

## PROBATIONARY POLICY

**September 2018**

<b>Authorship :</b>	HR Policy Lead- adapted for local use by eMBED on behalf of NHS Vale of York Clinical Commissioning Group.
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<b>Related Policies :</b>	<ul style="list-style-type: none"> <li>• Recruitment and Selection Policy</li> <li>• Management of Attendance Policy</li> <li>• Disciplinary Policy</li> <li>• Managing Performance at Work Policy</li> <li>• Statutory and Mandatory Training Policy</li> <li>• Learning and Development Policy</li> <li>• Grievance Procedure</li> </ul>
<b>Target Audience :</b>	All employees of the CCG appointed to posts which have been designated as requiring a probationary period, the duration of which will be included within the offer letter and contract of employment.
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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.

<b>New Version Number</b>	<b>Issued by</b>	<b>Nature of Amendment</b>	<b>Approved by and Date</b>	<b>Date on Internet</b>
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## 1 INTRODUCTION

- 1.1 NHS Vale of York Clinical Commissioning Group (the CCG) is committed to the safety and welfare of its employees and ensuring that staff are welcomed into the CCG. In light of this commitment, all new employees must be given a programme of workplace induction within the first week of joining the organisation arranged by their manager, and must undertake the training required of them in respect of statutory and mandatory training.
- 1.2 This policy, associated procedures and guidelines define the CCG's commitment to the induction process to ensure that all staff are supported during the period of induction, to the benefit of the employee and the organisation.
- 1.3 This policy also describes the approach of NHS Vale of York Clinical Commissioning Group to the use of probationary periods for new employees.
- 1.4 The purpose of a probationary period, together with other measures such as induction, is to provide a consistent means by which new employees can be supported to become effective as quickly as possible and to enable a manager to objectively assess the capability, attitude and potential of the new employee. **Should the required standards of the CCG not be met during the probationary period employment may either be terminated or, exceptionally, extended.**

## 2 PURPOSE

- 2.1 It is the aim of the CCG to ensure that staff induction is dealt with in an organised, timely and consistent manner. Enabling the introduction of staff to their new role and working environment quickly so they can integrate and contribute effectively to the organisations objectives as soon as possible. This Probationary Period Policy aims to set out general steps for managers and staff to follow during the induction process. All managers and staff are to adhere to this policy.
- 2.2 The CCG's implementation of a good induction practice by managers will :
  - Welcome and introduce new employees to the organisation.
  - Introduce the organisational responsibilities and the individual responsibilities and expectations of new employees.
  - Comply with statutory legislation and mandatory requirements identified by national and local guidelines.
  - Enable new employees to settle into the CCG quickly, becoming productive and efficient members of staff within a short period of time:
  - Ensure that any new member of staff's enthusiasm and anticipated high level of motivation are reinforced.

- Assist in reducing staff turnover, absenteeism and poor performance generally.
  - Ensure that employees operate in a safe working environment.
- 2.3 The probation process should work alongside the induction process to help create a positive and supportive working environment, allowing new staff to settle into the organisation and learn the key elements of the job within a reasonable and realistic timescale.
- 2.4 The policy aims to ensure the probation process is undertaken for posts designated as subject to a probationary period and is applied in a fair and consistent manner, within a supportive framework and in line with employment legislation requirements.

### **3 SCOPE**

- 3.1 Induction applies to all employees of the CCG including staff who are seconded to, or on fixed term / temporary contracts with the CCG.
- 3.2 The Probation Period will apply to all employees of the CCG appointed to posts which have been designated as requiring a probationary period, the duration of which will be included within the offer letter and contract of employment. Probationary periods will not apply to those engaged on fixed term contracts of six months or less. However, a local induction will be required for fixed term contracts of six months or less. For fixed term contracts of six months or more, 1.4 will apply.
- 3.3 The CCG has the right to terminate the contract of an employee at any time during the probationary period should they fail to meet the required standards. Staff whose contracts are terminated during the probationary period will be entitled to a notice period specified within this policy which is relative to banding, which will normally be paid in lieu.
- 3.4 On successful completion of the probationary period, the notice period which an employee would then follow is outlined in an individual's contract of employment.

### **4 RESPONSIBILITIES**

#### **4.1 Managers are to:**

- 4.1.1 Comply with and ensure their employees comply with, the requirements of this policy and related policies, guidelines and procedures.
- 4.1.2 Undertake, document and review a comprehensive workplace induction for each new employee incorporating the minimum requirements, as set out in the CCG's Induction Policy.

4.1.3 Undertake regular supervision and a performance and development review with the new starter within 4 weeks of employment.

4.1.4 To agree induction and probationary review dates (as per 8.3) with the employee and to ensure that these reviews are undertaken and the probationary assessment forms are completed.

4.1.5 To establish clear objectives for the employee and ensure training (including statutory and mandatory) and development opportunities are identified, planned and undertaken by the new employee.

4.1.6 To seek advice from a Workforce Representative should the employee not be performing to the required standards.

4.1.7 To make recommendations to their manager should they believe an employee's contract of employment ought to be terminated during, or at the conclusion of, the probationary period.

4.1.8 To ensure that copies of all related correspondence and records in regards to the induction and probationary period are kept and are accessible .

4.1.9 Where necessary, to carry out any relevant workplace assessments and ensure that any reasonable adjustments required at work are implemented in a timely manner.

#### 4.2 New employees are to :

4.2.1 Perform to the best of their ability and to take an active role in their workplace induction, identifying where further knowledge is required and discussing this with their line manager.

4.2.2 Complete the new starter induction checklist (see Induction Policy) in conjunction with their line manager within one week of starting in post.

4.2.3 To identify whether additional support, training, equipment or adjustments are required to enable to fulfil the role.

#### 4.3 Workforce Team are to :

4.3.1 Provide guidance and advice to managers and probationers about implementation of this policy and procedure as appropriate.

4.3.2 Provide support to line managers in monitoring the completion of probationary periods.

4.3.3 Ensure all recruitment / contractual documentation reflects the requirement for probationary periods, with particular emphasis on correct notice periods.

## **5 EQUALITY AND DIVERSITY**

5.1 The CCG is committed to :

- Eliminating discrimination and promoting equality and diversity in its Policies, Procedures and Guidelines, and
- Designing and implementing services, policies and measures, which meet the diverse needs of its population and workforce, ensuring that no individual or group is disadvantaged.

5.2 To ensure the above, this Policy has been Equality Impact Assessed.

## **6 NHS CONSTITUTION**

6.1 The CCG is committed to :

- The achievement of the principles, values, rights, pledges and responsibilities detailed in the NHS Constitution, and
- Ensuring they are taken account of in the production of its Policies, Procedures and Guidelines.

6.2 This Policy supports the NHS Constitution and its pledge to provide all staff with :

- clear roles and responsibilities;
- personal development, access to appropriate training for their job;
- line management support to succeed in their roles; and
- provide support and opportunities for staff to maintain their health, well-being and safety.

## **7 BRIBERY ACT 2010**

7.1 The CCG follows good NHS business practice as outlined in the Business Conduct Policy and has robust controls in place to prevent bribery.

7.2 Due consideration has been given to the Bribery Act 2010 in the development of this policy document and consistent application of this policy will mitigate bribery in relation to this policy.

7.3 Under the Bribery Act it is a criminal offence to :

- Bribe another person by offering, promising or giving a financial or other advantage to induce them to perform improperly a relevant function or activity, or as a reward for already having done so; and
- Be bribed by another person by requesting, agreeing to receive or accepting a financial or other advantage with the intention that a relevant

function or activity would then be performed improperly, or as a reward for having already done so.

- 7.4 These offences can be committed directly or by and through a third person and other related policies and documentation (as detailed on the CCG website) should be read when considering whether to offer or accept gifts and hospitality and/or other incentives.
- 7.5 Anyone with concerns or reasonably held suspicions about potentially fraudulent activity or practice should refer to the Local Anti-Fraud and Corruption Policy and contact the Local Counter Fraud Specialist.

## 8 DEFINITIONS OF THE PROBATIONARY PERIOD

- 8.1 A probationary period is a trial period during which the performance, conduct and attendance of the employee will be assessed by a manager against the particular requirements of their role, the CCG's values, behaviours and expected levels of attendance and punctuality.
- 8.2 A decision about whether the probationary period has been successful will, normally be made at the end of the probationary period . However, if there are significant concerns highlighted at earlier review stages, and there is no evidence of the required improvement being made, a decision to dismiss or to extend the probationary period may be taken before the end of the probationary period by the appropriate manager.
- 8.3 During the probationary period the employee's performance, conduct and attendance will be reviewed by the manager and recorded within standard documentation (see appendices to this policy).

Probationary Review	Length of Probation		
	3 months		6 months
Induction review	Week 1		Week 1
Initial review	Week 4		Week 4
Intermediate review	Week 8		Week 12
Final review	Week 12		Week 26

This timetable is flexible and can be tailored to meet the needs of the line manager and employee, provided the four review meetings are held.

- 8.4 Where necessary additional support and development opportunities will be provided by the manager in order to help new employees undertake their role safely.

## 9.0 LENGTH OF PROBATIONARY PERIOD

### Staff who are new to the CCG

All substantive employees **new** to the CCG will be subject to a probationary period where this is specified in the job description on recruitment. The length of the probationary period may be extended in some circumstances but not by a period of more than two months in total.

Pay band	Length of Probation Period
Bands 1 - 6	3 Months
Bands 7 and above	6 Months

## 10 NOTICE PERIOD WITHIN PROBATIONARY PERIOD

The CCG will give the employee notice in accordance with the table below:

Pay band	Length of Notice Period
Bands 1 -3	1 Week
Bands 4 – 6	2 Weeks
Bands 7 and above	6 Weeks

The employee will give the CCG one month's notice.

## 11 WORKPLACE INDUCTION

- 11.1 Starting a new job is a demanding and often stressful experience. As well as the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, environment and new colleagues. The purpose of the workplace induction is to support new employees during this difficult period and to help them become fully integrated into the organisation and their team as quickly and easily as possible.
- 11.2 Completion of workplace induction is compulsory for all staff within four weeks of commencement of employment.
- 11.3 The employee's line manager is responsible for developing a post-specific workplace induction for their new employee, including the minimum content required in the induction checklist set out in the Induction Policy HR13.
- 11.4 The line manager and employee are to meet to discuss and agree their individual objectives and development/training needs within four weeks of commencement of employment.
- 11.5 On completion of workplace induction, the induction checklist is to be completed and signed off by the employee and line manager and the original retained in the staff members personnel file held by the Corporate Team and a copy retained by the employee.

## **12 CONTRACT OF EMPLOYMENT AND RELATED POLICIES AND PROCEDURES**

- 12.1 Details of the probationary period will be clearly set out in offer letters, and the contract of employment.
- 12.2 During the probationary period the employee will be subject to a notice period of one month.
- 12.3 Following successful completion of the probationary period the employee will be covered by the Performance Appraisal Policy.

## **13 RECORD KEEPING**

- 13.1 It is important that a written/electronic record is kept by the manager of the outcome of every stage of the probationary assessment process and that this record can be accessed by the employee and the Workforce Team.
- 13.2 Records will include copies of any letters sent to the employee by the manager concerning a need for improvement, an extension of the probationary period and the outcome of the probationary period review process.

## **14 RIGHT TO REPRESENTATION**

- 14.1 An employee is entitled to be accompanied at a probationary period review meeting should they wish. The employee may be accompanied by a Trade Union or staff organisation representative, or a CCG colleague not acting in a legal capacity.
- 14.2 A minimum of five working days' notice of each review meeting will be provided by the manager who will take into account the right of the employee to representation when making the meeting arrangements.
- 14.3 It is the responsibility of the employee to arrange for their representative to attend as review meetings will go ahead with or without a representative being present given the importance of adhering to the timetable laid down in this policy/procedure.

## **15 EXTENSION TO PROBATIONARY PERIODS**

- 15.1 A probationary period should only be extended in specific circumstances, e.g. where the performance of the employee has not met the required standard, but it is felt that further time for review is necessary, e.g. due to a lack of available support or required training having not been provided, organisational change causing disruption

- 15.2 Any extension to the probationary period can only be for a short period of time, and for no more than two months beyond the end of the initial probationary period. The manager and the employee must both agree to an extension. Advice and guidance on the extension of probationary periods is available from the Workforce Team.
- 15.3 Any extension to the probationary period should be confirmed to the employee, including the reason/s for the extension together with the required standards/objectives and the support available to achieve the required performance standards.

## **16 OUTCOME OF PROBATIONARY PERIOD**

- 16.1 Upon completion of the probationary review meetings, including any extension to the probationary period, the manager will either decide that the employee is to be confirmed in post or to recommend that they be dismissed.
- 16.2 This decision/recommendation in 14.1, with reasons, will be recorded in a letter to the employee to be written. A copy of the letter should be retained by the manager, and on the employee's personal file (see Appendices).
- 16.3 Where there is a recommendation that the employee be dismissed, this will be subject to a dismissal hearing held in accordance with the CCG Disciplinary Policy . The employee is entitled to be accompanied at this meeting as stated in Appendix 4 of this procedure.

## **17 RIGHT OF APPEAL**

- 17.1 An employee has a right to appeal against a decision made to terminate their employment during, or at the conclusion of, their probationary period.
- 17.1 The appeal process to be followed is laid down in Appendix 8 of the CCG Disciplinary Policy and Procedure – CCG Appeals Procedure.

## **18 STATUTORY AND MANDATORY TRAINING**

- 18.1 NHS Vale of York CCG is committed to the safety and welfare of its staff. To ensure the organisation and new starters comply with the statutory legislation and mandatory requirements identified by national and local guidelines, all new (and existing) employees must complete the statutory and mandatory training required of their role, as per the Statutory and Mandatory Training Policy, on commencement of employment.

## **19 POLICY REVIEW**

19.1 This policy will be reviewed every four years.

19.2 Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation/guidance.

## **20 ASSOCIATED POLICIES**

- Recruitment and Selection Policy
- Management of Attendance Policy
- Disciplinary Policy
- Managing Performance at Work Policy
- Statutory and Mandatory Training Policy
- Learning and Development Policy
- Grievance Procedure

## 21 APPENDIX 1 : MILESTONE REVIEW MEETING LETTER

### **Private and Confidential**

Dear

### **MILESTONE REVIEW MEETING**

With reference to your current probationary period, you are required to attend a Milestone Review meeting on \*date, time, venue).

The meeting will be conducted by (manager) (and XXX will also be present).

The purpose of the meeting is to discuss your progress in relation to performance and development in your role and will also be the opportunity for you to highlight any issues that you have in relation to your post. Please find attached the form that will be completed at the meeting and I ask that you consider these areas prior to the meeting.

In line with the Probation Policy, you are reminded that you may be accompanied by your union representative or CCG work colleague if you so wish.

If you have any queries, please do not hesitate to contact me.

Yours sincerely

**(Manager)**

## 22 APPENDIX 2 : PROBATIONARY PERIOD ASSESSMENT FORM

### Probationary Period Assessment Form

This form should be completed by managers with CCG employees at all milestone review meetings (of which there should be at least two). The form should be completed by the employee and by the manager before each of the review meetings and a final version completed by the manager after the review meeting has taken place. A copy should then be retained by the manager once both parties have signed to agree the content.

<b>Employee's name:</b>	<b>Start date:</b>
<b>Job title:</b>	<b>End of probationary period:</b>
<b>Manager's name:</b>	<b>Date of review meeting:</b>

<p><b>Review of job description</b></p> <p>Is the employee meeting most of the requirements of the role?</p> <p>Priority objectives for employee before next review:</p>	<b>Comments by employee</b>	<b>Comments by Manager</b>
<p><b>Reasonable Adjustments required in role as indicated by Occupational Health?</b></p>	<b>Comments by employee</b>	<b>Comments by Manager</b>
<p><b>Developmental Needs</b></p> <p>Manager to explain priorities concerning areas the employee needs to develop. If additional training is required, state what this is and how this training need will be achieved and by when.</p>	<b>Comments by employee</b>	<b>Comments by Manager</b>
<p><b>Time keeping and attendance</b></p> <p>Manager to confirm if happy with the above. If not, detail why not and</p>	<b>Comments by employee</b>	<b>Comments by Manager</b>

outline what changed is needed and by when		
<b>Values and Behaviours</b>  Does the employee live the CCG's values and behaviours? What improvements are required, if any?	<b>Comments by employee</b>	<b>Comments by Manager</b>
<b>Overall manager comments</b>	<b>Overall employee comments</b>	<b>Agreed action</b>
<b>FINAL REVIEW MEETING</b>		
<b>Confirmation in post?</b>  Are you happy to confirm the employee's permanent position in the post? (no earlier than at 26 weeks)	<b>If not, give reasons and identify action to be taken (extension of probationary period, dismissal)</b>	

<b>Employee's signature:</b>	<b>Date:</b>
<b>Manager's signature:</b>	<b>Date:</b>

## 23 APPENDIX 3 :CONFIRMATION IN POST

### Private and Confidential

Dear

### CONFIRMATION IN POST

Following our second milestone review meeting, I am writing to confirm that you have now successfully completed your probationary period and are therefore confirmed into your post on a substantive basis ((or) on a fixed term basis).

May I congratulate you and wish you every continued success in your role.

Yours sincerely

**(Manager)**

## 24 APPENDIX 4 : DISMISSAL

### Private and Confidential

Dear

### **DISMISSAL**

Following our second milestone review meeting held on XXX (date and details), I am writing to confirm the decision to dismiss you from your post of (post title) with effect from the date of the hearing. This is due to a failure to meet the required standards of the post in terms of xxx (list details).

You are entitled to receive xxxx pay in lieu of notice. This will be paid at full pay, together with payment for any untaken accrued annual leave.

You have a right to appeal against this dismissal. If you wish to exercise this right, you should write to xxxx (name and address), detailing the grounds of your appeal within 10 days of receipt of this letter.

Yours sincerely

**(Manager)**

## 25 APPENDIX 5 : EXTENSION OF PROBATIONARY PERIOD

### Private and Confidential

Dear

### EXTENSION OF PROBATIONARY PERIOD

Following our second milestone review meeting held on XXX (date and details), I am writing to confirm that your probationary period has been extended by [1 month] to xxxx (date) because of xxx (reasons).

Regular reviews will take place during the extension period to assess your progress and a further milestone review meeting will take place on xxx when a final decision on your continued employment will be made.

Yours sincerely

**(Manager)**

26 APPENDIX 6 : EQUALITY IMPACT ANALYSIS FORM

<b>1.</b>	<b>Title of policy/ programme/ service being analysed</b>
	Probationary Period Policy
<b>2.</b>	<b>Please state the aims and objectives of this work.</b>
<b>3.</b>	<b>Who is likely to be affected? (e.g. staff, patients, service users)</b>
<b>4.</b>	<b>What sources of equality information have you used to inform your piece of work?</b>
<b>5.</b>	<b>What steps have been taken ensure that the organisation has paid <u>due regard</u> to the need to eliminate discrimination, advance equal opportunities and foster good relations between people with protected characteristics</b>
	The analysis of equalities is embedded within the CCG's Committee Terms of Reference and project management framework.
<b>6.</b>	<b>Who have you involved in the development of this piece of work?</b>

<p><b>7. What evidence do you have of any potential adverse or positive impact on groups with protected characteristics?</b>  <b>Do you have any gaps in information?</b>  <b>Include any supporting evidence e.g. research, data or feedback from engagement activities</b></p> <p><b>(Refer to Error! Reference source not found. if your piece of work relates to commissioning activity to gather the evidence during all stages of the commissioning cycle)</b></p>	
<p><b>Disability</b>  People who are learning disabled, physically disabled, people with mental illness, sensory loss and long term chronic conditions such as diabetes, HIV)</p>	<p>Consider building access, communication requirements, making reasonable adjustments for individuals etc.</p>
<p><b>Sex</b>  Men and Women</p>	<p>Consider gender preference in key worker, single sex accommodation etc.</p>
<p><b>Race or nationality</b>  People of different ethnic backgrounds, including Roma Gypsies and Travellers</p>	<p>Consider cultural traditions, food requirements, communication styles, language needs etc.</p>
<p><b>Age</b>  This applies to all age groups. This can include safeguarding, consent and child welfare</p>	<p>Consider access to services or employment based on need/merit not age, effective communication strategies etc.</p>

<p><b>Trans</b> People who have undergone gender reassignment (sex change) and those who identify as trans</p>	<p>Consider privacy of data, harassment, access to unisex toilets &amp; bathing areas etc.</p>
<p><b>Sexual orientation</b> This will include lesbian, gay and bi-sexual people as well as heterosexual people.</p>	<p>Consider whether the service acknowledges same sex partners as next of kin, harassment, inclusive language etc.</p>
<p><b>Religion or belief</b> Includes religions, beliefs or no religion or belief</p>	<p>Consider holiday scheduling, appointment timing, dietary considerations, prayer space etc.</p>
<p><b>Marriage and Civil Partnership</b> Refers to legally recognised partnerships (employment policies only)</p>	<p>Consider whether civil partners are included in benefit and leave policies etc.</p>
<p><b>Pregnancy and maternity</b> Refers to the pregnancy period and the first year after birth</p>	<p>Consider impact on working arrangements, part-time working, infant caring responsibilities etc.</p>
<p><b>Carers</b> This relates to general caring responsibilities for someone of any age.</p>	<p>Consider impact on part-time working, shift-patterns, options for flexi working etc.</p>

<p><b>Other disadvantaged groups</b>  This relates to groups experiencing health inequalities such as people living in deprived areas, new migrants, people who are homeless, ex-offenders, people with HIV.</p>	<p>Consider ease of access, location of service, historic take-up of service etc.</p>
<p><b>8.</b></p>	<p><b>Action planning for improvement</b>  Please outline what mitigating actions have been considered to eliminate any adverse impact?</p> <p>Please state if there are any opportunities to advance equality of opportunity and/ foster good relationships between different groups of people?</p> <p>An Equality Action Plan template is appended to assist in meeting the requirements of the general duty</p>

<b>Sign off</b>
Name and signature of person / team who carried out this analysis
Date analysis completed
Name and signature of responsible Director
Date analysis was approved by responsible Director

## 27 APPENDIX 7 : SUSTAINABILITY IMPACT ASSESSMENT

Staff preparing a policy, Governing Body (or Sub-Committee) report, service development plan 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	Probationary Period Policy
What is the main purpose of the document	
Date completed	
Completed by	

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?			

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?
	Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery?			
Procurement	Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?			
	Will it promote ethical purchasing of goods or services?			
Procurement	Will it promote greater efficiency of resource use?			
	Will it obtain maximum value from pharmaceuticals and technologies (medicines management, prescribing, and supply chain)?			
	Will it support local or regional supply chains?			
	Will it promote access to local services (care closer to home)?			
	Will it make current activities more efficient or alter service delivery models			
Facilities Management	Will it reduce the amount of waste produced or increase the amount of waste recycled?			
	Will it reduce water consumption?			

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?
Workforce	Will it provide employment opportunities for local people?			
	Will it promote or support equal employment opportunities?			
	Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?			
	Will it offer employment opportunities to disadvantaged groups?			
Community Engagement	Will it promote health and sustainable development?			
	Have you sought the views of our communities in relation to the impact on sustainable development for this activity?			
Buildings	Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?			
	Will it increase safety and security in new buildings and developments?			
	Will it reduce greenhouse gas emissions from transport (choice of mode of transport, reducing need to travel)?			

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?
	Will it provide sympathetic and appropriate landscaping around new development?			
	Will it improve access to the built environment?			
Adaptation to Climate Change	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)?			
Models of Care	Will it minimise 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?			
	Will it promote prevention and self-management?			
	Will it provide evidence-based, personalised care that achieves the best possible outcomes with the resources available?			
	Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?			