

ANNUAL LEAVE POLICY

March 2018

Authorship:	HR Lead, eMBED			
Committee Approved:	SMT			
Approved date:	March 2017			
Review Date:	June 2018			
	Relevant	Screening	Full / Completed	Outcome
Equality Impact Assessment	Yes	Yes	No	No issues identified
Sustainability Impact Assessment	Yes		Yes	No issues identified
Privacy Impact Assessment	No	No	No	Not Relevant
Bribery Checklist	No		No	Not Relevant
Target Audience:	All CCG Staff			
Policy Reference No:	P600			
Version Number:	V.1.1			
Publication/Distribution	Website	Email Staff		Others (i.e. SBC)
	Yes	Yes		No

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.

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date approved	Date on Intranet
DRAFT	SRCCG	Draft policy for CCG	Senior Management Team	23.09.2014	n/a
DRAFT	SRCCG	Draft policy for CCG	JTUPF	5.11.2014	n/a
FINAL	SRCCG	Final Policy for CCG	Senior Management Team	2.12.14	03.12.14
1.1	SRCCG	Minor Amend - Updated in regards to GDPR	Senior Management Team	12/03/18	19/03/18

Approval Record

Applicable Y/N	Committee / Group	Consultation / Ratification	Date taken to group	Date last Approved
	Governing Body	Ratification		
	Council of Clinical Representatives	Ratification		
	SMT	Ratification	12/03/18	12/03/18
	Remuneration Committee	Ratification		
	Audit and Governance Committee	Ratification		
	Finance and Contracting Committee	Ratification		
	Business Committee	Ratification		
	Communications and Engagement Committee	Ratification		
	Quality and Performance Committee	Ratification		
	Primary Care Co-Commissioning Committee	Ratification		
	Other	Ratification		
Y	All Employees	Consultation		
	Public	Consultation		
Y	Yorkshire and Humber Social Partnership Forum	Consultation	10/01/18	10/01/18

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1 INTRODUCTION

Scarborough and Ryedale Clinical Commissioning Group (The CCG) recognises that enabling its employees to achieve an effective work life balance benefits its employees and the CCG.

This policy describes annual leave provisions covered by the Agenda for Change national terms and conditions and outlines the discretionary options available to employees regarding annual leave.

Other discretionary forms of leave are available and may be granted by the appropriate manager. Guidance on these can be found in the Other Leave Policy. Separate policies are available for maternity, maternity support (paternity), adoption, carers and parental leave.

2 ENGAGEMENT

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

3 IMPACT ANALYSES

3.1 Equality

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

An equality impact assessment has been carried out and can be seen at Appendix 1. The assessment found that the policy potentially has a positive impact on people who share the following protected characteristics:

- Race
- Age
- Pregnancy and maternity
- Religion and belief

As a result of performing the analysis, the policy does not appear to have any adverse effects on people who share *Protected Characteristics* and no further actions are recommended at this stage.

3.2 Sustainability

The policy has been assessed against the CCG's Sustainability themes. Please see Appendix 2. The conclusion(s) drawn from the sustainability assessment is that the policy has no negative impact on the sustainability themes but may have a positive impact on work-life balance under the workforce theme.

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. Due consideration has been given to the Bribery Act 2010 in the development (or review, as appropriate) of this policy document and no specific risks were identified. Advice from a Counter Fraud Specialist suggests the Bribery Act is not relevant to this policy.

4 SCOPE

This policy applies to all employees who are employed on NHS Agenda for Change Terms and Conditions. This includes employees on temporary contracts and fixed term contracts. Staff who are seconded from other employing organisations are not within the scope of this policy, nor are contractors. Agency Workers who meet the 12 week qualifying period will receive the same entitlement to annual leave as an employee and should request annual leave in the same way (in line with regulations 6 and 7 of the Agency Worker Regulations 2011).

Statutory office holders are not entitled to annual leave.

Bank staff are not entitled to take annual leave however they will be paid a percentage in addition to the agreed basic hourly rate to account for annual leave accrued which is based on the number of hours worked. Bank staff do not accrue leave in between any periods that they are asked to work.

The CCG is committed to ensuring that all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. More detailed information can be found in the CCGs Data Protection and Confidentiality and related policies and procedures

5 POLICY PURPOSE & AIMS

The aim of the Annual Leave Policy is to ensure a uniform and equitable approach to the calculation of annual leave and general public holiday entitlements which take into account the arrangements as defined under NHS Agenda for Change terms and conditions. It also sets out a consistent procedure for requesting annual leave.

6 ROLES / RESPONSIBILITIES / DUTIES

6.1 Line Manager's responsibilities:

- To make accurate annual leave calculations and ensure this policy is adhered to.
- To record, monitor and authorise the annual leave of their employees and ensure that if an employee transfers to another department or leaves the organisation they have not taken too much annual leave than they have accrued and are entitled to and that any leave accrued and owing has been taken or paid.
- To recalculate annual leave and Bank Holiday entitlements when employees either increase or decrease their contractual hours and to ensure this information is communicated to the employee concerned and a new annual leave card issued.

- To consider all leave requests fairly, taking into consideration an employee's entitlement and the CCG's needs.

Managers should encourage employees to take annual leave to which they are entitled and should endeavour to ensure that their workload does not prevent this, annual leave requests should be balanced with the needs of the service.

6.2 Employee's responsibilities:

- Ensure annual leave is taken in accordance with the processes outlined in this policy.
- To request annual leave in a timely manner giving adequate notice.
- To ensure that as far as possible, they plan to take the whole of their annual leave entitlement within the year that it is due, failure to do this could result in the loss of entitlement.
- Employees should discuss annual leave plans with their colleagues to co-ordinate holidays and cover arrangements.
- To ensure they have their annual leave provisionally approved prior to making any holiday bookings.
- Employees must be aware that leave taken in excess of their annual entitlement may be considered to be fraudulent
- Both employees and line managers have a responsibility to read and understand the policy, any breaches of this policy may be investigated and may result in the matter being treated as a disciplinary issue under the CCG's disciplinary procedure.

The workforce team will support both managers and individuals in ensuring this policy is followed and implemented equitably.

7 IMPLEMENTATION

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

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

8 TRAINING & AWARENESS

A copy of the policy will be available on the CCG intranet. Training needs will be identified via the appraisal process and training needs analysis.

9 MONITORING & AUDIT

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

10 POLICY REVIEW

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

11 REFERENCES AND ASSOCIATED DOCUMENTATION

For further information please refer to the following reference sources

- Working Time Directive (1998)
- Agency Worker Regulations (2011)
- Agenda for Change Terms and Conditions of Employment
- Working Time Regulations 1998
- Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- Employment Rights Act 1996
- Flexible working policy
- Flexi time scheme
- Other leave policy
- Maternity, Maternity Support (Paternity) Adoption and Parental Leave policy
- Career break scheme
- <http://www.nhsemployers.org/EmploymentPolicyAndPractice/UKEmploymentPractice/Pages/AccrualofStatutoryAnnualLeaveonLongtermSickLeave.aspx>
- Anti-Fraud, Bribery and Corruption policy
- Disciplinary Policy
- Absence Management Policy
- Grievance Policy

PROCEDURE

1 ENTITLEMENT AND RECKONABLE SERVICE

The annual leave period for all employees is from 1 April to 31 March.

An employee's annual leave entitlement will be determined by the length of reckonable NHS service with leave entitlements increasing on the completion of 5 and 10 years reckonable NHS service. The annual leave provisions as specified in the NHS Agenda for Change Terms and Conditions are contained in the table below:

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

1.1 Reckonable service

An employee's previous continuous service with any NHS employer, regardless of whether there has been a break in service will count as reckonable service in respect of annual leave.

Time spent working in a highly relevant role in organisations other than the NHS may, following consultation with a Workforce representative, be counted as aggregated service (e.g. independent Primary Care Contractors, County Council, City Council, Social Services or the Department of Health).

Agency work will not count as reckonable service.

In order to have previous service regarded as reckonable service, it will be the employee's responsibility to provide their line manager with formal documentary evidence of any relevant, reckonable service as per the guidance contained within agenda for change.

Annual leave entitlement for all employees will be calculated in hours, not days. The benefit of this is to ensure that employees, who work part time or variable hours or shifts, do not receive either more or less leave than colleagues who work a standard pattern.

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 3, which includes a calculation for general public holidays. Hours shown have been rounded to the nearest half hour.

For guidance on calculating annual leave please see appendix 4.

For employees who work full days, annual leave should normally be taken in periods of 3.75 hours or more.

On joining the CCG, all employees will be entitled to annual leave plus general public holidays from the first day of their employment. This will be on a pro rata basis for the first year of joining from the first day of employment to the end of the annual leave year.

Where employees reach an anniversary which will increase their annual leave entitlement, the new entitlement will be calculated pro rata from the 1st day of the month following the anniversary.

Where employee's change their contracted hours, this will result in a re-calculation of their annual leave entitlement based on completed months on the new and the old contracted hours to give the full year entitlement. Where employees change their contracted hours part way through a month they should not lose entitlement. Therefore, in these cases the entitlement for the first month will be calculated on the basic weekly contracted hours that they predominantly worked for that initial month.

2 PUBLIC HOLIDAYS

Employees are entitled to 8 paid general public holidays per annum, which are:

- New Year's Day
- Good Friday
- Easter Monday
- May Day
- Late spring (May)
- Late summer (August)
- Christmas Day
- Boxing Day

In the case of part time employees, this entitlement is pro rata to the full time allowance. The calculation of this entitlement is always proportional to the number of basic contracted hours worked. This removes the potential for inequity in cases where employees work varying days.

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

On each occasion an employee takes paid time off on a general public holiday as part of their basic week, the appropriate deduction of their normal basic hours per day will be made from their overall entitlement. For part time employees, where operationally

possible, and subject to mutual agreement, an employee may change their days of working during a general public holiday week and therefore retain their leave entitlement in respect of a general public holiday. This leave could then be taken at another time.

There will be some years where more or less than 8 general public holidays fall in the leave year. When this situation arises, the appropriate hours adjustment will need to be made.

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

3 OFFICE CLOSURE OVER CHRISTMAS AND NEW YEAR PERIOD

Office based staff working in the CCG Headquarters (Scarborough Town Hall site only) will be required to take annual leave to cover the days in the Christmas Period when the CCG Headquarters are closed. As the number of days will vary from year to year, the number of days designated as 'closure days,' will be specified to staff as soon as the CCG has been informed by Scarborough Borough Council. The hours that would usually be worked by individuals on these days should be deducted from their annual leave entitlement.

To ensure business continuity some staff may be required to work whilst the office is closed, and therefore need to make use of alternative working arrangements such as home working or an alternate office location, rather than having mandated annual leave. This would only be for senior staff, and the need would be determined by the CCG.

Please note that the above arrangements do not apply to Partnership Commissioning Unit staff.

4 ACCRUAL OF ANNUAL LEAVE DURING MATERNITY LEAVE ETC

Employees accrue annual leave during both paid and unpaid periods of maternity leave. Please refer to the CCG's Maternity, Maternity Support (Paternity), Adoption and Parental Leave Policy for further information.

5 CARRY FORWARD OF LEAVE

It is expected that all employees will be provided with the opportunity to take all their leave within a leave year. In exceptional circumstances, 5 days annual leave may be carried over to the following year, with the agreement of the line manager and in the following circumstances:-

- i. Where employees are prevented from taking the full allowance of annual leave before the end of the leave year because of business needs.
- ii. Where employees are prevented from taking annual leave because of sick leave. Please refer to point 5.4 of the policy.
- iii. On application and consideration of an individual's personal circumstances subject to the exigencies of the service.

A form is available at appendix 5 for employees to request to carry forward leave to the following leave year. This should be submitted to the line manager by 1 March of each leave year for consideration.

It may be possible for an employee to request to bring forward annual leave from the following leave year into the current leave year. This is only in exceptional circumstances and must be approved by a member of the Senior Management Team of the CCG.

Whilst the CCG is fortunate to be able to provide flexibility for employees it is essential that line managers ensure that all employees have the opportunity to take the statutory minimum annual leave of 20 days (excluding bank holidays) during the annual leave year.

6 ANNUAL LEAVE AND SICKNESS

An employee falling sick during a period of annual leave or who is absent on sick leave and has pre-booked annual leave should refer to the CCG's policy on the Management of Attendance and should ensure that they comply with the policy on the Management of Attendance.

Employees still accrue annual leave whilst absent due to sickness. In the event that an employee has remaining annual leave following a long term period of sickness, reasonable opportunity should be given to allow the employee to take this leave within the same annual leave year.

Where an employee is considered long term sick between the months of January and March and annual leave is still outstanding, with no likely return to work date during this period, employees will be given the opportunity to take their annual leave as opposed to sick leave during this period.

Every effort should be made by an employee to take their annual leave before the end of the leave year. If an employee is absent due to sickness and does not have the opportunity to take their annual leave entitlement within the current annual leave year they will have the opportunity to carry their statutory annual leave entitlement over to the next annual leave year. This currently stands at 20 full days for full time employees in line with the Working Time Directive 1998, and is pro rata for part time staff. This will need to be agreed by their line manager following submission of medical evidence of the sickness as per the Absence Management Policy. Any outstanding leave must be taken at the end of the sickness period and where possible any outstanding annual leave should be used as part of any phased return to work plan

No lieu of bank or public holidays will be given if an employee is off sick on a statutory holiday.

7 LEAVING THE CCG

Employees will be encouraged to take their annual leave prior to leaving the CCG however, where this is not possible any outstanding annual leave remaining will be paid, as will any outstanding general public holiday leave for general public holidays that have occurred in the leave year prior to the leave date. Annual leave entitlement will be calculated to the date of leaving based on completed months of service. Any annual leave taken

(including general public holiday entitlement) which is in excess of that which the employee has accrued up to their last date of employment will be deducted from the final salary payment.

When calculating leave due on leaving the CCG, the figure is not rounded i.e. if the calculation says someone is entitled to 2.66 days leave that is what they will be paid for.

Where employee's leave on 31st March they will only be entitled to be paid for up to 5 days leave they may have carried over into the next leave year and they must have taken the statutory minimum of annual leave to ensure there is no breach of the Working Time Directive

8 TERM TIME WORKING

Where an agreement has been made that employee's will work during term time only, annual leave entitlement will be calculated based on the average number of hours worked per week across the whole year. The calculation is the number of hours worked multiplied by the number of weeks worked then divided by 52.143 (the number of weeks in a year). This gives the average hours worked per week. The annual leave entitlement is then calculated by taking the average hours per week, divided by the full time equivalent for a week and then multiplying by the number of days entitlement. Please note that the number of weeks per year used in the examples shown in Appendix 2 may change depending upon the length of the term time.

9 REQUESTING ANNUAL LEAVE

Employees should submit all requests for annual leave to their line manager, in writing, giving as much notice as possible. A combined record should be kept of all requests and leave taken. Line managers will be expected to keep annual leave records for employees and to ensure that these are accurate and complete.

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.

The manager must consider all applications taking into account the needs of the service and will respond to the employee indicating whether the leave has been "approved" or "denied". In the event of the leave being denied the reasons for refusal will be clearly explained.

An employee taking leave that has not been previously approved will be classed as being on unauthorised absence and therefore may be subject to disciplinary action.

Employees should not commit themselves to any holiday plans until they have received confirmation that their request for annual leave has been provisionally approved.

Line managers should encourage employees to plan and book their leave as early as possible and be proactive in booking regular leave to avoid loss, unnecessary carry forward and to ensure regular rest breaks for health and wellbeing.

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 where this is available, so that the outstanding annual leave can be taken.

The manager should record the request and update the employee's annual leave record, in line with local/departmental arrangements.

In the event of a dispute between the manager and the employee regarding the outcome of a request for annual leave an attempt should be made to try and resolve the matter informally in the first instance. HR support may be sought should managers require advice or guidance. In the event that the matter cannot be resolved informally, the CCG's Grievance policy should be referred to.

10 APPENDICES

- Appendix 1 Equality Impact Assessment
- Appendix 2 Sustainability Impact Assessment
- Appendix 3 Annual leave entitlement
- Appendix 4 Annual leave calculation examples
- Appendix 5 Request to carry forward annual leave

General Information

Policy:	Annual Leave Policy	
Date of Analysis:	March 2018	
Policy Lead: (Name, job title and department)	HR, eMBED	
What are the aims and intended effects of this policy?	The aim of the Annual Leave Policy is to ensure a uniform and equitable approach to the calculation of annual leave and general public holiday entitlements which take into account the arrangements as defined under NHS Agenda for Change terms and conditions. It also sets out a consistent procedure for requesting annual leave.	
Are there any significant changes to previous policy likely to have an impact on staff, patients or other stakeholder groups?	No	
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Working Time Directive (1998) • Agency Worker Regulations (2011) • Agenda for change • Working Time Regulations 1998 • Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000 • Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 • Employment Rights Act 1996 • Flexible working policy • Flexi time scheme • Other leave policy • Maternity, Paternity and adoption leave policy • Career break scheme • Anti-Fraud, Bribery and Corruption policy 	
Who is likely to be affected by this policy?	General Public	<input type="checkbox"/>
	Service Users	<input type="checkbox"/>
	Staff	<input checked="" type="checkbox"/>
What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?	Consultation has taken place nationally and locally with Trade Unions	
Promoting Inclusivity and NHS Scarborough and Ryedale CCG's Equality Objectives. How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation? How does the policy promote our equality objectives	The policy contributes to promoting equality and diversity by providing a framework for equitable allocation of annual leave.	

Employee Equality Data

General	Total number of employees in the CCG is 87
Age	11.5% of staff are under 30 54.02% of staff aged 30 - 55 34.48 of staff are over 55
Gender	81.61% of staff employed are female 18.39% of staff employed are male
Race / Nationality	87.36% of staff employed in the CCG declared themselves White 10.34% of staff are not stated/undefined 2.30% of staff declared themselves Mixed
Disability	75.86% of staff employed declared themselves as having no disability 22.99% of staff did not declare /undefined 1.15% of staff declared a disability
Sexual Orientation	63.22% of staff described themselves as heterosexual 1.15% of staff described themselves as gay 35.63% did not wish to respond /undefined
Gender Reassignment	No information available
Religion / Belief	Christianity is the largest religious group declared by staff in the CCG 42.53% 35.63% were undefined or did not wish to declare 21.84% of staff declared other faith or religious beliefs
Pregnancy and Maternity	No information yet as the CCG has not been established long enough to build meaningful data
Marriage and civil partnership	58.61% of employees are married. 24.14% of employees are single 6.90% of employees are divorced 9.20% of employees were undefined or did not wish to declare 1.15% of employees are in a civil partnership

Assessing Impact

Is this policy (or the implementation of this policy) likely to have a particular impact on any of the protected characteristic groups?
(Based on analysis of the data / insights gathered through engagement, or your knowledge of the substance of this policy)

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and, if applicable, justification where a <i>Genuine Determining Reason</i>¹ exists (see footnote below – seek further advice in this case)
Gender	X			Para 2.1 states 'In the case of part time employees, this entitlement is pro rata to the full time allowance. The calculation of this entitlement is always proportional to the number of basic contracted hours worked. This removes the potential for inequity in cases where employees work varying days.' Women are often part time and this paragraph supports equity
Age		X		Staff with longer reckonable service are entitled to greater annual leave. This has a potential positive impact on older staff
Race / ethnicity / nationality		X		Para 8.2 requires that 'employees wishing to take more than 2 weeks leave in any one block must put their request in writing to their manager' It should be noted that where the request is to travel to an employee's country of origin and this is some distance away (ie Australia) any refusal of the request may require the policy to be objectively justified. There is a requirement for line managers to take account of the Equality Act (para 3.1) and should therefore consider the circumstances of this type of request. On that basis this is assessed as positive impact
Disability	X			Whilst staff with disabilities may require a greater number of hospital appointments, this can be addresses through other policies (Sickness absence). This policy should not have an impact on this protected group
Religion or Belief		X		Staff with religious beliefs may need annual leave on specific days to celebrate festivals or take part in religious ceremonies. In applying the policy managers are required to take account of the Equality Act 2010 (para 3.1). This potentially has a positive impact on this group
Sexual Orientation	X			The policy applies to all staff regardless of sexual orientation and should be applied equally. Assessed with no potential positive or negative impact
Pregnancy and Maternity	X			
Transgender / Gender reassignment	X			
Marriage or civil partnership	X			

What sources of equality information have you used to inform your piece of work?

(Please refer to the JSNAs and Population data, previous engagement findings, research, patient experience reports etc.)

Not applicable

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

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

Not applicable

Action Planning:

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

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

Sign-off

All EIAs must be signed off by a member of SMT

I agree with this assessment / action plan

Signed off by (Name/Job Title) Sally Brown, Associate Director of Corporate Affairs

Signed: March 2018

SUSTAINABILITY IMPACT ASSESSMENT

Instructions

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

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

Using the Sustainability Impact Assessment template

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

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

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

APPENDIX 2 – SUSTAINABILITY IMPACT ASSESSMENT

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

Domain	Review questions	Assessment of Impact Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Procurement	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery in line with the Public Services (Social Value) Act 2012?</p> <p>Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?</p> <p>Will it reduce waste, environmental hazards and toxic materials for example by reducing PVC, antibiotic use, air pollution, noise, mining and deforestation?</p> <p>Will it reduce use of natural resources such as raw materials, embedded water, and energy to promote a circular economy?</p> <p>Will it support the local economy through local suppliers, SMEs or engage with third sector or community groups?</p> <p>Will it promote ethical purchasing of goods or services e.g. increasing transparency of modern slavery in the supply chain globally?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement.aspx</p>	n/a		
Workforce	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups and pay above living wage?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/social-value.aspx</p>	n/a		
Community Engagement	<p>Will it promote health, increase community resilience, social cohesion, reduce social isolation and support sustainable development?</p> <p>Will it reduce inequalities in health and access to services?</p> <p>Will it increase participation including patients, the public, health professionals and elected officials to contribute to decision making?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p> <p>Will it increase peer-support mechanisms?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx</p>	n/a		
Estimated carbon benefit	<p>What is the estimated carbon benefit (in terms of tCO₂e) from the implementation of this project? As opposed to the current business as usual position. Speak with your sustainability manager and see the following guidance:</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx</p>	n/a		

APPENDIX 3 – ANNUAL LEAVE ENTITLEMENT

Annual leave entitlement for complete years inclusive of general public holidays

For employees on 37.5 hours, one day is equal to 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
	Hours Equivalent					
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
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

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
	Hours Equivalent					
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 4 – ANNUAL LEAVE CALCULATION EXAMPLES

Annual leave can be calculated using the following five steps:

1. Ascertain the number of years reckonable service the individual has (see part 2, point 1.3)
2. Ascertain the number of annual leave days the individual is entitled to for full-time in a full year (see part 3, point 1.2)
3. Ascertain the number of hours this equates to, based on the individual's contracted hours per week (see appendix 1)
4. Ascertain the bank holiday entitlement of the individual from appendix 1 (calculated pro rata for part-time workers)
5. Add the annual leave and bank holiday entitlement together

If the individual has not worked a full annual leave year, in addition:

1. Calculate the reduced entitlement for both annual leave and Bank Holidays

Example A:

Employee A works 21 hours per week, commenced work with the CCG on the 1 April and has 1 year reckonable service. Using the 5 steps above:

1. 1 years' service
2. 27 days Annual leave
3. This equates to 113.5 hours annual leave based on 21 hours per week
4. Plus 33.5 hours Bank Holiday
5. = 147 hours leave per year (as the employee is working the full calendar year)

Example B:

Employee B works 30 hours per week, commenced work with the CCG on the 6 November and has 15 years reckonable service. Using the 5 steps above:

1. 15 years service
2. 33 days Annual leave
3. This equates to 198 hours annual leave based on 30 hours per week
4. Plus 48.0 hours Bank Holiday (6.1 hours per bank holiday)
5. = 246 hours leave per year (based on the full calendar year)

There are 145 days between 6 November and the end of March (the end of the holiday year) therefore employee B is entitled to $\frac{198}{365} \times 145 = 98$ hours annual leave in their first year

There are 3 remaining Bank Holidays in that year (Christmas and New Year) therefore they are also entitled to 18.3 hours Bank Holiday (6.1 hours x 3).

Term time only working examples

Example 1

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 annual leave.

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

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 2

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

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

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

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

Appendix 5 Request to Carry Forward Annual Leave

Name..... Job title.....

Date of application.....

Number of days you wish to carry forward:.....

A maximum of five days (pro rata for part time staff) may be carried forward

Reason for application (please include any reasons for this request, such as special circumstances during the next annual leave year requiring extra leave and any restrictions on taking outstanding leave during the current leave year)

.....

.....

.....

.....

Signed (Applicant):

Application forms must be submitted to your line manager by 1st March.

For completion by Line Manager:

Your request to carry forward days leave is / is not* approved

* (please state
reason).....

.....

.....

SignedPrint name.....Date.....

(Line manager)