with understanding relating to language problems and/or learning

..... difficulties

..... No perceived issues relating to other groups; actively addresses some

3. Using the table below, give a summary of what previous or planned consultation on this topic, policy, function or strategy has or will take place with groups or individuals from the equality target groups and what has this consultation noted about the likely negative impact?

Equality Target Groups	Summary of consultation planned or taken place
Gender	
Race	
Disability	None – management action (support) should negate the problem.

Equality Target Groups	Summary of consultation planned or taken place
Sexuality/Transsexuality	
Older People	
Younger People	
Faith	

4. What consultation has taken place or is planned with Trust staff including staff that have or will have direct experience of implementing the strategy, policy or function?

..... None is planned as any inadvertent discrimination has been addressed

..... in the drafting of the policy.....

.....

5. Check that any research, reports, studies concerning the equality target groups and the likely impact have been used to plan the project and guide or indicate what research you intend to carry out:-

Equality Target Groups	Title/type of/details of research/report
Gender	
Race	
Disability	
Sexuality/Transsexuality	
Older People	
Younger People	
Faith	

6. If there are gaps in your previous or planned consultation and research, are there any experts/relevant groups that can be contacted to get further views or evidence on the issues?

Yes (Please list them and explain how you will obtain their views)

.....
.....

No

Part B

Complete this section when consultation and research has been carried out

7a. As a result of this assessment and available evidence collected, including consultation, state whether there will be a need to be any changes made/planned to the policy, strategy or function.

7b. As a result of this assessment and available evidence, is it important that the Trust commissions specific research on this issue or carries out monitoring/data collection?

(You may want to add this information directly on to the action plan at the end of this assessment form)

..... No need to change what is already written; no specific research required

.....

8. Will the changes planned ensure that negative impact is:

Legal?
(not discriminatory, under anti-discriminatory legislation)

Intended?

Low impact?

9a. Have you set up a monitoring/evaluation/review process to check the successful implementation of the strategy, function or policy?

Yes No

9b. How will this monitoring/evaluation further assess the impact on the equality target groups/ensure that the strategy/policy/function is non-discriminatory?

Details:

.....

.....
.....
.....

Please complete the action plan overleaf, sign the EQIA, retain a copy and send a copy of the full EQIA and Action Plan to the Trust's Equality Lead.

Signed:

Name:

Date:

EQIA ACTION PLAN

Issue	Action Required	Lead Officer	Timescale	Resource Implications	Comments
Difficulties of understanding	Plain English, simple language		During drafting	Built into process	
Ditto	Managers to support staff to understand		In use, ongoing	Shouldn't be any.	

Please continue on another sheet if you need to.