

WORK EXPERIENCE POLICY

April 2017

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Equality Impact Analysis :	Yes – attached
Sustainability Impact Assessment :	Yes – attached
Target Audience :	All staff and all categories of work experience. If a student is planning to attend the CCG on a work placement this policy must be followed. Failure to follow this policy correctly when a placement is requested could put both the student and the CCG at risk.
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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 and Date	Date approved	Date on Intranet
DRAFT	NHS Vale of York CCG	Draft	Joint Trade Union Partnership Forum	December 2016	
1.0	NHS Vale of York CCG	Draft policy for CCG ratification	CCG Executive Committee	12 April 2017	28 July 2017

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**NHS Vale of York Clinical Commissioning Group on
01904 555 870 or valeofyork.contactus@nhs.net**

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1. INTRODUCTION

- 1.0 NHS Vale of York Clinical Commissioning Group (the “CCG”) views the offer of high quality work experience as a positive opportunity to contribute to the local community. Work experience provides an opportunity for students to consolidate work based learning skills and to help them to make an informed career choice. Reasonable adjustments will be made in order to ensure students with a disability are able to actively participate in work experience opportunities within the CCG.
- 1.1 Work experience is undertaken as a voluntary activity; therefore the individual will not receive a financial reward or remuneration and is not considered an employee.
- 1.2 Priority for work experience will be given to those students studying towards vocational training programmes and those applying for relevant or appropriate Further or Higher Education courses. If a number of students wish to undertake a placement at the CCG a selection process may take place.
- 1.3 The CCG acknowledges the value of placing people in work experience situations to broaden their education and introduce them to work or to provide them with practical experience in a different field of work.
- 1.4 As such, the CCG is committed to forging partnerships with the local community, improving opportunities for local people and helping to address the issues of inequality of opportunity and access to healthcare related professions.
- 1.5 Placements provide a valuable means of raising the community profile of the CCG and help to create a positive image amongst students, teachers, parents, employees and the wider community.

2. ENGAGEMENT

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

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 Analysis is attached at Appendix 5.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 6.

3.3 Bribery Act 2010

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

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

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

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

4. SCOPE

- 4.1 This policy applies to all staff and all categories of work experience. If a student is planning to attend the CCG on a work placement this policy must be followed. Failure to follow this policy correctly when a placement is requested could put both the student and the CCG at risk.

5. POLICY PURPOSE AND AIMS

- 5.1 Work Experience plays a valuable role in assisting individuals to make appropriate career choices. The CCG is keen to support individuals in deciding their future career pathway and wishes to actively attract new recruits to the NHS. The CCG will offer individuals, school and college students, who may be considering a career in the NHS, placements tailored to their needs. Experience in a CCG setting facilitates understanding of the role that the CCG plays in assessing local health needs and designing and commissioning services to meet those needs.
- 5.2 Requests for work experience placements, including those from students contacting the CCG directly, should be supported by an educational establishment; school, college or university, sponsor organisation, or recognised intermediary e.g., Education Business Partnership Link.
- 5.3 The CCG will also accept applications for work experience placements from individuals over the age of 18 who are not sponsored by an educational establishment (see 7.8 – 7.10).
- 5.4 All students under the age of 18 must have a parent or guardian sign for consent on the forms provided at Appendix 3.

- 5.5 The CCG will consider organisational capacity in decisions to accept any work experience placements and are under no obligation through this policy to accept work experience placements that are requested. In the event of significant organisational change or a change in circumstances the CCG retains the right to terminate the work placement with a week's notice to the student.
- 5.6 Work experience placements will be agreed for a fixed period prior to commencement of the placement. It is recommended that work placements should generally not exceed two weeks in duration, however placements for a longer period of time may be considered, at the discretion of the CCG and with the agreement of a Director. The length of the placement must be clearly defined.
- 5.7 The placement should be sufficient time for an individual to gain an insight into the organisation whilst remaining manageable for those supervising the placement.
- 5.8 Child protection legislation requires that employees coming into contact with work shadow / work experience students who are under 18 years of age, must ensure working in isolation with the students / shadows is kept to a minimum and should not happen for any prolonged periods of time. Where possible employees should avoid being on their own in an isolated or closed environment with a young person undertaking a work experience.

6. DEFINITIONS

- 6.1 Work Experience is a placement which occurs on CCG premises in which the individual carries out a range of tasks or duties, more or less as an employee would but with the emphasis on the learning aspect of the experience.
- 6.2 For the purposes of this policy the term "student" refers to the person undertaking the work experience.
- 6.3 The Law and Young Persons in the Work Place :
 - **A young person** is anyone under 18 and
 - **A child** is anyone who has not yet reached the official minimum school leaving age (MSLA). Students will reach the MSLA in the school year in which they turn 16.

7. ROLES AND RESPONSIBILITIES

Accountable Officer

- 7.1 The Chief Officer of the CCG has overall accountability for work experience placements.

Lead Placement Manager

- 7.2 A Lead Manager will be identified to take responsibility for each proposed placement and act as Lead Placement Manager.
- 7.3 The Lead Placement Manager will ensure that the work and tasks the student is to carry out on their placement are well planned and that risk assessments

have been produced for these activities. The Lead Placement Manager may need to coordinate with the other members of staff that the individual will be spending time with during their placement.

- 7.4 The Lead Placement Manager will ensure that a risk assessment has been completed before the student starts the work experience placement (taking into consideration the factors listed in Appendix 1 of this policy).
- 7.5 The Lead Placement Manager is responsible for :
 - carrying out a Personal Risk Assessment (Appendix 1) and making the findings of the risk assessment (e.g. the level of risk, any prohibited tasks and control measures) available to the student and the parents/guardian if under the minimum school leaving age
 - providing information relating to health and safety of the student to third parties such as the student's school or an agency carrying out safety checks on behalf of the school or college
 - arranging the day to day supervision of the student
 - ensuring the student has received induction training and that it has been fully understood
 - considering if there are any areas in the workplace that the student should not have access to and ensuring these areas are inaccessible,
 - ensuring that any necessary child protection requirements are met as appropriate.
 - Contacting the IT Service Desk to request IT access for the work placement student. The IT service desk will provide the manager with forms that they will need to complete for the work placement student. Managers must submit their request in a timely manner before the placement commences.
 - Compiling a suitable work experience portfolio and timetable and any related documentation required by the school / college / sponsor organisation e.g., learning outcomes or work experience record.
- 7.6 The Planning and Assurance Manager will act as the key point of contact for all work experience placements and is responsible for :
 - Liaison with the School / College / University work experience contact
 - Arranging appropriate IT access permissions and termination of permissions;
 - For Health and Safety purposes, notifying the school/college/sponsor organisation should the student fail to turn up at any point during the placement

School Liaison

- 7.7 Where a Work Experience student is sponsored by a school/college/sponsor organisation, the sponsoring organisation should sign the placement agreement which outlines the expectations and commits the individual to certain standards of behaviour. They will also be responsible for their students in the normal way including dealing with any absences reported by the CCG.

Independent Applications for Work Placements/Work Experience

- 7.8 The CCG will accept applications for work experience placements from individuals over the age of 18 who are not sponsored by an educational establishment.
- 7.9 In such cases the individuals should apply directly to the CCG.
- 7.10 The decision to accept an individual for a work placement is entirely at the discretion of the CCG, and must be authorised by a Director or equivalent.

Students/Work Experience Candidate

- 7.11 Students wishing to undertake a work experience placement should contact the CCG directly at : valeofyork.contactus@nhs.net.
- 7.12 Students must adhere to CCG policies and procedures at all times.
- 7.13 Students are expected to behave in a manner appropriate to the work environment; any issues of inappropriate behaviour will be reported to the student's sponsor organisation, School / College or parents as appropriate. In the event of serious misconduct the student's placement will be terminated with immediate effect.

8. DBS CHECKS

- 8.1 DBS screening checks will not be needed for students under 18 on temporary placements because they will be under supervision at all times during the work period and will not come into direct contact with children or vulnerable persons.
- 8.2 It is the responsibility of the CCG to determine if the lead placement manager, or indeed any other CCG employees, will require a DBS clearance in order to supervise/work with the student. Consideration should be given to how regularly the student and other employees will be working in isolation from the rest of the team. For further guidance on this, please contact a member of the Workforce Team.

9. RISK ASSESSMENTS

- 9.1 Under the Management of Health and Safety at Work Regulations 1999, an employer has a responsibility to ensure that young people employed by them are not exposed to risk due to :
- lack of experience

- being unaware of existing or potential risks; and/or
 - lack of maturity
- 9.2 An employer must consider :
- the layout of the workplace
 - the physical, biological and chemical agents they will be exposed to
 - how they will handle work equipment
 - how the work and processes are organised
 - the extent of health and safety training needed
 - risks from particular agents, processes and work
- 9.3 The CCG is a low-risk environment with everyday risks that are mostly familiar to work placement students.
- 9.4 The Lead Placement Manager should undertake a personal safety risk assessment on all work placement students as outlined at Appendix 1.
- 9.5 Where young workers are involved, specific risks to be examined will be in relation to physical and psychological tasks that might be beyond the capacity of young workers.
- 9.6 The risk assessment will be used to determine whether a student should be prohibited from certain activities within the organisation. If a work around is not possible, a work experience placement must not be offered. A copy of each risk assessment should be held on file by the Lead Placement Manager.

10. WORK PLACEMENT PROCEDURE

Recruitment

- 10.1 Work experience is a placement which occurs on CCG premises in which the individual carries out a particular range of tasks and duties where the emphasis is on the learning element of the experience.
- 10.2 The minimum age for placements is 15 years of age.
- 10.3 All requests for work experience placements should be made in writing to the CCG at the address stated in 7.11. The CCG will consider the application seeking advice from Human Resources if necessary. It is essential in order to provide a worthwhile and meaningful experience, that any placement is appropriately planned, fully inducted and supervised.
- 10.4 All individuals undertaking a work placement must be issued with the Work Placement Agreement at Appendix 2 prior to the commencement of their placement.

Induction

- 10.5 All work experience students must be given an induction briefing prior to starting work and the relevant sections of the induction checklist should be

completed. Further information on induction is contained with the Induction, Mandatory and Statutory Training Policy.

11. ASSOCIATED POLICIES

- NHS Vale of York CCG Induction Policy

12. IMPLEMENTATION

- 12.1 This policy will be communicated to staff via team meetings / team brief and will be available for staff on the internet.
- 12.2 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the CCG's disciplinary procedure.

13. TRAINING AND AWARENESS

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

14. MONITORING AND AUDIT

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

15. POLICY REVIEW

- 15.1 The policy and procedure will be reviewed after three years in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

16. REFERENCES

The CCG has a duty of care for volunteers and the following guidance and legislation has been taken into account in the development of this policy :

- Management of Health and Safety at Work Regulations 1999
- Data Protection Act 1998
- Disclosure and Barring Service (DBS)
- Equality Act 2010
- NHS Department of Health 'Work Experience in the NHS: A Toolkit for teachers and work placement organisers'
- Health and Safety Executive - <http://www.hse.gov.uk/youngpeople/faqs.htm#q8>
- NHS Careers

17. Appendix 1 : Personal Risk Assessment

Work Location:	
Placement Being Assessed:	
Assessor:	Date:

HAZARD	DESCRIPTION	RISK OF INJURY OR EXPOSURE	ACTION / COMMENTS
Psychological capacity	<p>Are there critical tasks, which rely on skill, experience and an understanding of the task requirements?</p> <p>Young persons should receive training and effective supervision, particularly where they might be potentially exposed to:</p> <ul style="list-style-type: none"> • to violent or aggressive behaviour; • dangerous equipment. 		
Physical capacity	<p>Injuries can occur in jobs that require repetitive or forceful movements, particularly when combined with awkward posture or insufficient recovery time.</p> <p>Consideration should be given to:</p> <ul style="list-style-type: none"> • physique and general health, age and experience of the young person in your risk assessment; • training and supervision required 		
Moving &	Manual handling includes		

HAZARD	DESCRIPTION	RISK OF INJURY OR EXPOSURE	ACTION / COMMENTS
Handling	not only lifting but pulling, pushing and twisting. Consider both the handling of inanimate objects and people. Can the handling task be avoided?		
Display Screen Equipment	Correct posture is very important to prevent undue strain being placed on the neck, shoulders, back, arms and wrists. Ensure that a VDU workstation assessment is carried out.		
Noise	Exposure to prolonged loud noise may lead to increased blood pressure and tiredness. If you are 2 metres from a person and need to shout to be heard the noise is too loud.		
Hazardous substances e.g. cleaning fluids, pesticides, etc.	All chemicals used in the workplace should have a COSHH assessment. These should give an indication of any potential hazards and precautions that should be taken.		
Biological Agents e.g. Hepatitis B, HIV, herpes, TB, syphilis, chickenpox, typhoid and rubella.	Consider: - the nature of the biological agent - how the infection is spread - how likely contact is - what control measures there are, e.g. physical containment, hygiene measures, use of vaccines		
Lone working	Working alone Working outside normal office hours Meet clients/patients in isolated locations Working in an area where a security risk assessment is in force		

HAZARD	DESCRIPTION	RISK OF INJURY OR EXPOSURE	ACTION / COMMENTS

18. Appendix 2 : Work Experience Placement Agreement

DATE

Name and Address of the Individual

Dear <Name>

I am writing to welcome you to NHS Vale of York Clinical Commissioning Group and I hope you will enjoy your time spent with us. Whilst on your placement you will report to <enter supervisor's name>.

You are requested and required to conform to the regulations and conditions outlined to you by <enter supervisor's name>. You must follow the instructions of any member of staff designated by that department. You are required to conform to and observe all safety, security and other regulations outlined by NHS Vale of York Clinical Commissioning Group.

Your attendance on this work placement is sponsored by (name of sponsoring organisation), and you are required to ensure that they sign a copy of this agreement. I would like to draw your attention to the following conditions that will apply to your work experience placement. Please sign both copies of this letter and return one to the manager supervising your placement, the other should be retained by you for your own reference.

Confidentiality

Any matters of a confidential nature, in particular information relating to the diagnosis and treatment of patients, clients, individual staff records and details of contract prices and terms, must under no circumstances, be passed on to any unauthorised person or persons. You must be aware that, regardless of any action taken by NHS Vale of York Clinical Commissioning Group, a breach of the Data Protection Act 1998 could result in criminal or civil action for damages against you. This applies before, during and after the period of work experience.

Loss / Damage of Personal Effects

Please be aware that should you incur loss or damage to any personal property during the period of your work experience by burglary, fire, theft or otherwise, NHS Vale of York Clinical Commissioning Group can accept no liability. It is advised that personal property is kept in a secure place during working hours and any valuables kept to a minimum.

No Smoking Policy

NHS Vale of York Clinical Commissioning Group is based within West Offices, York and operates a no smoking policy for all staff and visitors.

Health and Safety at Work Act

You are reminded that in accordance with the Health and Safety at Work Act 1974, you have a duty to take reasonable care to avoid injury to yourself and to others by your work activities, and that you are to co-operate with NHS Vale of York Clinical Commissioning Group and others in meeting statutory requirements.

NHS Vale of York Clinical Commissioning Group meets its obligation to provide Employer's or Public Liability insurance.

Removal of NHS Vale of York Clinical Commissioning Group property

Materials or goods which are the property of the trust are not to be removed from NHS Vale of York Clinical Commissioning Group premises unless it is the normal course of duty and the necessary authorisation has been obtained from your supervisor.

Acceptance of Gifts

You must not accept any gifts or money from patients or service users. If you are offered anything at all during your placement speak to your supervisor.

Conduct

Any concerns about your conduct during your placement with NHS Vale of York Clinical Commissioning Group may result in the immediate termination of your placement.

Payment

You acknowledge that this work placement will be unpaid and the CCG are not expected to incur any expenses during the course of the placement.

Declaration

If you accept this work experience placement on the conditions outlined above I would be grateful if you would sign the attached form of acceptance and return a copy to <managers name>.

Yours sincerely

<Manager's Name>

<Job Title>

19. Appendix 3 : Acceptance of Placement

I confirm that I have read and understood the conditions outlined in the above letter and agree that I will observe the conditions as set out.

Signed:

Print Name:

Date:

Parent / Guardian as applicable (required for all under 18 students)

I confirm that I have read and understood the conditions outlined in this letter and have discussed and ensured the above individual understands the conditions and risk assessment information. I confirm that I am happy to agree for the placement to proceed.

Signed:

Print Name:

Date:

Relationship to student

(Parent/Guardian)

Sponsorship

I confirm that I have read and understood the conditions outlined in this letter and have discussed and ensured the above individual understands the conditions and risk assessment information.

Name of sponsor organisation:

Signed:

Sponsorship manager (print name):

Date:

Please return one signed copy of this letter to <Manager's name>.

20. Appendix 4 : Certificate of Attendance

CERTIFICATE OF ATTENDANCE

This certificate acknowledges that
<Name>
undertook a work experience placement
at NHS Vale of York Clinical Commissioning Group

Signed:

Name:

Date:

(Name) Manager
NHS Vale of York Clinical Commissioning Group

21. Appendix 5 : Equality Impact Analysis

1.	Title of policy/ programme/ service being analysed
	Work Experience Policy
2.	Please state the aims and objectives of this work.
	<p>The purpose of this policy is to ensure that the procedure to be followed is clear and transparent to all employees and the roles and responsibilities of all parties are clearly understood.</p> <p>The CCG will endeavour to work with the local community to support local employment services, schools, colleges, adult training organisations and other individuals requiring work experience in order to help to address the issues of inequality of opportunity and access to healthcare related professions</p>
3.	Who is likely to be affected? (e.g., staff, patients, service users)
	Staff Public
4.	What sources of equality information have you used to inform your piece of work?
	Employee data and National statistics
5.	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
	The analysis of equalities is embedded within the CCG's Committee Terms of Reference and project management framework.
6.	Who have you involved in the development of this piece of work?
	Consultation has taken place locally with staff and senior management team.

<p>7. What evidence do you have of any potential adverse or positive impact on groups with protected characteristics?</p> <p>Do you have any gaps in information?</p> <p>Include any supporting evidence e.g. research, data or feedback from engagement activities</p>	
<p>Disability People who are learning disabled, physically disabled, people with mental illness, sensory loss and long term chronic conditions such as diabetes, HIV)</p>	Consider building access, communication requirements, making reasonable adjustments for individuals etc.
<p>Opportunities for local community to access healthcare related professions when reasonable adjustments can be made – positive impact</p> <p>Cost implications of reasonable adjustments for short placement opportunities might be a consideration – negative impact</p>	
<p>Sex Men and Women</p>	Consider gender preference in key worker, single sex accommodation etc.
Considered – no impact.	
<p>Race or nationality People of different ethnic backgrounds, including Roma Gypsies and Travellers</p>	Consider cultural traditions, food requirements, communication styles, language needs etc.
Considered – no impact.	

Age This applies to all age groups. This can include safeguarding, consent and child welfare	Consider access to services or employment based on need/merit not age, effective communication strategies etc.
Opportunities for people of all ages in local community including children and young people to access work experience situations in healthcare related professions.	
Trans People who have undergone gender reassignment (sex change) and those who identify as trans	Consider privacy of data, harassment, access to unisex toilets & bathing areas etc.
Considered – no impact.	
Sexual orientation This will include lesbian, gay and bisexual people as well as heterosexual people.	Consider whether the service acknowledges same sex partners as next of kin, harassment, inclusive language etc.
Considered – no impact.	
Religion or belief Includes religions, beliefs or no religion or belief	Consider holiday scheduling, appointment timing, dietary considerations, prayer space etc.
Considered – no impact.	
Marriage and Civil Partnership Refers to legally recognised partnerships (employment policies only)	Consider whether civil partners are included in benefit and leave policies etc.

Considered – no impact.	
Pregnancy and maternity Refers to the pregnancy period and the first year after birth	Consider impact on working arrangements, part-time working, infant caring responsibilities etc.
Considered – no impact.	
Carers This relates to general caring responsibilities for someone of any age.	Consider impact on part-time working, shift-patterns, options for flexi working etc.
Considered – no impact.	
Other disadvantaged groups 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.	Consider ease of access, location of service, historic take-up of service etc.
Considered – no impact.	

8. Action planning for improvement

Please outline what mitigating actions have been considered to eliminate any adverse impact?

Please state if there are any opportunities to advance equality of opportunity and/ foster good relationships between different groups of people?

This policy promotes equality and diversity since it will improve opportunities for local people and help to address the issues of inequality of opportunity and access to healthcare related professions.

Approved By

Job Title:	Name:	Date:

22. Appendix 6 : 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	Work Experience Policy			
What is the main purpose of the document	<p>The purpose of this policy is to ensure that the procedure to be followed is clear and transparent to all employees and the roles and responsibilities of all parties are clearly understood.</p> <p>The CCG will endeavour to work with the local community to support local employment services, schools, colleges, adult training organisations and other individuals requiring work experience in order to help to address the issues of inequality of opportunity and access to healthcare related professions</p>			
Date completed	August 2015			
Completed by	Val Burgess HR Manager			
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	Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery? Will it stimulate innovation among providers of services related to the delivery of the	n/a		

	<p>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>			
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>	1 1 0 1	<p>Whilst not directly providing employment opportunities, by supporting local employment services, schools, colleges, adult training organisations and other individuals requiring work experience the CCG will improve opportunities for local people. This will help to address the issues of inequality of opportunity and access to healthcare related professions</p>	
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	Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer	n/a		

	<p>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>			
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)?	n/a		
Models of Care	<p>Will it minimise 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it 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		