

CAREER BREAK POLICY

December 2014

Authorship :	HR Policy Lead adapted for local use by Yorkshire and Humber CS on behalf of Harrogate and Rural District CCG
Committee Approved :	JTUPF and HaRD CCG Governing Body
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Sustainability Impact Assessment :	Completed
Target Audience :	All CCG Staff
Policy Reference No. :	HaRD 009
Version Number :	1

The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as ‘uncontrolled’ and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

Amendments to the Policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by and Date	Date on Intranet
1.0	Harrogate and Rural District CCG Senior Management Team	New policy for CCG	JTUPF and CCG Senior Management Team 04.12.2014	30.12.2014

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1 INTRODUCTION

The Harrogate and Rural District Clinical Commissioning Group (hereafter referred to as “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 five years.

2 ENGAGEMENT

This policy has been developed by the North Yorkshire and Humber Commissioning Support Unit’s workforce team in partnership with employees, managers and trade unions and approved at the Joint Trade Union Partnership Forum.

3 IMPACT ANALYSES

3.1 Equality

In applying this policy, the Organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic. An Equality Impact Assessment has been undertaken (Appendix 4.)

3.2 Sustainability

The policy has been assessed against the CCG’s Sustainability themes. Please see Appendix 5.

3.3 Bribery Act 2010

Due consideration has been given to the Bribery Act 2010. Effective monitoring and review of applications made under this policy should sufficiently manage the risk of bribery in respect of Career Breaks.

4 SCOPE

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

5 POLICY PURPOSE AND AIMS

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

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 AND 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 AND AUDIT

Applications made in line with this policy will be monitored by the CSU Workforce Team. Applications and outcomes will be recorded centrally and will be reported on. These reports will consider diversity data and where it is identified that the application of the policy is not consistent for all, appropriate action will be taken.

9 POLICY REVIEW

This policy and procedure will be reviewed every three years by Workforce in conjunction with the Senior Leadership Team and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

PROCEDURE

1. PRINCIPLES

1.1 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.

1.2 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.

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

- caring for a sick or dependent relative;
- caring for children;
- personal reasons e.g. following ill health;

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

- extended periods of travel or voluntary services
- undertaking further education

Any other reason will be considered on its merit.

1.4 The length of the career break will normally be for a minimum of three months up to a maximum of five 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 five years.

1.5 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.

1.6 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.

1.7 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.

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

1.8.1 **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.

1.8.2 **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.

1.8.3 **Pay** – on return to work, employees would resume, for pay purposes, at the same pay point 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.

1.8.4 **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 three months after the break.

1.8.5 **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 two years of the career break as pensionable service then for the first six 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 six months of a break, may continue to contribute to the Scheme for a further period of up to 18 months (maximum of two 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.

1.8.6 **Long Service Award** – the term of the career break will not count towards qualifying service for the Long Service Award.

- 1.8.7 **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.
- 1.8.8 **Applying for other Positions** – when on a career break, an employee is free to apply for other positions within the CCG. Employees should note, however, 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.
- 1.9 All records of applications and decisions will be kept on an employee's file, and held centrally by the Workforce Team.
- 1.10 **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.

2. PROCEDURE

REQUESTS

- 2.1 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 CSU Workforce Team by the manager dealing with the application.
- 2.2 Applications must be submitted to the authorising manager, at least three months prior to commencement of the intended break. Requests made less than three 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; therefore it is likely they will need to discuss with senior leaders in the CCG prior to approval being granted. For example, requests may be refused where the career break may have a detrimental impact on the quality of service delivery.
- 2.3 Applicants will be notified in writing of the decision within 21 calendar days of the date of submission of their application. A copy must be sent to the CSU Workforce Team by the manager.
- 2.4 The individual must also complete the form at Appendix 2 to confirm their option in respect of their pension membership during the break (see 1.8.5 above).
- 2.5 Employees may resort to the grievance procedure if a request for a break is refused.

CONFIRMING A RETURN AFTER A CAREER BREAK

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

CHANGES TO LENGTH OF CAREER BREAK

- 2.7 Employees wishing to return earlier than originally anticipated must give two months' notice in writing. Employees wishing to extend the length of their career break must apply in writing, at least two months' before the agreed end, so that appropriate consideration can be given to an extension.
- 2.8 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.
- 2.9 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.

FAILURE TO RETURN

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

APPENDICES

- Appendix 1 Career Break Scheme - Application Form
- Appendix 2 Career Break Financial Agreement
- Appendix 3 Workforce Procedure for Recording and Monitoring Career Break Applications
- Appendix 4 Equality Impact Assessment
- Appendix 5 Sustainability Impact Assessment

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 CSU WORKFORCE TEAM AT LEAST THREE 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
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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)	

Appendix 2

Career Break Scheme - 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.	
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SIGNATURE OF EMPLOYEE	DATE
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Appendix 3

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 CSU Workforce Team.



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



- 3 A CSU 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 CSU 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 CSU Workforce Team and provided to the CCG / CSU management team.

Appendix 4

1. Equality Impact Analysis									
Policy / Project / Function :	Career Break Policy								
Date of Analysis :	25 February 2014								
This Equality Impact Analysis was completed by : (Name and Department)	Workforce Service								
What are the aims and intended effects of this policy, project or function ?	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.								
Please list any other policies that are related to or referred to as part of this analysis ?	<ul style="list-style-type: none"> • Grievance Procedure • Disciplinary Procedure • Appraisal Process • Organisational Change Policy • Maternity Leave Policy • Annual Leave Policy 								
Who does the policy, project or function affect ?	<table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">Employees</td> <td style="text-align: right;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>Service Users</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Members of the Public</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Other (List Below)</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> </table>	Employees	<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"/>								
Please Tick ✓									

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	
Race	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – no impact
Age		✓	<input type="checkbox"/>	✓	Considered – no impact
Sexual Orientation	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – no impact
Disabled People	✓		<input type="checkbox"/>	✓	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
Gender	✓		<input type="checkbox"/>	✓	It is generally the case that women are more likely to access the childcare break, however, in a changing society, more men might be likely to take this up, as it is open to all.
Transgender People	✓		<input type="checkbox"/>	✓	A career break may support an employee undergoing gender reassignment
Pregnancy and Maternity	✓		<input type="checkbox"/>	✓	Employees who wish to extend their leave beyond maternity leave can use this policy
Marital Status	<input type="checkbox"/>	✓	<input type="checkbox"/>	✓	Considered – no impact
Religion and Belief	✓		<input type="checkbox"/>	✓	A career break could be used to facilitate an employee undergoing a religious rite of passage or taking an extended faith related journey
Reasoning					

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

3. Equality Impact Analysis : Local Profile Data

Local Profile/Demography of the Groups affected (population figures)	
General	Total number of employees in the CCG is 22
Age	72.73% are aged 30-55 29.27% of staff are over 55 No employees are under 30
Race	90.9% staff employed in the CCG are White 4.55% staff are Black 4.55% of staff have are not stated/undefined their ethnicity
Sex	54.55% staff employed are male 45.45% staff employed are female
Gender reassignment	No information at this stage
Disability	86.36% of staff employed declared themselves as having no disability 13.64% did not declare /undefined No staff have declared a disability
Sexual Orientation	77.27% of staff described themselves as heterosexual 22.73% did not wish to respond /undefined
Religion, faith and belief	Christianity is the largest religious group declared by staff in the CCG (40.91%) 27.27% declared themselves Atheist 27.27% were undefined or did not wish to declare 4.55% of staff have other beliefs/religious beliefs
Marriage and civil partnership	81.81% of employees are married. No employees are in a civil partnership. The remainder (18.19%) are single/divorced/legally separated or widowed
Pregnancy and maternity	No information yet as the CCG has not been established long enough to build meaningful data

4. Equality Impact Analysis : Equality Data Available

<p>Is any Equality Data available relating to the use or implementation of this policy, project or function?</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"> 1. Application success rates <i>Equality Groups</i> 2. Complaints by <i>Equality Groups</i> 3. Service usage and withdrawal of services by <i>Equality Groups</i> 4. Grievances or decisions upheld and dismissed by <i>Equality Groups</i> 5. <i>Previous EIAs</i> 	<p style="text-align: center;">Yes - employment profile data only</p> <p style="text-align: center;">No</p> <p>Where you have answered yes, please incorporate this data when performing the <i>Equality Impact Assessment Test</i> (the next section of this document).</p>
<p>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</p>	<p>Consultation has taken place both nationally and locally with Trade Unions and staff</p>
<p>Promoting Inclusivity How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation</p>	<p>This policy does not directly promote inclusivity, however it is available to all staff to access and monitoring its use will be important.</p>

5. Equality Impact Analysis : Assessment Test

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

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

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

Protected Characteristic :	No Impact :	Positive Impact :	Negative Impact :	Evidence of impact and if applicable, justification where a <i>Genuine Determining Reason</i> exists :
Pregnancy and Maternity		✓		Employees who wish to extend their leave beyond maternity leave can use this policy.
Transgender		✓		A career break may support an employee undergoing gender reassignment.
Marital Status	✓			Considered – no impact.
Age		✓		

6. Action Planning

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

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

7. Equality Impact Analysis Findings

Analysis Rating:	<input type="checkbox"/> Red	<input type="checkbox"/> Red/Amber	<input type="checkbox"/> Amber	<input checked="" type="checkbox"/> Green
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		Actions	Wording for Policy / Project / Function
Red Stop and remove the policy	Red: 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.	Remove the policy 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.	No wording needed as policy is being removed
Red Amber Continue the policy	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.	The policy can be published with the EIA List the justification of the discrimination and source the evidence (i.e. clinical need as advised by NICE). Consider if there are any potential actions which would reduce the risk of discrimination. Another EIA must be completed if the policy is changed, reviewed or if further discrimination is identified at a later date.	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. <i>[Insert what the discrimination is and the justification of the discrimination plus any actions which could help what reduce the risk]</i>

Equality Impact Findings (continued):

		Actions	Wording for Policy / Project / Function
<p>Amber</p> <p>Adjust the Policy</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>The policy can be published with the EIA</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><i>[Insert what the discrimination is and what work will be carried out to reduce/eliminate the risk]</i></p>
<p>Green</p> <p>No major change</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>The policy can be published with the EIA</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>

Brief Summary / Further comments	
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Approved By :		
Job Title :	Name :	Date :

Appendix 5

Sustainability Impact Assessment

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

Title of the document	Career Break Policy HaRD 009
What is the main purpose of the document	The Career Break Policy has been designed to allow employees the opportunity to take an unpaid break from their employment, of up to five years.
Date completed	07 August 2014
Completed by	CSU Workforce

Domain	Objectives	Impact of activity 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?
Travel	Will it provide / improve / promote alternatives to car based transport? Will it support more efficient use of cars (car sharing, low emission vehicles, environmentally friendly fuels and technologies)? Will it reduce 'care miles' (telecare, care closer) to home? Will it promote active travel (cycling, walking)? Will it improve access to opportunities and facilities for all groups?	n/a		

Procurement	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery?</p> <p>Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?</p> <p>Will it promote ethical purchasing of goods or services?</p> <p>Will it promote greater efficiency of resource use?</p> <p>Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?</p> <p>Will it support local or regional supply chains?</p> <p>Will it promote access to local services (care closer to home)?</p> <p>Will it make current activities more efficient or alter service delivery models?</p>	n/a		
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>Will it reduce water consumption?</p>	n/a		
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?</p>	n/a		
Community Engagement	<p>Will it promote health and sustainable development?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p>	n/a		

Buildings	<p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it increase safety and security in new buildings and developments?</p> <p>Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?</p> <p>Will it provide sympathetic and appropriate landscaping around new development?</p> <p>Will it improve access to the built environment?</p>	n/a		
Adaptation to Climate Change	<p>Will it support the plan for the likely effects of climate change (e.g. identifying vulnerable groups; contingency planning for flood, heat wave and other weather extremes)?</p>	n/a		
Models of Care	<p>Will it minimising 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it promote prevention and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?</p> <p>Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?</p>	n/a		