

# CAREER BREAK POLICY

## March 2018

<b>Authorship:</b>	HR Lead, eMBED			
<b>Committee Approved:</b>	SMT			
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	<b>Relevant</b>	<b>Screening</b>	<b>Full / Completed</b>	<b>Outcome</b>
<b>Equality Impact Assessment</b>	Yes	Yes	No	No issues identified
<b>Sustainability Impact Assessment</b>	Yes		Yes	No issues identified
<b>Privacy Impact Assessment</b>	No	No	No	Not Relevant
<b>Bribery Checklist</b>	No		No	Not Relevant
<b>Target Audience:</b>	All CCG Staff			
<b>Policy Reference No:</b>	P643			
<b>Version Number:</b>	V.1.1			
<b>Publication/Distribution</b>	<b>Website</b>	<b>Email Staff</b>		<b>Others (i.e. SBC)</b>
	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 approved	Date on Intranet
DRAFT	SRCCG	Draft policy for CCG	Senior Management Team		n/a
1.0	SRCCG	Policy for CCG	JTUPF	23.04.14	n/a
1.0	SRCCG	Formal approval	Senior Management Team	03.06.14	04.06.14
1.1	SRCCG	Minor Update – GDPR update applied	Senior Management Team	12/03/18	20/03/18

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## 1 INTRODUCTION

NHS Scarborough and Ryedale CCG (the CCG) recognises that during an employee's working life there will be times when personal commitments take priority over work. The Career Break Policy has been designed to allow employees the opportunity to take an unpaid break from their employment, of up to 5 years.

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.

## 2 ENGAGEMENT

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

## 3 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 is attached at Appendix 4. As a result of performing the analysis, the policy, project or function 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

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 5.

### 3.3 Bribery Act 2010

The Bribery Act is particularly relevant to this policy. Under the Bribery Act it is a criminal offence to:

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and

- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant function or activity would then be performed improperly, or as a reward for having already done so.

These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the CCG intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist

## **4 SCOPE**

This policy applies to all staff directly employed by the CCG.

## **5 POLICY PURPOSE & AIMS**

The Career Break Policy has been designed to allow employees the opportunity to take an unpaid break from their employment, of up to 5 years.

For statutory purposes, such as calculations for relevant statutory entitlements, the period of the break will count towards continuous employment, however all contractual terms and conditions of employment with the CCG will be suspended. The period of the career break will therefore not count as service when calculating contractual entitlement to benefits such as annual leave, sick pay, contractual redundancy payments and any other benefits dependent upon length of service. There will be no entitlement to benefits, such as sick pay, during the period of the break. Please refer to the Agenda For Change Handbook for further information.

To qualify for a Career Break, employees must:

- have been employed by the CCG, continuously for a period of twelve months or more;
- have demonstrated a commitment to continuing their career with the CCG;
- have the approval of an appropriate authorising manager.

Subject to business needs, applications will normally be approved for the purpose of:

- caring for a sick or dependent relative;
- caring for children;
- extended periods of travel, or voluntary services;
- personal reasons e.g. following ill health;
- undertaking further education.

Any other reason will be considered on its merit.

The length of the career break will normally be for a minimum of 3 months up to a maximum of 5 years. More than one career break may be granted in the course of employment provided that the combined length of the breaks does not exceed the maximum of 5 years. **Requests for a career break, the length and any changes will be agreed in line with the Career Break procedure.**

Managers, where appropriate, should make every opportunity to maintain contact with those staff taking career breaks. The amount and level of contact will vary depending on the length of the career break and the individual circumstances relating to the break.

Employees will be expected to maintain contact with their manager, and should inform the CCG of any changes to personal circumstances, i.e. change of home address.

Employees on a career break will not normally be allowed to undertake:

- any other paid employment with another employer during the career break except where, for example, work overseas or charitable work could broaden experience. In such circumstances written approval should be sought prior to the start of the career break.

Employees considering a career break should be aware of the following:

### 5.1 Annual Leave

All accrued annual leave must be taken before commencement of the career break. No payment in lieu of outstanding leave will be made, neither will any “carry over” of leave be allowed. There is no entitlement to annual leave during the career break. On return to work, entitlement to annual leave would be the same as when the break started, and the period of the career break will not count as reckonable service for leave purposes.

### 5.2 Trade Union Membership

Should an individual wish to continue their trade union membership during the break, they must make their own arrangements for subscriptions to be paid.

### 5.3 Pay

On return to work, employees would resume, for pay purposes, at the same pay point, reflecting any national increases awarded during the break, which had been reached at the time the career break began, subject to restructuring or substantial organisational change. If applicable, incremental dates will be deferred accordingly, to ensure that the employee’s terms remain unchanged.

### 5.4 Occupational Maternity Pay

Employees commencing a career break immediately following a period of maternity leave will be liable to repay any Occupational Maternity Pay received should they fail to return to work for a period of 3 months after the break.

### 5.5 Pensions

An employee may choose to continue making contributions to the NHS Pension Scheme during a career break. The form at Appendix 2 must be completed prior to the break to

determine the employee's option in respect of their pension. Arrangements for continuing payments must be made prior to commencement of the break.

If the employee chooses to class up to the first 2 years of the career break as pensionable service then for the first 6 months of the career break, contributions are payable, by both the employee and employer, as if the employee was at work.

An individual, who has paid contributions regularly during the first 6 months of a break, may continue to contribute to the Scheme for a further period of up to 18 months (maximum of 2 years in total). During the extended period, the employee will be responsible for paying both their own and the employer's contributions.

Contributions will be based on the employee's normal pensionable pay. They must continue to be paid monthly, by standing order or Direct Debit; arrears will not be allowed to accumulate.

Further advice is available from the NHS Pensions Agency.

<http://www.nhsbsa.nhs.uk/pensions>

## **5.6 Company Property**

Prior to an employee commencing a career break, where applicable, managers must ensure that appropriate arrangements have been made in respect of company property, i.e.

- Return (or otherwise) of a lease car;
- Return of Organisation property, such as mobile telephones, lap tops, keys, etc.

## **5.7 Applying for other Positions**

When on a career break, an employee is free to apply for other positions within the CCG. However, employees should note that, should they be successful, continuation of the career break cannot be guaranteed as it will depend upon the business needs and exigencies of the service in the area in which the new post sits. It is advised that a discussion is held with the recruiting manager prior to an application being submitted.

All records of applications and decisions will be kept on an employee's file, and held centrally by the Workforce Team.

## **5.8 Organisational Change**

Should organisational change, such as a significant restructure, occur whilst an employee is on a career break then attempts to contact them will be made using the contact details provided to the CCG so that communication about the change is received by them. Consultation relating to proposed changes affecting their employment will take place as appropriate and as reasonably possible.

## **5.9 Return to work**

If the employee returns to work within one year, then they will return to same job, as far as is reasonably practicable; if the break is longer than one year, the employee may return to as similar a job as possible;

## **6 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 CCGs disciplinary procedure.

## **7 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.

## **8 MONITORING & AUDIT**

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

## **9 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.

## **10 PART 2 – PROCEDURE**

### **1 REQUESTS**

Employees wishing to apply for a career break should complete the application form at Appendix 1, and submit it to their manager. Both the proposed commencement date and return to work date should be included. A copy must be sent to the eMBED Workforce Team.

Applications must be submitted to the authorising manager, at least 3 months prior to commencement of the intended break. Requests made less than 3 months before, will be considered only in exceptional circumstances. In deciding whether to support an applicant, the authorising manager should satisfy themselves that the individual has a clear commitment to continuing a career with the CCG, and that the reasons for requesting the break are valid. They must also ensure that approving the request will not cause detriment to the CCG and therefore it is likely they will need to discuss with senior leaders in the CCG.

Applicants will be notified in writing of the decision within 21 days of the date of submission of their application. A copy must be sent to the eMBED Workforce Team.

The individual must also complete the form at Appendix 2 to confirm their option in respect of their pension membership during the break (see 5.9.5 above).

Employees may resort to the grievance procedure if a request for a break is refused.

### **2 CONFIRMING A RETURN AFTER A CAREER BREAK**

Employees will be required to give written notification of their return to work. Where the career break is for less than a year, 2 months' notice of return is required. For breaks of longer than a year, 6 months' notice of return is required.

### **3 CHANGES TO LENGTH OF CAREER BREAK**

Employees wishing to return earlier than originally anticipated must give 2 months' notice in writing. Employees wishing to extend the length of their career break must apply in writing, at least 2 months' before the agreed end, so that appropriate consideration can be given to an extension.

Where an employee returns to work within a year, they will return to the same post they held when the career break started, as far as is reasonably practicable. If this is not possible, due to restructuring etc., or if the break has been for longer than a year, then every effort will be made to find the employee a post with similar duties and responsibilities to those of the previous post held. Should it not be possible to find a suitable similar position then redundancy may be considered.

Employees may be required to undertake a period of training on their return to work. The content and duration will depend on the length of the break, the post, and any changes in working practices, legislation or policy.

## **4 FAILURE TO RETURN**

If the employee fails to return to the CCG following the career break it shall be deemed that they have now resigned.

## **5 APPENDICES**

- Appendix 1 Career Break Scheme – Application Form
- Appendix 2 Career Break Financial Agreement
- Appendix 3 Workforce Procedure for monitoring and recording career break applications
- Appendix 4 Equality Impact Analysis
- Appendix 5 Sustainability Impact Analysis

## 6 APPENDIX 1 – CAREER BREAK SCHEME – APPLICATION FORM

FULL NAME	CCG SERVICE AREA
PERSONAL NUMBER	START DATE WITH THE CCG

This form should be submitted to the line manager with a copy to the embed workforce team at least 3 months before the career break is to start

I would like my career break to start on	
I would like to return to work on	
Reason for career break	
My contact details (including phone number) during the break will be	

I wish to apply for an extended period of unpaid leave under the Career Break Scheme. I confirm that:

- I have read and fully understood the conditions detailed within the Career Break Policy;
- I will complete and submit a Career Break Financial Agreement prior to my break.

SIGNATURE OF EMPLOYEE	DATE

To be completed by the Authorising Manager

I support / do not support this application for a career break from the CCG. I have attached a written statement outlining the reasons why this application has been accepted / rejected (delete as applicable).

SIGNATURE OF MANAGER	DATE
MANAGER'S NAME (Block letters)	

## 7 APPENDIX 2 – CAREER BREAK FINANCIAL AGREEMENT

FULL NAME	CCG SERVICE AREA
PERSONAL NUMBER	START DATE WITH THE CCG
START DATE OF CAREER BREAK	DATE OF RETURN TO WORK

I confirm that:

I understand that I have the option to decide whether my career break should be pensionable for a period of up to two years;

I understand that, should I decide that I would like my career break to be pensionable, I remain liable for monthly pension contributions for the period and that, for the first six months of the career break, I will pay my own contributions and that the CCG will continue to pay employer's contributions;

I understand that, if I pay my contributions continuously for the first six months of the career break, I may continue to pension the break for a further period of up to 18 months. During this additional period, I will be liable to pay both my own, and the CCG's contributions;

I understand that contributions will be based on my normal earnings;

I agree to make monthly payments to CCG via standing order/Direct Debit.

I understand that, if I fail to make my contributions as agreed, my pension record will be closed down at the date of the last contribution made.

Please select ONE of the following four options

Option 1	I do not wish my career break to be treated as pensionable service and understand that my pension record will be closed down at the start of my break with no contributions payable OR	
Option 2	I wish to treat up to the initial six months of my career break as pensionable and undertake to pay monthly employee contributions via standing order/Direct Debit OR	
Option 3	I wish to treat my career break as pensionable for a period of _____ months. I undertake to pay monthly employee contributions for the first six months and both employee's and employer's contributions for the remainder of the period. All contributions will be made via standing order/Direct Debit OR	
Option 4	I wish to treat my career break as pensionable for the maximum period of two years. I undertake to pay monthly employee contributions for the first six months and both employee's and employer's contributions for the remaining 18 months of the period. All contributions will be made via standing order/Direct Debit.	

SIGNATURE OF EMPLOYEE	DATE

## 8 APPENDIX 3 – WORKFORCE PROCEDURE FOR RECORDING AND MONITORING CAREER BREAK APPLICATIONS

### Workforce Procedure for Recording and Monitoring Career Break Applications

1 A copy of the Career Break Scheme Application Form (Appendix 1) is sent by the individual to the eMBED Workforce Team.



2 A copy of the response letter should be provided by the manager to the eMBED Workforce Team.



3 A eMBED Workforce administrator will record the request and outcome. Equality and Diversity monitoring information will also be obtained from ESR and held on this record.



4 The eMBED Workforce Team will contact managers to obtain details of the response if this is not provided in a timely manner.



5 Reports will be produced every six months by the eMBED Workforce Team and provided to the CCG/eMBED management team.

## 9 APPENDIX 4 – EQUALITY IMPACT ANALYSIS

# General Information

<b>Policy:</b>	Career Break Policy	
<b>Date of Analysis:</b>	March 2018	
<b>Policy Lead: (Name, job title and department)</b>	HR, eMBED	
<b>What are the aims and intended effects of this policy?</b>	The Career Break Policy has been designed to allow employees the opportunity to take an unpaid break from their employment, of up to 5 years.	
<b>Are there any significant changes to previous policy likely to have an impact on staff, patients or other stakeholder groups?</b>	No	
<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>• Grievance Procedure</li> <li>• Disciplinary Procedure</li> <li>• Appraisal Process</li> <li>• Organisational Change Policy</li> <li>• Maternity Leave Policy</li> <li>• Annual Leave Policy</li> </ul>	
<b>Who is likely to be affected by this policy?</b>	<b>General Public</b>	<input type="checkbox"/>
	<b>Service Users</b>	<input type="checkbox"/>
	<b>Staff</b>	<input checked="" type="checkbox"/>
<b>What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?</b>	<ul style="list-style-type: none"> <li>• CCG staff</li> <li>• Senior Management Team</li> <li>• Social Partnership Forum</li> </ul>	
<b>Promoting Inclusivity and NHS Scarborough and Ryedale CCG's Equality Objectives.</b>  <small>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation?</small>  <small>How does the policy promote our equality objectives</small>	This policy does not directly promote inclusivity, however it applies a framework to follow a clear process for dealing with cases or suspected cases of misconduct for CCG staff/healthcare professionals.	

# Employee Equality Data

<b>General</b>	Total number of employees in the CCG is 87
<b>Age</b>	11.5% of staff are under 30 54.02% of staff aged 30 - 55 34.48 of staff are over 55
<b>Gender</b>	81.61% of staff employed are female 18.39% of staff employed are male
<b>Race / Nationality</b>	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
<b>Disability</b>	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
<b>Sexual Orientation</b>	63.22% of staff described themselves as heterosexual 1.15% of staff described themselves as gay 35.63% did not wish to respond /undefined
<b>Gender Reassignment</b>	No information available
<b>Religion / Belief</b>	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
<b>Pregnancy and Maternity</b>	No information yet as the CCG has not been established long enough to build meaningful data
<b>Marriage and civil partnership</b>	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> <sup>1</sup> exists (see footnote below – seek further advice in this case)
Gender		X		Whilst there is no local evidence as yet, it is generally the case that women are more likely to access the childcare break. This is a positive impact, however, in a changing society, more men might be likely to take this up, as it is open to all. 80% of the staff employed in the CCG are female.
Age		X		
Race / ethnicity / nationality	X			Considered, however there is no evidence of impact.
Disability		X		A career break may be offered to support an employee suffering a long term health condition classed as a disability or with adjusting to a new disability
Religion or Belief		X		A career break could be used to facilitate an employee undergoing a religious rite of passage or taking an extended faith related journey
Sexual Orientation	X			Considered, however there is no evidence of impact.
Pregnancy and Maternity		X		Employees who wish to extend their leave beyond maternity leave can use this policy
Transgender / Gender reassignment		X		A career break may support an employee undergoing gender reassignment
Marriage or civil partnership	X			Considered, however there is no evidence of impact.

**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

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

Not applicable

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

# 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

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

Signed: March 2018

## 10 APPENDIX FIVE - SUSTAINABILITY IMPACT ASSESSMENT

### Instructions

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

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

### Using the Sustainability Impact Assessment template

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

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

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

Domain	Review questions	Assessment of Impact Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
<b>Models of Care</b>	<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: <a href="http://www.sduhealth.org.uk/areas-of-focus/clinical-and-care-models.aspx">http://www.sduhealth.org.uk/areas-of-focus/clinical-and-care-models.aspx</a></p>	n/a		
<b>Travel</b>	<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: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx</a></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>More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/waste.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/waste.aspx</a></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: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/energy.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/energy.aspx</a></p>	n/a		
<b>Adaptation to Climate Change</b>	<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: <a href="http://www.sduhealth.org.uk/areas-of-focus/community-resilience/community-resilience-copy.aspx">http://www.sduhealth.org.uk/areas-of-focus/community-resilience/community-resilience-copy.aspx</a></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?
<b>Procurement</b>	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery in line with the <a href="#">Public Services (Social Value) Act 2012</a>?</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 <a href="#">circular economy</a>?</p> <p>Will it support the local economy through local suppliers, SMEs or engage with third sector or community groups?</p> <p>Will it <a href="#">promote ethical purchasing of goods or services</a> e.g. increasing transparency of modern slavery in the supply chain globally?</p> <p>More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement.aspx">http://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement.aspx</a></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>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: <a href="http://www.sduhealth.org.uk/areas-of-focus/social-value.aspx">http://www.sduhealth.org.uk/areas-of-focus/social-value.aspx</a></p>	n/a		
<b>Community Engagement</b>	<p>Will it promote health, increase community resilience, social cohesion, reduce social isolation and support sustainable development?</p> <p>Will it <a href="#">reduce inequalities in health</a> 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: <a href="http://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx">http://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx</a></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?
Estimated carbon benefit	<p>What is the estimated carbon benefit (in terms of tCO<sub>2</sub>e) 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:            More info: <a href="http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx">http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx</a></p>	n/a		