

RELOCATION AND ASSISTANCE POLICY

October 2016

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| Authorship: | Workforce Policy Lead- adapted for local use on behalf of Harrogate and Rural District CCG |
| Committee Approved: | <i>CCG Senior Management Team and Joint Trade Union Partnership Forum</i> |
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| Equality Impact Assessment: | Completed – Screening/Full [delete as app] |
| Sustainability Impact Assessment: | Completed |
| Target Audience: | Council of Members, Governing Body and its Committees and Sub-Committees and CCG Staff |
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The on-line version is the only version that is maintained. Any printed copies should, therefore, be viewed as ‘uncontrolled’ and as such may not necessarily contain the latest updates and amendments.

POLICY AMENDMENTS

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

| New Version Number | Issued by | Nature of Amendment | Approved by & Date | Date on Intranet |
|---------------------------|------------------|----------------------------|-------------------------------|-------------------------|
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1 INTRODUCTION

- 1.1 Harrogate and Rural District Clinical Commissioning Group (the CCG) recognises that in order to recruit the most appropriate staff it may be necessary to offer assistance with the costs of relocating. This Policy describes the eligibility for assistance and the procedure to follow to gain approval for relocation assistance to be offered to a new employee.
- 1.2 Recruiting managers should decide prior to advertising whether relocation assistance will be offered to ensure that the procedure is applied fairly and equitably. Relocation assistance can only be offered with the approval of the appropriate budget holder and the Chief Officer. The advertisement should clearly state that the successful applicant would be eligible to claim for relocation assistance should they meet the criteria, to ensure that this policy is used fully as an aid to attracting and recruiting staff.
- 1.3 Relocation assistance should be viewed as a benefit and a part of the overall remuneration package offered to the successful applicant.
- 1.4 Each post will be considered on its own merits and applicants will not be automatically entitled to relocation assistance.
- 1.5 If relocation assistance is not offered in the advertisement it will not be offered, unless there are exceptional circumstances and it is agreed with the Chief Officer
- 1.6 This policy should be read in conjunction with HM Revenue & Customs (HMRC) regulations.

2 ENGAGEMENT

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

An Equality Impact Assessment has been completed for this policy and a specific risk has been identified. Higher costs of moving for disabled employees may be incurred and this should be considered on a case by case basis in accordance with the duty to consider reasonable adjustments for disabled employees (or potential employees).

A copy of the Equality Impact Assessment is attached at Appendix 4.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 5. This policy may have a positive impact in the reduction of carbon emissions from road vehicles due to a possible reduction in miles travelled to work. No other specific impact has been identified.

3.3 **Bribery Act 2010**

The Bribery Act 2010 makes it a criminal offence to bribe or be bribed by another person by offering or requesting a financial or other advantage as a reward or incentive to perform a relevant function or activity improperly performed.

The penalties for any breaches of the Act are potentially severe. There is no upper limit on the level of fines that can be imposed and an individual convicted of an offence can face a prison sentence of up to 10 years.

The Bribery Act applies to this policy.

4 SCOPE

4.1 This policy will apply to all new appointments, transfers or promotions to the CCG.

5 POLICY PURPOSE & AIMS

5.1 This policy aims to assist the CCG to recruit and retain staff as an employer of choice.

6 ROLES / RESPONSIBILITIES / DUTIES

6.1 The recruiting manager must consider factors affecting the availability of suitable applicants and if they wish to offer relocation assistance. These factors must be evidenced and presented to the Chief Officer for them to make an informed decision. If relocation assistance is to be offered, it must be stated on the advert template/approval form. Advice and guidance is available from the Y&HCS Workforce Team.

7 IMPLEMENTATION

7.1 The CCG Senior Management Team is responsible for formal approval of this policy and the Head of Finance will be responsible for monitoring compliance with this policy. Following ratification the policy will be disseminated to staff via the organisation's intranet.

7.2 Breaches of this policy will be investigated and may result in the matter being treated as a disciplinary offence under the CCGs disciplinary procedure.

8 TRAINING & AWARENESS

8.1 This Policy will be available to view on the CCG website. Training and support will be available to all line managers in the implementation and application of this policy.

9 MONITORING & AUDIT

The implementation of this policy will be audited on an annual basis by the Workforce team and reported to the CCG Senior Management Team.

10 POLICY REVIEW

10.1 This policy will be reviewed every 3 years by the Workforce team in conjunction with operational managers and trade union representatives. Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance. Where review is necessary due to legislative change, this will happen immediately.

11 REFERENCES

- 11.1 For further information please refer to the following reference sources:
- HM Revenue & Customs (HMRC) at: <http://www.hmrc.gov.uk/>
 - Recruitment and Selection Policy and other associated recruitment policies
 - Travel and Expenses Policy
 - NHS terms and conditions handbook

PART 2

12 ELIGIBILITY CRITERIA

- 12.1 To be eligible the applicant must move to a property within reasonable daily travelling distance of their base, which is deemed by the CCG to be within 20 miles of their base
- 12.2 There may be exceptional circumstances where applicants do not fulfil the eligibility criteria yet the recruiting manager wishes to offer relocation assistance. The recruiting manager must then seek authorisation from the appropriate budget holder and the Chief Officer who must seek workforce support.
- 12.3 Applicants are not eligible for relocation assistance if any other member of their household has claimed relocation expenses from another employer for the same property. However, there may be a possibility of sharing the costs with the other organisation.

13 LEVEL OF ASSISTANCE

- 13.1 Relocation assistance will normally be paid to those who are eligible up to a maximum ceiling of £8,000. The level of assistance will depend on:
- the eligibility band within which the expenses fall (see below)
 - budgetary constraints – a manager or workforce representative may specify a maximum amount to be allocated which may be less than that stated in the table below.

| | Type of Move | Expense Maximum |
|---------------|--|-----------------|
| Band A | Moves which do not involve the sale or purchase of a property | Up to £3,000 |
| Band B | Sale of property only OR purchase of a property within the local area only | Up to £5,000 |
| Band C | Sale of a property and also purchase of a property within the local area | Up to £8,000 |

- 13.2 The maximum amount to be claimed will be negotiated and agreed before the applicant commences employment with the CCG. The total amount to be paid should be justified in relation to labour market forces and this should be explicit and recorded by the recruiting manager.

14 COMPONENTS OF THE RELOCATION ASSISTANCE PACKAGE

The CCG anticipates that relocation assistance expenses reimbursed will normally fall within the categories which HMRC allows to be paid without a charge to tax. Additional information is available on the HMRC [website](#).

14.1 The relocation assistance package will consist of payments for reasonable expenses relating to the following components, up to the agreed maximum:

- the employee's sale of their current residence
- their purchase of a new residence
- transporting the employee's belongings to the new residence (cheapest of three quotes)
- associated travel costs (see section 17)
- bridging loans

14.2 The relocation assistance claims must be deemed as reasonable by the recruiting manager and Workforce.

14.3 Invoices/bills should be paid by the applicant and expenses claimed retrospectively. All expenses reimbursed must be covered by original invoices/receipts.

15 TAX LIABILITY

15.1 Under current tax rules removal expenses will not normally be subject to PAYE as long as:

- the total payment is below £8,000
- payments are supported by original receipts
- payments are deemed to be reasonable.

15.2 To be eligible for tax relief removal expenses must be paid before the end of the tax year following the one in which the employee starts their new job. The Tax Office will consider extensions to the time limit if, for example, an employee has to delay moving to allow a child to complete school exams, or because they cannot sell their old home within the time limit. In such cases it is the employee's responsibility to make the necessary arrangements with the Tax Office.

16 EMPLOYEES NOT MAKING A PERMANENT PURCHASE

16.1 For an agreed fixed period, a recruiting manager may offer to reimburse particular expenses where the new employee proposes to make arrangements which do not involve purchasing a permanent property in the local area. Such expenses are subject to HMRC guidelines and may include reimbursement for temporary accommodation and continuing commitment costs incurred in their original property. Any such expenses will form part of the overall removal expenses package.

17 REIMBURSEMENT OF TRAVEL EXPENSES

17.1 In exceptional circumstances travel expenses may be paid for a limited period of time (maximum 1 year) when there is a commitment to move, but the move is delayed. Any travel costs reimbursed will form part of the overall removal expenses package and will be paid at the reserve rate as defined within Agenda for Change Terms and Conditions s17. Employees may be asked to provide relevant documentation supporting their claim. Refer to Agenda for Change Handbook for further information.

18 CONDITIONS

- 18.1 The CCG is committed to reimbursing legitimate claims that meet the criteria within this policy for removal expenses. Any claims found to have been falsified or inflated in any way will be referred to the Local Counter Fraud Specialist/NHS Protect.
- 18.2 Any abuse of this policy will be investigated and may result in disciplinary action being taken.
- 18.3 Original receipts and invoices must be attached to any claims made in order for those claims to be processed, see Part 2 for procedure.
- 18.4 In view of the significant costs involved in providing relocation assistance any employee who resigns from their post within the first two years of commencing their appointment will be required to repay all or part of the money that they have received. The repayment would be based on 1/24 of the total amount paid by the CCG for each incomplete month within the first 24 months of employment.

The sum must be repaid to the CCG no later than the final day of employment and will be deducted from the final salary payment. (Should this be insufficient to cover the outstanding debt the employee will reimburse the CCG immediately by some other means acceptable to the CCG).
- 18.5 Should an employee have their contract terminated by the CCG (except on the grounds of redundancy or capability due to un-resolving ill health), they will be required to repay the whole amount of the financial support with no reduction.

19 PROCEDURE

- 19.1 See Procedure Flowchart, Appendix 1
- 19.2 The recruiting manager must consider factors affecting the availability of suitable applicants and if they wish to offer relocation assistance they must **state this on the advert template/recruitment approval form** (available from the Y&HCS Workforce Recruitment Team). Advice and guidance is available from the Workforce Team.
- 19.3 Relocation assistance can only be offered with the approval of the appropriate budget holder and the Chief Officer.
- 19.4 Recruiting managers should decide prior to advertising whether relocation assistance will be offered to ensure that the procedure is applied fairly and equitably.
- 19.5 If relocation assistance is not offered in the advertisement it will not be offered, unless there are exceptional circumstances and it is agreed with the Chief Officer.
- 19.6 The Workforce recruitment team will include a copy of the Relocation Assistance Policy and application form in the new starter pack for the successful candidate (where applicable).
- 19.7 Relocation assistance claims will be monitored by the Head of Finance.

Appendix 1 Procedure Flowchart

PROCEDURE FLOWCHART

Recruiting manager completes **advert template/ recruitment approval form** and forwards to appropriate budget holder and Chief Officer for approval that relocation expenses can be offered (form available from Y&HCS Workforce Recruitment Team).



Budget holder and Chief Officer will consider the request and forward completed recruitment approval form to Workforce Team. If approved, the Workforce Recruitment Team will include in the advert (i.e. NHS Jobs).



Once recruiting manager has offered the post, the **notification of appointment form** confirms whether or not relocation expenses are to be offered to the successful candidate (form available from Y&HCS Workforce Recruitment Team).



Workforce Recruitment Team will include a copy of the Relocation Assistance Policy and application form in the new starter pack for the successful candidate (where applicable).



Candidate to complete application form and attach all relevant documents and pass to recruiting manager to check/sign (in single submission or as/when expense is incurred and invoices/receipts are available).



Recruiting manager to send complete application to Workforce Information. (see Appendix 2).



Workforce Information to check the documentation and complete a payment request form (Appendix 3) and send completed form to the Head of Finance for action. Payments monitored by the Head of Finance..



Workforce Information-copy form to personnel file and advise HR Business Partner.

Workforce Recruitment Email: embed.WorkforceRecruitment@nhs.net
Workforce Information Email: embed.WorkforceInformation@nhs.net

Appendix 2 Relocation Expenses Application Form

Details of New Appointment

| | |
|---------------------------------|--|
| Name | |
| Post | |
| Job Reference No. | |
| Start Date | |
| Permanent/Temporary Appointment | |

Tick the relevant box to determine the level of assistance for the application:

| | |
|---|---------------------------------|
| Neither sale nor purchase of a property | Band A <input type="checkbox"/> |
| Sale of a property only | Band B <input type="checkbox"/> |
| No sale - purchase of a property within the local area only | Band B <input type="checkbox"/> |
| Sale of a property and purchase of a property within the local area | Band C <input type="checkbox"/> |

Address Details – if applicable (Band B and C)

| Current Address | Proposed / New Address |
|-----------------|------------------------|
| | |

Please list below the amounts you wish the CCG to reimburse and the elements of the criteria you wish to be reimbursed for:

Initial Claim Ongoing Claim

Declaration:

I wish to apply to Harrogate and Rural District CCG for assistance with the relocation expenses actually and necessarily incurred by me in relocating to take up my new appointment. In doing so I declare that the information and expense details provided by me on and/or with this form are correct and that no other member of my household has received, or intends to claim for these expenses from another employer. I understand that if I provide false information I may be liable for disciplinary, prosecution and civil recovery proceedings. I consent to the information on this form being used for the purposes of the prevention, detection and investigation of fraud.

I understand that as a condition for making payment the CCG requires an undertaking that if I leave the CCG within a period of 24 months I will voluntarily repay relocation expenses paid by the CCG. The repayment would be based on 1/24 of the total amount paid by the CCG for each incomplete month within the first 24 months of employment and will be deducted from my final salary payment.

Signature of employee:

Date:

Signature of recruiting manager:.....

Date:.....

Signature of the Head of Finance:

Date:

Workforce Information

Relocation Assistance approved by CCG

(Head of Finance)

Copy on personnel file – Date.....

HR Business Partner advised – Name: Date.....

Appendix 3 Payment Request Form

Payment Request Form –ORIGINAL INVOICES MUST BE ATTACHED BEFORE THIS FORM CAN BE APPROVED

| |
|--|
| |
| |

Payment Request Number: _____ To be completed by Finance

PAYMENT MUST NOT BE PROCESSED WITHOUT A NUMBER BEING COMPLETED

| | |
|---------------|--|
| Name of Payee | |
|---------------|--|

| | |
|--------------------|--|
| Payment Details | Bank Name: |
| | Sort Code: |
| | Account Number: |
| | |
| Details of payment | |
| | |
| | Original paperwork to be retained by finance dept. |

Amount

VAT if applicable

TOTAL CLAIM

Payment details to be completed by the employee on each claim made

| | | |
|--------------|-------|-------|
| COMPLETED BY | DATE | |
| SIGNATURE | _____ | _____ |
| | _____ | _____ |

| | | |
|--------------------------------|-------|-------|
| AUTORISED BY (HEAD OF FINANCE) | DATE | |
| SIGNATURE | _____ | _____ |
| | _____ | _____ |

Workforce Information to return completed form to Accounts Payable for action

Appendix 4



1. Equality Impact Analysis

| | | | | | | | | | | | | | |
|--|---|--------------------------|---|--|---------------|--------------------------|--|---------------------------------|---|--------------------------|--------------------|--------------------------|--|
| Policy / Project / Function: | Relocation Assistance Policy and Procedure | | | | | | | | | | | | |
| Date of Analysis: | July 2015 | | | | | | | | | | | | |
| This Equality Impact Analysis was completed by: (Name and Department) | Workforce Team | | | | | | | | | | | | |
| What are the aims and intended effects of this policy, project or function? | This policy aims to assist Harrogate and Rural District Clinical Commissioning Group (the CCG) to recruit and retain staff as an employer of choice. | | | | | | | | | | | | |
| Please list any other policies that are related to or referred to as part of this analysis? | Recruitment and Selection Policy | | | | | | | | | | | | |
| Who does the policy, project or function affect? Please Tick ✓ | <table> <tr> <td>Employees</td> <td>✓</td> <td></td> </tr> <tr> <td>Service Users</td> <td><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Members of the Public employees</td> <td>✓</td> <td>- as potential employees</td> </tr> <tr> <td>Other (List Below)</td> <td><input type="checkbox"/></td> <td></td> </tr> </table> | Employees | ✓ | | Service Users | <input type="checkbox"/> | | Members of the Public employees | ✓ | - as potential employees | Other (List Below) | <input type="checkbox"/> | |
| Employees | ✓ | | | | | | | | | | | | |
| Service Users | <input type="checkbox"/> | | | | | | | | | | | | |
| Members of the Public employees | ✓ | - as potential employees | | | | | | | | | | | |
| 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 | |
| Race | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Age | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Sexual Orientation | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Disabled People | <input type="checkbox"/> | ✓ | ✓ | | Higher costs of moving for disabled employees should be considered on a case by case basis in accordance with the duty to consider reasonable adjustments for disabled employees (or potential employees) |
| Gender | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Transgender People | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Pregnancy and Maternity | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Marital Status | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Religion and Belief | <input type="checkbox"/> | ✓ | <input type="checkbox"/> | ✓ | Considered – no impact |
| Reasoning | As yet there has been no evidence of a positive or negative impact. However this will be monitored on an on-going basis. | | | | |

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

1. Equality Impact Analysis: Local Profile Data

Local Profile/Demography of the Groups affected as at Jan 2015

| | |
|---------------------------------------|---|
| General | Total number of employees in the CCG is 28 |
| Age | 75% are aged 30-55 21.43% of staff are over 55 3.57% of staff are under 30 |
| Race | 89.29% staff employed in the CCG are White 3.57% staff are Black 3.57% staff are Asian 3.57% of staff have are not stated/undefined their ethnicity |
| Sex | 46.43% staff employed are male 53.57% staff employed are female |
| Gender reassignment | No information at this stage |
| Disability | 89.29% of staff employed declared themselves as having no disability 10.71% did not declare /undefined No staff have declared a disability |
| Sexual Orientation | 89.29% of staff described themselves as heterosexual 10.71% did not wish to respond /undefined |
| Religion, faith and belief | Christianity is the largest religious group declared by staff in the CCG (50%) 25% declared themselves Atheist 17.87% were undefined or did not wish to declare 3.57% of staff have other beliefs/religious beliefs 3.57% of staff declared themselves Buddhist |
| Marriage and civil partnership | 78.58% of employees are married. No employees are in a civil partnership. 3.57% of staff did not wish to declare. The remainder (17.85%) 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 |

2. 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>Yes - employee data</p> <p>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>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 locally and nationally 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 applies a framework to follow a clear process to ensure there are clear and auditable processes in the relocation of new staff</p> |

3. 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) | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of the employee's gender |
| Race (All Racial Groups) | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of race |
| Disability (Mental and Physical) | | | ✓ | Higher costs of moving for disabled employees should be considered on a case by case basis in accordance with the duty to consider reasonable adjustments for disabled employees (or potential employees) |
| Religion or Belief | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of religion or belief |
| Sexual Orientation (Heterosexual, Homosexual and Bisexual) | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of sexual orientation |

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 | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of pregnancy or maternity |
| Transgender | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of transgender |
| Marital Status | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of marital status Note: Some consideration has been given to the eligibility criteria 7.3, however this would apply equally to two single employees who were in the same household |
| Age | ✓ | | | The policy is consistent in its approach to relocation expenses regardless of age |

4. 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: |
|---|--|-------------------|------------------|--------------|
| Higher costs of moving for disabled employees may be incurred | This should be considered on a case by case basis in accordance with the duty to consider reasonable adjustments for disabled employees (or potential employees) | Workforce lead | Ongoing | Annually |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

5. Equality Impact Analysis Findings

| | | | | |
|-------------------------|------------------------------|------------------------------------|---|--------------------------------|
| Analysis Rating: | <input type="checkbox"/> Red | <input type="checkbox"/> Red/Amber | <input checked="" type="checkbox"/> Amber | <input type="checkbox"/> Green |
|-------------------------|------------------------------|------------------------------------|---|--------------------------------|

| | | 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 | <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> |
|---------------------------------------|---|

| 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 | Relocation Assistance Policy |
| What is the main purpose of the document | To assist new employees with the costs of relocating |
| Date completed | 02/05/14 |
| Completed by | Y&HCS 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? | 1 | Positive Impact: Reduction in miles travelled | |

| | | | | |
|------------------------------|--|-----|--|--|
| 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 | | |

Appendix 6 Advert Template/Recruitment Approval Form

Advert Template/Recruitment Approval Form

| | | | |
|--|--|--|-------|
| Job Title | | | |
| Band | | | |
| Base | | | |
| Hours | | | |
| Permanent/Temp/Secondment | | If Temp/Secondment (please indicate end date) | |
| Internal/External Advertisement | | | |
| Publication in journal required (if so please indicate which one) | | | |
| DBS check required (Y/N) | | Enhanced/Standard | |
| Closing Date | | Interview Date (Please indicate where possible) | |
| *New/Existing post | | | |
| Confirmation to recruit received from CCG (Y/N) | Approved by: | Name: | Date: |
| Relocation Costs required and approved by CCG (Y/N) | Approved by: (Budget holder/Chief Officer) | Name: | Date: |

**Please note if this is a new post the job description will need to be submitted to the workforce team to be put through an Agenda4Change Job Evaluation panel in order for the post to be banded correctly.*

**If this is an existing post which has already been through Job Evaluation and you have made changes to the job description please ensure you submit a copy of the job description highlighting the changes made to the workforce team.*

**If this is an existing post which has already been through job evaluation and you have not made any changes to the job description, the workforce team will advertise using the existing job description stored on our system.*

Advert Template – Please complete

| |
|--|
| <p>PLEASE ENTER INFORMATION SPECIFIC TO THE ORGANISATION</p> |
|--|

PLEASE ENTER DETAILS SPECIFIC TO THE ROLE BELOW (IE: KEY RESPONSIBILTIES, DETAILS ABOUT THE TEAM ETC)

For an informal discussion please contact (RECRUITING MANAGER) on (TEL NO) or (EMAIL ADDRESS) *(please note this will be the name and contact details used to advertise the post on NHS Jobs)*

Completed by: (NAME RECRUITING MANAGER)

Job Title:

Date:

For Workforce use only

Confirmation to recruit received from Budget Holder/Chief Officer

Y **N** (Date):

Job Evaluation completed **Y** **N** (Date):

Completed by: (NAME WORKFORCE)

HR Business Partner advised **Y** **N** (Date):