


<b>MEETING DATE:</b>	8 October 2015	 <b>North Lincolnshire Clinical Commissioning Group</b>  <b>REPORT TO THE CLINICAL COMMISSIONING GROUP GOVERNING BODY</b>
<b>AGENDA ITEM NUMBER:</b>	Item 7.8.5	
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<b>JOB TITLE:</b>	Human Resources Advisor	
<b>DEPARTMENT:</b>	Yorkshire and Humber Commissioning Support	

## RECRUITMENT AND RETENTION PREMIA POLICY

<b>PURPOSE/ACTION REQUIRED:</b>	Decisions for Approval
<b>CONSULTATION AND/OR INVOLVEMENT PROCESS:</b>	All staff have had an opportunity to contribute to the development of the policy. The policy has been approved by the Joint Trade Union Partnership Forum (JTUPF) on Wednesday 26 August 2015.
<b>FREEDOM OF INFORMATION:</b>	<b>Public</b>

<b>1. PURPOSE OF THE REPORT:</b>			
To present the following new and/or revised Workforce policy for the approval of the Governing Body;			
<ul style="list-style-type: none"> <li>Recruitment and Retention Premia Policy - The policy applies to all staff to ensure remuneration off all employees is at a level at which recruitment and retention difficulties will not be encountered. This policy has been approved following the JTUPF meeting held on 26<sup>th</sup> August 2015.</li> </ul>			
<b>2. STRATEGIC OBJECTIVES SUPPORTED BY THIS REPORT:</b>			
Continue to improve the quality of services			n/a
Reduce unwarranted variations in services			n/a
Deliver the best outcomes for every patient			n/a
Improve patient experience			n/a
Reduce the inequalities gap in North Lincolnshire			n/a
<b>3. IMPACT ON RISK ASSURANCE FRAMEWORK:</b>			
		<input type="checkbox"/> Yes <input type="checkbox"/> <input type="checkbox"/> No <input checked="" type="checkbox"/> x	
<b>4. IMPACT ON THE ENVIRONMENT – SUSTAINABILITY:</b>			
		<input type="checkbox"/> Yes <input type="checkbox"/> <input type="checkbox"/> No <input checked="" type="checkbox"/> x	
A sustainability assessment has been included within the policy and no specific impacts have been identified.			

**5. LEGAL IMPLICATIONS:**

Yes		No	x
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The policy is consistent with the principles set out under Agenda for Change Terms and Conditions.

**6. RESOURCE IMPLICATIONS:**

Yes		No	x
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The North Lincolnshire Clinical Commissioning Groups will ensure any recruitment and retention premia is paid in line with the policy and paid for the post and not the person.

**7. EQUALITY IMPACT ASSESSMENT:**

Yes	x	No	
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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.

**8. PROPOSED PUBLIC & PATIENT INVOLVEMENT AND COMMUNICATIONS:**

Yes		No	x
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Patient and/ or public involvement would not be required for the development of Workforce policies. It should be noted that all CCG staff have had the opportunity to be involved in and contribute to the development of the policy.

**9. RECOMMENDATIONS:**

The CCG is asked to review and approve the following policies which accompany this report:

1. Recruitment and Retention Premia Policy

**Appendices:**

1. Recruitment and Retention Premia Policy

## RECRUITMENT AND RETENTION PREMIA POLICY (October 2015)

<b>Authorship:</b>	<i>Yorkshire and Humber CS Workforce Team adapted locally for use by North Lincolnshire CCG</i>
<b>Committee Approved:</b>	
<b>Approved date:</b>	
<b>Review Date:</b>	
<b>Equality Impact Assessment</b>	<b>Completed - Full/Completed - Screening [<i>delete as required</i>]</b>
<b>Sustainability Impact Assessment:</b>	<b>Completed</b>
<b>Target Audience:</b>	
<b>Policy Reference No:</b>	<b>Request from CCG Business Manager</b>
<b>Version Number:</b>	

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 on Intranet</b>
1.0	North Lincolnshire Clinical Commissioning Group	New Policy for CCG		

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## **1 INTRODUCTION**

- 1.1 This document outlines the policy and procedure utilised by North Lincolnshire Clinical Commissioning Group (the CCG) for awarding recruitment and retention premia.
- 1.2 This policy recognises the need for consistency, equity and fairness to be maintained at both local and national levels.

## **2 ENGAGEMENT**

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

## **3 IMPACT ANALYSES**

### **3.1 Equality**

All policies require an assessment for their impact on people with protected characteristics (defined in the guidance document). An Equality Impact Analysis Toolkit is available for this purpose and is attached at Appendix 1.

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**

Anyone developing a policy or procedural document is required to complete a Sustainability Impact Assessment. The purpose is to record any positive or negative impacts that the policy is likely to have on each of the CCG's sustainability themes. The Sustainability Impact Assessment form is attached at Appendix 2.

### **3.3 Bribery Act 2010**

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.

These offences can be committed directly or by and through a third person and, in many cases, it does not matter whether the person knows or believes that the performance of the function or activity is improper.

It is therefore, extremely important that staff adhere to this and other related policies and documentation (as detailed on the CCG's intranet) when considering whether to offer or accept gifts and hospitality and/or other incentives.

If fraud, bribery and corruption are particularly relevant to a policy, the section should be headed Anti-fraud, Bribery and Corruption and should include a cross reference to the Local Anti-fraud, Bribery & Corruption Policy. The following wording should also be included:

To raise any suspicions of fraud and/or corruption please contact the Local Counter Fraud Specialist (LCFS) or the Counter Fraud Manager at (for East Riding and North Lincolnshire – East Coast Audit Consortium, 01482 866800 email [fraud@humber.nhs.uk](mailto:fraud@humber.nhs.uk)

The LCFS will inform the Chief Financial Officer if the suspicion seems well founded and will conduct a thorough investigation. Concerns may also be discussed with the Chief Financial Officer or the Audit Committee Chair.

If staff prefer, they may call the NHS Fraud & Corruption Reporting Line on 0800 028 40 60 between 8am-6pm Monday-Friday or report online at [www.reportnhsfraud.nhs.uk](http://www.reportnhsfraud.nhs.uk). This would be the suggested contact if there is a concern that the LCFS or the Chief Financial Officer themselves may be implicated in suspected fraud, bribery or corruption.

Further information on the Bribery Act can be found at [www.opsi.gov.uk/acts](http://www.opsi.gov.uk/acts). A list of frequently asked questions is available from the CSU Corporate Strategy and Policy Manager.

#### **4 SCOPE**

This policy applies to the application of both local and national recruitment and retention premia for those staff on Agenda for Change terms and conditions.

#### **5 POLICY PURPOSE & AIMS**

- 5.1 The aim of the Recruitment and Retention Premia Policy is to ensure that the Organisation remunerates all of its employees at a level at which recruitment and retention difficulties will not be encountered. This policy should be read in conjunction with the NHS terms and conditions of service handbook.

#### **6 DEFINITIONS**

- 6.1 Recruitment and Retention Premia (RRP) is an additional payment to the basic pay of an individual post or specific group of posts.
- 6.2 Recruitment and Retention Premia may be paid in circumstances “where market pressures would otherwise prevent the employer from being able to recruit staff to

and retain staff in sufficient numbers for the posts concerned at the normal salary for a job of that weight”.

- 6.3 Recruitment and Retention Premia is a supplementary payment over and above the basic pay that the post holder receives by virtue of their position on their pay band, any high cost area supplements, or any payments for unsocial hours or on-call cover.
- 6.4 Recruitment and Retention Premia will apply to posts rather than to employees. Where an employee moves to a different post that does not attract a recruitment and retention premium, either within the same organisation or elsewhere in the NHS, their entitlement to any previous recruitment and retention premium will cease and pay protection will not apply.

### ***Short Term Premia***

- 6.5 Short-term Recruitment and Retention Premia will apply where the labour market conditions giving rise to recruitment and retention problems are expected to be short-term and where the need for the premium is expected to disappear or reduce in the foreseeable future. Short term premia will normally be applied for a period of no longer than two years. If it is expected that the premia payment will continue for more than two years, this should be considered under ‘Long Term Premia’ (6.7)
- 6.6 Short-term Recruitment and Retention Premia:
- may be awarded on a one-off basis or for a fixed-term;
  - will be regularly reviewed (not less than bi-annually);
  - may be withdrawn, or have the value adjusted, subject to a notice period of six months; and
  - will not be pensionable, or count for purposes of overtime, unsocial hours payments or any other payments linked to basic pay.

### ***Long Term Premia***

- 6.7 Long-term Recruitment and Retention Premia will apply where the relevant labour market conditions are more deep-rooted and the need for the premium is not expected to vary significantly in the foreseeable future.
- 6.8 Long-term Recruitment and Retention Premia:
- will be awarded on a long-term basis;
  - will be regularly reviewed (not less than annually);
  - may be awarded to new staff at a different value to that which applies to existing staff;
  - may be withdrawn, or have the value adjusted, subject to a notice period of six months; and
  - will be pensionable, and will count for the purposes of overtime, unsocial hours payments and any other payments linked to basic pay.
- 6.9 Both long-term and short-term Recruitment and Retention Premia will be expressed as cash sums and will be separately identifiable from basic pay, any high cost area



supplement, and any other component of pay.

- 6.10 Any locally awarded recruitment and retention premium for a given post shall not normally exceed 30% of basic salary. It will be the responsibility of the Organisation to ensure that any premia awarded locally do not normally result in payments in excess of this amount. In the event that, following review and subject to a 6 month notice period the Recruitment and Retention Premia is withdrawn, pay protection arrangements will not apply.

## **7 ROLES / RESPONSIBILITIES / DUTIES**

- 7.1 To ensure consistency in the application of payment of Recruitment and Retention Premia across the CCG, the Line Manager should work with the Workforce Manager in applying the appropriate award.
- 7.2 The application for the award of recruitment and retention premia can only be approved at senior manager level.

## **8 IMPLEMENTATION**

- 8.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.
- 8.2 Support will be provided to all Line Managers in the implementation and application of this policy.
- 8.3 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCGs disciplinary procedure.

## **9 TRAINING & AWARENESS**

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

## **10 MONITORING & AUDIT**

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

## **11 POLICY REVIEW**

- 11.1 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.

## **12 REFERENCES**

This policy should be read in conjunction with the relevant recruitment policies and the NHS terms and conditions of service [handbook](#).

### **13 PROCEDURE**

13.1 This section sets out the procedure by which the need for a local recruitment and retention premium will be decided.

13.2 Managers who identify that they have a current or potential serious recruitment and retention difficulty should discuss this with their Workforce Manager with a view to establishing the underlying reasons and finding a solution.

The Manager and YHCS Workforce Team will review:

- the recruitment activity to date, including the advertising that has already taken place (media, style etc.), the quality of the recruitment information pack (job description, person specification, department information etc.) and the response rates;
- whether the difficulty could be addressed through a more flexible approach to working patterns, the use of part-time staff, adjusted roles, service modernisation etc.;
- whether an increased supply of candidates could be achieved through the use of an improved non-pay employment package – improved training package, relocation expenses, etc.;
- whether the experience is national, local to the CCG only or whether it is also the case in other local relevant employers;
- whether the problems are related to avoidable work-related pressures, working environment, volumes, procedures etc. that require attention; the staff survey may have useful pointers in this regard;
- the reasons for leaving given in recent exit interviews (where available);
- whether the problem is seen as short or long term;
- whether the use of bank, agency or locum staff is an acceptable and more cost effective solution.

13.3 Where appropriate, local staff representatives will be included in these discussions.

13.4 Where the conclusion of these discussions is that it may be appropriate to pay a recruitment and retention premium, the Recruiting Manager should prepare a written report (Appendix 3) setting out the case and including, for example:

- the department's staffing establishment and skill mix;
- the current level of staffing and skill mix;
- relevant performance data – targets, achievements etc.;
- evidence of the difficulties in recruiting/retaining staff within the band(s) that are the concern;
- details of the recent recruitment activity for the vacancies;
- evidence that non-pay solutions have been tried and have proven unsuccessful;
- the proposed level of payment and the band(s) that this would apply to: this may be set at different rates for pay points within the same band;
- whether a long term or short term premium is proposed;

- the number of staff involved;
- the cost of the proposal and the additional costs currently being incurred in supporting the service;
- evidence that the proposed payment has a basis in terms of pay rates elsewhere in the NHS (for professional roles) or locally (for non-clinical roles);
- How and to what extent the proposed premium will address any current performance deficit i.e. what impact it will have on service delivery.

In other cases, such as the planned closure of a service or a significant service growth in a hard to recruit to service, the Manager may wish to anticipate any expected recruitment and retention difficulties. In this case the situation should be discussed with the Senior Manager/Head of Service and Workforce Manager as above and an appropriate action plan developed.

- 13.5 The agreed report should then be submitted to the remuneration committee for consideration.

**Equality Impact Analysis:**

For support with completion of this documentation, please see the accompanying guidance and/or contact the Equality Lead in the Yorkshire and Humber Commissioning Support

## Equality Impact Analysis

<b>1. Equality Impact Analysis</b>									
<b>Policy / Project / Function:</b>	Recruitment and Retention Premia Policy								
<b>Date of Analysis:</b>	December 2014								
<b>This Equality Impact Analysis was completed by: (Name and Department)</b>	Workforce Team								
<b>What are the aims and intended effects of this policy, project or function?</b>	The aim of the Recruitment and Retention Premia Policy is to ensure that the CCG remunerates all of its employees at a level at which recruitment and retention difficulties will not be encountered. This policy should be read in conjunction with the NHS terms and conditions of service handbook								
<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 Policy</li> <li>• Disciplinary Procedure</li> </ul>								
<b>Who does the policy, project or function affect?</b>  Please Tick ✓	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Employees</td> <td style="text-align: right; padding: 5px;"><input checked="" type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Service Users</td> <td style="text-align: right; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Members of the Public</td> <td style="text-align: right; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Other (List Below)</td> <td style="text-align: right; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	Employees	<input checked="" type="checkbox"/>	Service Users	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>	Other (List Below)	<input type="checkbox"/>
Employees	<input checked="" type="checkbox"/>								
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Age</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Sexual Orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Disabled People</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Gender</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Transgender People</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Pregnancy and Maternity</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Marital Status</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Religion and Belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Reasoning</b>					

**If there is no positive or negative impact on any of the Nine Protected Characteristics go to Section 6**

### 3. 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><b>Yes</b> employee data has been used to support the monitoring of the impact of this policy in the future. The employee data is not included due to the low number of CCG employees and concern around anonymity.</p> <p style="text-align: center;">No <input type="checkbox"/></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>North Lincolnshire CCG Employees          Joint Trade Union Partnership Policy Group          Joint Trade Union Partnership Forum</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>The aim of the Recruitment and Retention Premia Policy is to ensure that the Organisation remunerates all of its employees at a level at which recruitment and retention difficulties will not be encountered. This Policy also takes full account of the arrangements defined under the NHS Terms and Conditions of Service. This should promote fairness and consistency</p>

#### 4. 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)	✓			This has been considered and has no impact.
<b>Race</b> (All Racial Groups)	✓			This has been considered and has no impact.
<b>Disability</b> (Mental and Physical)	✓			This has been considered and has no impact.
<b>Religion or Belief</b>	✓			This has been considered and has no impact.
<b>Sexual Orientation</b> (Heterosexual, Homosexual and Bisexual)	✓			This has been considered and has 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>	✓			This has been considered and has no impact.
<b>Transgender</b>	✓			This has been considered and has no impact.
<b>Marital Status</b>	✓			This has been considered and has no impact.
<b>Age</b>	✓			This has been considered and has no impact.



**5. 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*?**

<b>Identified Risk:</b>	<b>Recommended Actions:</b>	<b>Responsible Lead:</b>	<b>Completion Date:</b>	<b>Review Date:</b>

## 6. Equality Impact Analysis Findings

<b>Analysis Rating:</b>	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input type="checkbox"/> Amber	<input checked="" type="checkbox"/> <b>Green</b>
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		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>	
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<b>Approved By</b>		
<b>Job Title:</b>	<b>Name:</b>	<b>Date:</b>

## SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a Policy / Board Report / Committee Report / Service Plan / Project are required to complete a Sustainability Impact Assessment. Sustainability is one of the Trust's key Strategies and the Trust has made a corporate commitment to address the environmental effects of activities across Trust services. The purpose of this Sustainability Impact Assessment is to record any positive or negative impacts that this activity is likely to have on each of the Trust's Sustainability Themes. For assistance with completing the Sustainability Impact Assessment, please refer to the instructions below.

<b>Policy / Report / Service Plan / Project Title:</b>				
<b>Theme (Potential impacts of the activity)</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No specific impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated? (action)</b>
Reduce Carbon Emission from buildings by 12.5% by 2010-11 then 30% by 2020			✓	
New builds and refurbishments over £2million (capital costs) comply with BREEAM Healthcare requirements.			✓	
Reduce the risk of pollution and avoid any breaches in legislation.			✓	
Goods and services are procured more sustainability.			✓	
Reduce carbon emissions from road vehicles.			✓	
Reduce water consumption by 25% by 2020.			✓	
Ensure legal compliance with waste legislation.			✓	
Reduce the amount of waste produced by 5% by 2010 and by 25% by 2020			✓	
Increase the amount of waste being recycled to 40%.			✓	
Sustainability training and communications for employees.			✓	
Partnership working with local groups and organisations to support sustainable development.			✓	
Financial aspects of sustainable development are considered in line with policy requirements and commitments.			✓	

## INSTRUCTIONS FOR COMPLETING THE SUSTAINABILITY IMPACT ASSESSMENT

Sustainability is one of the Trust's key Strategies and consequently the Trust 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 Trust'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.

## BUSINESS CASE FOR RECRUITMENT AND RETENTION PREMIA

### Supporting Evidence

Post Title:	
Directorate:	
Post Pay Band:	
Number of Posts:	

Is this application for problems with: (Please Tick)					
Recruitment	<input type="checkbox"/>	Retention	<input type="checkbox"/>	Both	<input type="checkbox"/>
Are you applying for:					
Short Term RRP	<input type="checkbox"/>	Long Term RRP	<input type="checkbox"/>		
Proposed Effective Date:			Proposed Duration:		
Is there any other RRP currently applied?					
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>		
If YES, please give further details:					

Summary of identified difficulties to recruit or retain:
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Evidence of previous attempts to recruit or retain. In this section you should include information such as: exit interview results; response to adverts; turnover rates for post(s);
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National Shortages; Availability of Locum/Agency Equivalents; External (non-NHS) Rates of Pay, etc.	
If you are providing information about external rates of pay for similar posts, please attach recent adverts	
Suggested value of RRP based upon above information (per full-time post):	£..... per annum

<p>Please summarise any other action that has been taken/considered to overcome recruitment or retention issues. This should include: flexible working; additional training; changes to roles and recruitment initiatives.</p>

Who else could be affected by this application? For example, are there any implications for posts that attract external sources of funding?

Please detail below how the total cost of the proposed RRP and any cost saving that could be achieved through the application of RRP (i.e. reduction in agency costs)				
Suggested RRP VALUE	X	Number of EMPLOYEES	=	Total COST OF RRP
Current Cost of Cover (per person):				



Where will the RRP be funded from? (e.g. Existing/Additional Funding)

Expected benefits of applying RRP

Proposed by: .....

Signed: .....

Date: .....

Remuneration Committee Approval Date: .....