

# TEMPORARY PROMOTION POLICY

**June 2014**

<b>Authorship:</b>	CSU Transition HR Policy Lead - adapted for local use by North Yorkshire and Humber Commissioning Support Unit on behalf NHS Scarborough and Ryedale CCG
<b>Committee Approved:</b>	SRCCG Committees Joint Trade Union Partnership Forum
<b>Approved date:</b>	25 <sup>th</sup> June 2014
<b>Review Date:</b>	4 years
<b>Equality Impact Assessment</b>	Completed
<b>Sustainability Impact Assessment</b>	Completed
<b>Target Audience:</b>	All staff
<b>Policy Reference No:</b>	SRCCG P636
<b>Version Number:</b>	1

**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.

<b>New Version Number</b>	<b>Issued by</b>	<b>Nature of Amendment</b>	<b>Approved by &amp; Date</b>	<b>Date approved</b>	<b>Date on Intranet</b>
DRAFT	SRCCG	Draft policy for CCG	Senior Management Team	03.06.14	n/a
DRAFT	SRCCG		JTUPF	25.06.14	n/a
DRAFT	SRCCG	Approval of Policy	Senior Management Team	29.07.14	30.07.14
1	SRCCG	Formal adoption of Policy	Governing Body	24.09.14	n/a

# Table of Contents

1	INTRODUCTION.....	4
2	ENGAGEMENT.....	4
3	IMPACT ANALYSES.....	4
3.1	Equality.....	4
3.2	Sustainability.....	4
3.3	Bribery Act 2010.....	5
4	SCOPE.....	5
5	POLICY PURPOSE & AIMS.....	5
6	ROLES / RESPONSIBILITIES / DUTIES.....	5
7	IMPLEMENTATION.....	5
8	TRAINING & AWARENESS.....	5
9	MONITORING & AUDIT.....	5
10	POLICY REVIEW.....	6
11	REFERENCES.....	6
	PART 2 PROCEDURE.....	7
	APPENDICES.....	9
	Appendix 1: Equality Impact Analysis.....	10
	Appendix 2: Sustainability Impact Assessment.....	19

## **1 INTRODUCTION**

1.1 It is the manager's responsibility to decide whether temporary promotion is appropriate and, in doing so, they should give consideration to the following:

- Whether the work can be postponed until the absent employee returns/the vacancy is filled on a permanent basis.
- Whether management objectives require that the work must be undertaken by a specified employee or whether it may be shared amongst others as part of their standard duties.
- Whether there is an employee competent to take on the duties and responsibilities.
- Standard recruitment processes should be followed to ensure equality of opportunity and the appointment of appropriately qualified staff. However there may be occasions when urgent organisational priorities require posts to be filled more quickly.

1.2 Temporary movement into a new pay band should not normally last more than six months or less than one month, except in instances of maternity leave or long-term sickness absence, where a longer period may be known at the outset.

## **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 for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation.

In developing this policy, an Equality Impact Analysis has been undertaken and is attached at Appendix 1. As a result of the initial screening, the policy does not appear to have any adverse effects on people who share protected characteristics and no further actions are required at this stage.

The application of this policy will be monitored alongside recruitment monitoring data to ensure fair application.

### **3.2 Sustainability**

The policy has been assessed against the CCG's Sustainability themes and no specific impact has been identified. The Sustainability Impact assessment is attached at Appendix 2.

### **3.3 Bribery Act 2010**

The CCG follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery.

Under the Bribery Act 2010, 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.

Due consideration has been given to the Bribery Act 2010 in the development of this policy document and consistent application of this policy will mitigate bribery in relation to temporary promotion.

## **4 SCOPE**

- 4.1 This policy will apply to all employees on agenda for change terms and conditions.

## **5 POLICY PURPOSE & AIMS**

- 5.1 The aim of this policy is to ensure a fair and equitable approach across the CCG to situations in which an individual may be asked to temporarily work, either wholly or partly, in a higher pay band for a significant period of time.

## **6 ROLES / RESPONSIBILITIES / DUTIES**

### **6.1 Management Team**

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

### **6.2 EMBED Workforce Team**

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

## **7 IMPLEMENTATION**

- 7.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet. Support is available to all Line Managers in the implementation and application of this policy.

## **8 TRAINING & AWARENESS**

- 8.1 A copy of the policy will be available on the CCG intranet and support is available from the EMBED Workforce Team. Training needs will be identified via the performance appraisal process and performance development plan.

## **9 MONITORING & AUDIT**

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

## **10 POLICY REVIEW**

- 10.1 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.

## **11 REFERENCES**

- 11.1 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

## **PART 2 PROCEDURE**

### **1. PROCEDURE**

- 1.1 An opportunity for a temporary promotion into a higher pay band would occur, usually (but not exclusively) in the following circumstances:-
- A vacancy has arisen that has not yet been filled but there is a requirement for the post to be covered more quickly than through standard recruitment processes
  - To cover a period of long term sickness absence
  - To cover a period of maternity/adoption leave
  - A member of staff has taken a career break
  - Short term increase in demand of work from customer
  - Urgent organisational priorities.
- 1.2 Temporary promotions are not intended to be used to cover annual leave.
- 1.3 Under normal circumstances, the post would be advertised internally across the CCG and a formal selection process would take place in order to select the appropriate candidate to move temporarily into the position.
- 1.4 There may be occasions where it is not appropriate to open up the opportunity to the whole CCG. These could be as follows:-
- It is a specialised position requiring specific qualifications or areas of expertise
  - The duration of the temporary move is such that it would not be cost effective to open up the vacancy to staff not based in the current location.
- 1.5 In these cases, the post would be 'ring-fenced' to certain members of staff or locations.
- 1.6 In any case where a manager believes that a post should be ring-fenced or restricted in any way, they must discuss it with the Workforce Team in the first instance.

#### ***Duration***

- 1.7 A temporary promotion to a post in a higher pay band will normally last at least one month.
- 1.8 The period of the temporary promotion should not normally last more than six months, except in instances such as maternity leave, long-term sickness absence or a career break, where a longer period may be known from the outset.

#### ***Remuneration***

- 1.9 Pay on promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase, the first pay point in the band which would deliver an increase in pay (by reference to basic pay plus any recruitment and retention premium, if applicable). In circumstances where the individual is not required to carry out the full responsibilities of the post, refer to the agenda for change handbook.
- 1.10 For the duration of the temporary promotion, the individual will be entitled to all conditions of service and allowances for that post, to be paid at the higher rate.

### ***Incremental Date***

- 1.11 Where the temporary promotion has resulted in the individual moving up only one extra pay point, there will be no change to their incremental date.
- 1.12 Should the individual subsequently be confirmed into this post there will be no change to their incremental date.
- 1.13 Where there has been more than one extra pay point awarded, then the incremental date for the period of the temporary promotion becomes the date that the appointment commenced.
- 1.14 Should the individual be confirmed into this post, they will retain the date their temporary promotion began as their incremental date.
- 1.15 When the temporary promotion period has ended, the individual will revert to their previous incremental date. The spine point they return to should take into account the time spent on the temporary promotion.
- 1.16 If at a later date the individual is then promoted into the same role, or another at the same level, on a permanent basis the period of temporary promotion will be taken into account and the incremental date either brought forward or deferred, depending on how long the individual had been temporarily promoted for. Where an individual has been temporarily promoted for more than one period, and is then promoted on a permanent basis to the same role or another at the same level, the periods of temporary promotion will be aggregated and the incremental date changed accordingly. Incremental credit will be awarded only once for each period of temporary promotion.

### ***Confirmation into Post***

- 1.17 Where an individual has been temporarily promoted into a post via a recruitment process and the post becomes available due to the substantive post holder not returning to work, a manager in conjunction with the EMBED Workforce Team may agree to confirm the individual into the post with no further recruitment having to take place.
- 1.18 Where recruitment was limited due to the short term nature of the post, or no formal recruitment process took place and the post becomes available on a long term or permanent basis, a further recruitment should take place to open up the vacancy to the wider CCG and externally if required.

### ***Protection Arrangements***

- 1.19 Where an individual is currently under a pay protection arrangement and is then temporarily promoted into a role where protection is no longer required, the period of the temporary promotion will be deducted from the period of protection.

Example:-

An individual is a Band 2, protected on the top of Band 3. This period of protection is for 3 years. After 6 months, they are temporarily promoted into a Band 4 and this temporary promotion lasts for 8 months. They then revert back to Band 2 with protection with a further 22 months of protection left at the top of Band 3.

## **APPENDICES**

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

## Appendix 1: Equality Impact Analysis

1. Equality Impact Analysis									
<b>Policy / Project / Function:</b>	Temporary Promotion Policy								
<b>Date of Analysis:</b>	14/12/2013								
<b>This Equality Impact Analysis was completed by: (Name and Department)</b>	C Brown HR Department								
<b>What are the aims and intended effects of this policy, project or function ?</b>	The aim of this policy is to ensure a fair and equitable approach across the Organisation to situations in which an individual may be asked to temporarily work, either wholly or partly, in a higher pay band for a significant period of time								
<b>Please list any other policies that are related to or referred to as part of this analysis?</b>	<ul style="list-style-type: none"> <li>• Recruitment and Selection</li> </ul>								
<b>Who does the policy, project or function affect ?</b>  Please Tick ✓	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">✓ Employees</td> <td style="width: 50%; text-align: right;">Yes</td> </tr> <tr> <td>Service Users</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> </table>	✓ Employees	Yes	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List Below)	<input type="checkbox"/>
✓ Employees	Yes								
Service Users	<input type="checkbox"/>								
Members of the Public	<input type="checkbox"/>								
Other (List Below)	<input type="checkbox"/>								

## 2. Equality Impact Analysis: Screening

	Could this policy have a positive impact on...		Could this policy have a negative impact on...		Is there any evidence which already exists from previous (e.g. from previous engagement) to evidence this impact
	Yes	No	Yes	No	
<b>Race</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	The policy does itself does not have a negative impact on this group, but should be used in conjunction with the recruitment process to ensure equality of access to promotion opportunities
<b>Age</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Sexual Orientation</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Disabled People</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Gender</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Transgender People</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Pregnancy and Maternity</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Marital Status</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Religion and Belief</b>	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	As above
<b>Reasoning</b>	The policy itself does not discriminate in terms of any of the protected characteristics, however monitoring of it should be alongside the recruitment monitoring data to ensure fair application. In cases where more than one person is eligible to be considered for acting up, a fair recruitment procedure should be followed . Monitoring of these opportunities is essential to ensure no group has been negatively affected				

**If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 7**

### 3. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected (staff profile figures at February 2014)

<b>General</b>	Total number of employees in the CCG is 94
<b>Age</b>	63.84% of staff are aged 30-55 21.27% of staff are over 55 14.89% of staff employed are under 30
<b>Race</b>	87.24% of staff employed in the CCG declared themselves White 9.58% of staff are not stated/undefined 1.06% of staff declared themselves Black 1.06% of staff declared themselves Mixed 1.06% of staff declared themselves Other
<b>Sex</b>	79.79% of staff employed are female 20.21% of staff employed are male
<b>Gender reassignment</b>	No information
<b>Disability</b>	82.98% of staff employed declared themselves as having no disability 17.02% of staff did not declare /undefined 0% of staff declared a disability
<b>Sexual Orientation</b>	65.96% of staff described themselves as heterosexual 32.98% did not wish to respond /undefined 1.06% described themselves as bisexual
<b>Religion, faith and belief</b>	Christianity is the largest religious group declared by staff in the CCG (55.32%) 34.05% were undefined or did not wish to declare 10.63% of staff declared other faith or religious beliefs
<b>Marriage and civil partnership</b>	62.77% of employees are married. 1.06% of employees are in a civil partnership
<b>Pregnancy and maternity</b>	No information yet as the CCG has not been established long enough to build meaningful data

#### 4. Equality Impact Analysis: Equality Data Available

<p><b>Is any Equality Data available relating to the use or implementation of this policy, project or function?</b></p> <p>Equality data is internal or external information that may indicate how the activity being analysed can affect different groups of people who share the nine <i>Protected Characteristics</i> – referred to hereafter as ‘<i>Equality Groups</i>’.</p> <p>Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> <li>1. Application success rates <i>Equality Groups</i></li> <li>2. Complaints by <i>Equality Groups</i></li> <li>3. Service usage and withdrawal of services by <i>Equality Groups</i></li> <li>4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i></li> <li>5. <i>Previous EIAs</i></li> </ol>	<p>Yes <input type="checkbox"/></p> <p>✓ No</p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p><b>List any Consultation e.g. with employees, service users, Unions or members of the public that has taken place in the development or implementation of this policy, project or function</b></p>	<p>Consultation has taken place both locally and nationally with Trade Unions and staff</p>
<p><b>Promoting Inclusivity</b>  <b>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</b></p>	<p>This Policy does not directly promote inclusivity, but provides a framework for fair promotion on a temporary basis. It should be reviewed along side recruitment data, processes and policies</p>

### 5. Equality Impact Analysis: Assessment Test

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
<b>Gender</b> (Men and Women)	✓			Considered, no impact
<b>Race</b> (All Racial Groups)	✓			Considered, no impact
<b>Disability</b> (Mental and Physical)	✓			Considered, no impact
<b>Religion or Belief</b>	✓			Considered, no impact
<b>Sexual Orientation</b> (Heterosexual, Homosexual and Bisexual)	✓			Considered, no impact

What impact will the implementation of this policy, project or function have on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists
<b>Pregnancy and Maternity</b>	✓			Considered, no impact
<b>Transgender</b>	✓			Considered, no impact
<b>Marital Status</b>	✓			Considered, no impact
<b>Age</b>	✓			Considered, no impact

## 6. Action Planning

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse outcomes identified on employees, service users or other people who share characteristics protected by *The Equality Act 2010* ?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

## 7. Equality Impact Analysis Findings

<b>Analysis Rating:</b>	Red	Red/Amber	Amber	✓ Green
-------------------------	-----	-----------	-------	---------

		Actions	Wording for Policy / Project / Function
<p><b>Red</b></p> <p><b>Stop and remove the policy</b></p>	<p><b>Red:</b> As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is recommended that the use of the policy be suspended until further work or analysis is performed.</p>	<p><b>Remove the policy</b></p> <p>Complete the action plan above to identify the areas of discrimination and the work or actions which needs to be carried out to minimise the risk of discrimination.</p>	<p>No wording needed as policy is being removed</p>
<p><b>Red Amber</b></p> <p><b>Continue the policy</b></p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this policy and further professional advice should be taken.</p>	<p><b>The policy can be published with the EIA</b></p> <p>List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE).</p> <p>Consider if there are any potential actions which would reduce the risk of discrimination.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason exists which justifies the use of this policy and further professional advice.</p> <p><b><i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i></b></p>

**Equality Impact Findings (continued):**

		Actions	Wording for Policy / Project / Function
<p><b>Amber</b></p> <p><b>Adjust the Policy</b></p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p>	<p><b>The policy can be published with the EIA</b></p> <p>The policy can still be published but the Action Plan must be monitored to ensure that work is being carried out to remove or reduce the discrimination.</p> <p>Any changes identified and made to the service/policy/ strategy etc. should be included in the policy.</p> <p>Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.</p>	<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p><b><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></b></p>
<p><b>Green</b></p> <p><b>No major change</b></p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>	<p><b>The policy can be published with the EIA</b></p> <p>Another EIA must be completed if the policy is changed, reviewed or if any discrimination is identified at a later date</p>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

<b>Brief Summary/Further comments</b>	<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>
---------------------------------------	---

<b>Approved By</b>		
<b>Job Title:</b>	<b>Name:</b>	<b>Date:</b>
Chief Officer	Simon Cox	29.07.14

## Appendix 2: Sustainability Impact Assessment

### SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development or project are required to complete a Sustainability Impact Assessment (SIA). The purpose of this SIA is to record any positive or negative impacts that this is likely to have on sustainability.

<b>Title of the document</b>	Temporary Promotion Policy
<b>What is the main purpose of the document</b>	The aim of this policy is to ensure a fair and equitable approach across the CCG to situations in which an individual may be asked to temporarily work, either wholly or partly, in a higher pay band for a significant period of time.
<b>Date completed</b>	16/07/2014
<b>Completed by</b>	CSU Workforce

<b>Domain</b>	<b>Objectives</b>	<b>Impact of activity</b> Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	<b>Brief description of impact</b>	<b>If negative, how can it be mitigated?</b> <b>If positive, how can it be enhanced?</b>
<b>Travel</b>	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	N/A		

<b>Procurement</b>	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery?</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 promote ethical purchasing of goods or services?</p> <p>Will it promote greater efficiency of resource use?</p> <p>Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?</p> <p>Will it support local or regional supply chains?</p> <p>Will it promote access to local services (care closer to home)?</p> <p>Will it make current activities more efficient or alter service delivery models?</p>	N/A		
<b>Facilities Management</b>	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>Will it reduce water consumption?</p>	N/A		
<b>Workforce</b>	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p><u>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</u></p> <p>Will it offer employment opportunities to disadvantaged groups?</p>	N/A		
<b>Community Engagement</b>	<p>Will it promote health and sustainable development?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	N/A		

<b>Buildings</b>	<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 increase safety and security in new buildings and developments?</p> <p>Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?</p> <p>Will it provide sympathetic and appropriate landscaping around new development?</p> <p>Will it improve access to the built environment?</p>	N/A		
<b>Adaptation to Climate Change</b>	<p>Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather extremes)?</p>	N/A		
<b>Models of Care</b>	<p>Will it minimising '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 promote prevention and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?</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>	N/A		