



## FLEXIBLE WORKING POLICY

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**‘During the COVID19 crisis, please read the policies in conjunction with any updates provided by National Guidance, which we are actively seeking to incorporate into policies through the Clinical Ethics Advisory Group and where necessary other relevant Oversight Groups’**

**DOCUMENT HISTORY**

(Procedural document version numbering convention will follow the following format. Whole numbers for approved versions, e.g. 1.0, 2.0, 3.0 etc. With decimals being used to represent the current working draft version, e.g. 1.1, 1.2, 1.3, 1.4 etc. For example, when writing a procedural document for the first time – the initial draft will be version 0.1)

<b>Date of Issue</b>	<b>Version No.</b>	<b>Date Approved</b>	<b>Director Responsible for Change</b>	<b>Nature of Change</b>	<b>Ratification / Approval</b>
	1.1	12 August 2013	Executive Director of Nursing and Workforce	Refresh of policy – no change	
27 August 2013			Executive Director of Nursing and Workforce	Opened for consultation at	Partnership Forum & JLNC
24 Sept 2013			Executive Director of Nursing and Workforce	closed – no comments or changes	Consultation
24 Sept 13			Executive Director of Nursing and Workforce	Agreed at	Policy Review Group
14 Oct 13	2.0	14 Oct 13	Executive Director of Nursing and Workforce	Approved at	TEC
03 Oct 17	2.1		Executive Director of Human Resources and Organisational Development	Refresh of policy - no material change	Opened for consultation at Partnership Forum & JLNC
4 Dec 2018	2.1		Executive Director of Human Resources and Organisational Development	Endorsed at	Partnership Forum & JLNC
12 Feb 2019	3.0	12 Feb 19	Executive Director of Human Resources and Organisational Development	Approved at	Policy Management Sub-Committee
29 Jan 21	3.0	12 Feb 19	Director of People and Organisational Development	12 month blanket policy extension due to covid 19 applied with author review date set 6 months prior to Valid to Date.	Quality & Performance Committee
7 May 2021	3.0	12 Feb 19	Director of People and Organisational Development	Extended policy uploaded and linked back with new cover sheet	Corporate Governance

NB This policy relates to the Isle of Wight NHS Trust hereafter referred to as the Trust

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## 1 Executive Summary

The Trust is committed to the principle of work life balance and flexible working. The Trust recognises that there is potential for mutual benefits to the Trust and its employees if flexible working arrangements can be implemented.

It is accepted that individuals work best when they can balance their work responsibilities with the rest of their lives. As a result, every reasonable effort will be made to try to accommodate flexible working arrangements whilst continuing to provide a high quality service to patients.

## 2 Introduction

Employees are contracted to work for the Trust to meet the needs of our patients, either directly or indirectly. The Trust recognises that a motivated and happy workforce will provide the best service possible to our patients. The Trust will, therefore, try to accommodate individual requests for flexible working arrangements. However, requests will be permitted at the discretion of line managers and will always be governed by the needs of the service to ensure that our patients receive optimum care.

The Trust is committed to its staff and understands the need for staff to be able to balance their working lives with other commitments outside work. This policy has been written to give examples of various flexible working patterns that individuals may wish to consider at some time during their working lives.

## 3 Definitions

**Full Time Working:** is 37.5 hours per week for Agenda For Change terms and conditions and 40 hours per week for Medical terms and conditions.

**Part Time Working:** Contracted to work less than the full-time hours for the post on a permanent basis.

**Temporarily Reduced Working Hours:** An arrangement which enables employees to work reduced hours for a specified period of time to deal with "special circumstances".

**Job share:** Two (or more) people undertaking one role on a shared basis.

**Flexi Time:** A flexi-time working scheme identifies certain hours, core time, in the working day during which attendance is mandatory and offers flexibility outside those hours for staff to work their contracted hours in a pattern which suits them.

**Staggered working hours:** Allows normal working hours to be varied to suit an individual's needs, whilst working the full time contracted hours for the post over the week.

**Compressed working hours:** Allows employees to work their total number of agreed hours over a shorter number of working days

**Annualised hours:** A contract in which the hours of work are spread unevenly throughout the year, with fewer hours worked at certain times, e.g. during the school holiday periods.

**Term time only:** Allows employees to remain on a permanent contract, either full or part-time, but have leave of absence during the school holidays.

**Occasional / Temporary Home Working:** Is where an employee meets their contractual obligation working from home on an occasional or temporary basis.

## 4 Scope

All employees can ask the Trust for flexible work arrangements.

To apply you must:

- Be an employee, but not an agency worker.
- Have worked for the Trust or NHS for 26 weeks' continuously before applying.
- Not have made another application to work flexibly under the right during the past 12 months.

Under the law the Trust must seriously consider any application an employee makes, and only reject it if there are good business reasons for doing so. An employee has the right to ask for flexible working - not the right to have it.

## 5 Purpose

5.1 Managers and individual members of staff should bear in mind the following underlying principles when considering a request for a non-standard or more flexible working arrangement.

- The Trust wishes to be as accommodating as practicable in responding to all such requests.
- Service delivery and quality standards, including health and safety and legislative requirements, must not be compromised.
- The appropriate manager should consult colleagues and staff who may be affected by the requested change before a decision is confirmed. A flexible work arrangement for one should not be to the detriment or inconvenience of other colleagues.
- Flexible working arrangements must be reciprocal and beneficial to both the individual and the Trust.
- Contractual changes to terms and conditions of service can only be agreed following careful consideration of the implications and proper understanding of the individual's circumstances.

- Pay and benefits need to be adjusted on a pro-rata basis to changes in the hours worked, and the effects of the proposed change fully explained and agreed with the individual.
- A change in working arrangements should not result in the Trust incurring additional costs.
- Employees are valued for the contribution they make and not according to their working patterns. There will be no discrimination against any member of staff who takes up the opportunities provided by this policy either by barring access to promotion or personal and professional development.
- The operation of the Flexible Working Policy will be monitored to ensure that it is being applied in both the interests of staff and the service.

## 6 Roles and Responsibilities – Procedure for Implementation

### 6.1 Guidance for Staff

1. Consider the practical implications of your request and how your department or section will cope with any changes in your working pattern.
2. Put your request in writing to your immediate line manager, with as much detail about your requirement as possible. Keep a copy of your request.
3. **A discussion should take place with your manager as soon as practicably possible, as flexible working requests should be concluded within three months of receiving the request.**
4. The flexible working discussion will provide you with the opportunity to explore the desired work pattern in depth, and to discuss how best it might be accommodated. It may be possible to meet your request in part but not wholly. Think of how flexible you can be as there may be alternative ways to meet your needs. You may, if you wish, bring a companion to the meeting.
5. Your manager may need more than one discussion with you depending upon the nature of your request.
6. Following your discussion, your manager will write to you to either agree to a new work pattern and a start date, confirm a compromise as discussed at the meeting or to provide clear business grounds as to why the application cannot be accepted and the reasons why the grounds apply in the circumstances.
7. You may appeal and take your request to the next level of management if:
  - a. There is new information that was not available at the time the original decision was made.
  - b. Or if you believe that your application was not handed reasonably in line with policy.

8. You should arrange a meeting on receiving the formal response from your manager. You may be accompanied by a colleague or union representative to this meeting.

Remember that your manager must consider the needs of the service and the department as a whole and may not be able to accommodate your request.

## **6.2 Guidance for Managers**

1. Discuss the initial request and remind your staff member to put their request in writing, with as much detail as possible, if they wish to proceed.
2. You should arrange to meet with your employee as soon as possible. As flexible working requests should be concluded within three months of receiving the request. You must ensure that you deal with requests promptly to allow sufficient time for the request to be considered and afford the employee the right to appeal should they so wish. The appeal process must be dealt with, within this three month timeframe
3. If the original request cannot be accommodated, you should consider if there are other alternative working patterns that might be appropriate.
4. Consult with relevant colleagues, including other team members who may be affected, your own manager and seek advice from the HR Officers Team, if appropriate, on the implications of the proposed request.
5. Consider how best to accommodate the request without impairing service standards. In particular:
  - a. What records will need to be maintained to accommodate the new arrangement?
  - b. What problems, if any, will there be in administering any adjustments to pay and benefits through Payroll.
  - c. Will there be any adverse effect on other colleagues.
6. Each request must be judged on its merit and prevailing circumstances. Bear in mind the need to be responsive to individual requirements, whilst taking into account the overall needs of the team and the service.
7. Consult a HR Officer where there is a proposed change to the terms of the existing contract, or to pay and benefits.
8. Following the meeting you should write to your staff member to either agree to a new work pattern and a start date; confirm a compromise as discussed at the meeting or to provide clear business grounds as to why the application cannot be accepted and the reasons why the grounds apply in the circumstances
9. You should remind your staff member of their right of appeal against your decision within a reasonable timescale of receipt of the written refusal to the next line of management.

10. If you agree to the proposed change, ensure that changes are properly documented with a copy of any agreement placed on the individual's personal file. Complete the necessary Change Form, attach any relevant agreements, and send to a HR Officer for processing.
11. Requests may be declined where they cannot reasonably be met. However, it is not within the spirit of the Improving Working Lives ethos and this Flexible Working Policy, if your only concern is that whilst you could accommodate one request, you might not necessarily accommodate others of a similar nature in the future. Each case must be considered according to the existing circumstances.
12. Please notify a HR Officer about any requests received under the Flexible Working Policy scheme and the outcome, so that this information can be monitored.

## **7 Policy detail/Course of Action**

### **7.1 Application**

7.1 Employees wishing to apply for flexible working should complete the application form at Appendix A. The Form should be forwarded to the relevant Senior Manager and HR advisor.

If approved, managers will complete the acceptance form at Appendix B. If not approved, rejection form at Appendix C will be completed. This also gives details of appeal process.

### **7.2 Rejection of a Flexible Working Request**

A request for flexible working may be rejected for the following business reasons:

- burden of additional costs
- detrimental effect on ability to meet customer demand
- inability to re-organise work among existing staff
- inability to recruit additional staff
- detrimental impact on quality
- detrimental impact on performance
- insufficiency of work during the periods the employee proposes to work
- planned structural changes

### **7.3 Part Time Working**

#### **Points to be considered**



Before an agreement for part time working with an employee can be finalised, the following points need to be considered and agreed:

- How many hours a week are required for the post?
- If agreed how will the remainder of the hours / work be covered?
- How should the hours be worked? (each day and week)
- What happens if additional hours are required? Is payment made or is time off in lieu given?
- Does the agreement require flexibility in terms of hours or days worked?
- Are there any special overlaps required between the part-time post holder and others?
- Does the post holder have line management responsibilities or a requirement to maintain contacts external to the organisation? If so, how will these responsibilities be discharged?
- How would reduced hours fit with peaks and troughs of work and the availability of cover if necessary?
- Would other arrangements, such as job sharing be more appropriate?
- Annual Leave should be given in hours rather than days.

#### **7.4 Temporarily Reduced Working Hours**

Temporarily reduced working hours would offer an employee to be able to reduce his or her working hours for up to a period of one year. Salary would be reduced pro-rata to the whole time salary.

An employee could thus reduce their hours by a daily amount of time or by a weekly amount, i.e. could work short days or a short week.

##### Points to be considered

- Could service needs be covered without unreasonable additional cost?
- What is the impact on the rest of the team?
- Arrangements must be agreed in writing between employee and manager before changes to working hours were implemented.
- Flexibility should be shown in the event of a crisis over which the employee has little or no control.

## 7.5 Job Share

A job share is a particular form of part-time working in which the individuals agree to work together to cover a full-time post in a seamless manner. It is useful in opening up posts for part-time employment where this would otherwise be impractical, such as where a post is unique or at a senior level. This arrangement has the constraint that if one party of the job share leaves the employment of the other party is affected.

There are two kinds of Job Share:

Shared responsibility – where two employees share the responsibilities and task of the full-time job. The partners are interchangeable, with either partner able to pick up where the other left off. This is best suited to ongoing work and is less suitable for project work.

Divided responsibility – where two employees divide the task and responsibilities of one full-time person. This arrangement is useful where jobs require separate and distinct inputs or sets of skills.

### Points to be considered

The following points should be considered to establish whether a role is suitable for job share consideration:

- Can the duties and responsibilities be clearly defined and measured for each person?
- Accountabilities for each “job-sharer” will need to be clearly defined.
- If there is a requirement to attend certain meetings, events, courses, etc. how will continuity be achieved?
- Is there an accommodation problem if partners overlap during the week?
- Is there an undertaking to cover during annual leave?
- What happens if one partner leaves the shared role:
  - seek a replacement
  - if unable to find a replacement the role should be offered on full-time or increased hours to the remaining “job sharer(s)”
  - if this is not acceptable to remaining “job sharer(s)” then replace with full-time employee.

## 7.6 Flexi-time / Staggered Working Hours

A flexi-time working scheme identifies certain hours, core time, in the working day during which attendance is mandatory and offers flexibility outside those hours for staff to work their contracted hours in a pattern which suits them. This means staff

can vary their starting and finishing times each day at work and sometimes also their break times during the day. It can apply to both full-time and part-time workers.

Staggered working hours allow normal working hours to be varied to suit an individual's needs, whilst working the full time contracted hours for the post over the week. For example, working from 10 am to 6 pm rather than from 9 am to 5 pm. Working hours may be staggered on a permanent or temporary basis, throughout the week or just on one or two days of the week. Staggered Working Hours is not part-time working, and the full-time contracted hours for the post must be worked over the week.

#### Points to be considered

- Agreement with the line manager must be sought in advance and actual timings need to be defined to ensure that service needs are met in full.
- Allows for greater coverage of the working day by the department, and provides flexibility for the individual.
- Minimum break times must be taken during the working day according to Trust policy.
- Staggered Hours cannot apply to staff who are rostered, but only to those who work a 'standard' week, and who are not required to handover to an oncoming shift.
- Are there any particular Health & Safety or security issues which need to be considered when working outside of the 'normal hours'?

### **7.7 Compressed Hours**

Compressed working hours allows people to work their total number of agreed hours over a shorter number of working days. For example, you may work full-time hours but over a period of four days a week instead of the usual five – or nine days in a fortnight.

#### Points to be considered:

- Minimum break times must be taken during the working day according to Trust policy.
- Does the post holder have line management responsibilities or a requirement to maintain contacts external to the organisation? If so, how will these responsibilities be discharged?
- Are there any particular Health & Safety or security issues which need to be considered when working outside of the "normal hours"

### **7.8 Annual Hours**

### Points to be considered

Before an agreement with an employee can be finalised, the following points need to be considered and agreed:

- Does the role show a peak and trough pattern which would lend itself to annual hours working without an adverse effect on service needs?
- Can the service accommodate or adapt to lengthy periods of absence, e.g. during school holidays? What maximum period of absence could the service or department tolerate?
- How would the working pattern be arranged, e.g. number of hours per week/month, days to be worked, etc.
- Will I need to recruit another person to cover the job during the remainder of the year? If so, could cover be provided by temporary or trainee staff?
- Will I incur any additional costs by covering absent periods with premium paid staff?

### **7.9 Term Time Only**

In relation to term time only contracts - school holidays total about 13 weeks in a year and are much longer than the normal annual leave allowances. Having taken the full annual leave entitlement during school holidays, there remains a potential for extra weeks unpaid leave to cover all the remaining school holidays.

### Points to be considered

- Term Time Only contracts are suitable when there is a nil demand for the services provided during school holidays, e.g. school nurses.
- In cases where there remains a requirement for the service during school holidays, agreement must be reached in each case on how much unpaid leave is required. This will vary according to how much paid annual leave is available, how long the school holidays are and whether alternative arrangements can be made to cover during this time.
- Could service needs be covered without unreasonable additional cost?
- What is the impact on the rest of the team?

### **7.8 Working From Home**

Home Working is a practical consideration where an individual's work is self-regulated and is discrete to the extent that it can be undertaken outside the office.

### Contracted Home Working

Refer to Home based Working Policy

### Points to be considered

Before an agreement with the employee can be finalised the following points need to be considered and agreed upon:

- Occasional / Temporary Home Working may be considered where a specific job can be undertaken at home and where there is clarity around what will be accomplished.
- Additional costs must not be incurred by the Trust as a consequence of Occasional/Temporary Home Working arrangements.
- Employees are responsible for ensuring confidentiality whilst working from home. Trust property, including correspondence files, should be kept secure at all times. Patient confidential data should not be taken outside the hospital.
- Employees are to ensure that Trust policies on patient identification and information governance are adhered to.

## **8 Consultation**

Consultation will be launched at the Staff Partnership Forum and published on the Trusts Draft Policy Site. Awareness of the consultation will be made via E-bulletin for staff and via email to CBU/Directorate Management Teams.

## **9 Training**

This Flexible Working Policy does not have a mandatory training requirement but the following non mandatory training is recommended:-

- New Managers – High Performing Leaders and Managers course
- Building Block Skill Session – supporting your team to balance work/life and wellbeing

**Advice coaching and guidance will be provided as required to management from Human Resources for flexible working requests.**

## **10 Monitoring Compliance and Effectiveness**

The overall responsibility for the monitoring of effectiveness of this policy lies with the Executive Director of Human Resources and Organisational Development. Responsibility for monitoring and effectiveness at CBU/Corporate Directorate level sits with the Management Teams within the relevant CBU/Corporate Directorate.

The policy's effectiveness is monitored by:

- Monthly reporting of Employee Relation issues to CBU/Corporate Directorates
- HR officers providing consistent risk based advice in line with the policy to employees and managers
- Maintaining accurate records in HR through Case Management System

## **11 Links to other Organisational Documents**

- Adoption Leave Policy
- Maternity Leave Policy and Procedure
- Special Leave Policy
- Grievance Policy and Procedure
- Attendance Management Policy
- Paternity and Parental Leave
- Shared Parental Leave Policy

Further information can be obtained from <https://www.gov.uk/flexible-working>.

<http://www.acas.org.uk/media/pdf/f/e/Code-of-Practice-on-handling-in-a-reasonable-manner-requests-to-work-flexibly.pdf>

## **12 References**

The Employment Act 2002  
Employment Act 2008  
Part Time Workers 2000  
Employment Equality (Sexual Orientation) Regulations 2003  
Employment Equality (Age) Regulations 2006  
Employment Equality (Religion or Belief) Regulations 2003  
Agenda for Change Terms and Conditions of Service Handbook  
Children and Families Act 2014  
The Flexible Working Regulations 2014  
The right to request flexible working: an ACAS guide

## **13 Appendices**

## Application for Flexible Working

Once this form is completed, it is to be submitted to your manager within a reasonable timescale in advance of the date you wish your flexible working to take effect. Once received, your manager will convene a meeting with you as soon as practicably possible.

Name:	Payroll Number:
Job Title:	Ward/ Department:
Manager:	Date employment commenced with the NHS/ at the Trust:

### Current Working Pattern:

Please describe your current working pattern and contract including details of hours, days, shifts you work:

### Desired Working Pattern:

Please describe the working pattern you would like to work, outlining clearly the number of hours and specific days/shifts/dates involved:

### Declaration

I confirm that I have not made a previous application requesting flexible working arrangement in the past 12 months and I have been with the Trust/NHS continuously for a minimum of 26 weeks.

Signed:

Date:

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**Manager's Confirmation of Receipt**

Dear.....(Employee Name)

I confirm that I have received your request to change your work pattern.

I shall be arranging a meeting to discuss your request as soon as practicably possible. If you wish to, you may be accompanied by a staff colleague or staff-side representative at this meeting.

Signed:

Name:

Job Title:

Date:

**Copy to be sent to the HR Officers**



**Flexible Working Application Acceptance Form**

Dear.....(Employee Name)

Following receipt of your application and our meeting, I have considered your request for a new flexible working pattern.

I am pleased to confirm that I am able to accommodate your application.

Your new permanent/temporary working pattern will be as follows:

Your weekly contracted hours will be .....

Your new working arrangements will begin from (Date) .....

**Note to Employee**

If you have any questions to the information provided in this form, please contact me to discuss them as soon as possible.

Signed:

Name:

Job Title:

Date:

**Copy to be sent to the HR Officers**

**Flexible Working Application Rejection Form**

Dear.....(Employee Name)

Following receipt of your application and our meeting, I have considered your request for a new flexible working pattern.

I am sorry but I am unable to accommodate your request for the following business reason(s):

The reasons apply in the circumstances because:

**Note to Employee**

If you are unhappy with the decision you may appeal against it.

Signed:

Name:

Job Title:

Date:

**Copy to be sent to the HR Officers**

## Financial and Resourcing Impact Assessment on Policy Implementation

*NB this form must be completed where the introduction of this policy will have either a positive or negative impact on resources. Therefore this form should not be completed where the resources are already deployed and the introduction of this policy will have no further resourcing impact.*

<b>Document title</b>	<b>Flexible Working Policy</b>
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<b>Totals</b>	<b>WTE</b>	<b>Recurring £</b>	<b>Non Recurring £</b>
Manpower Costs	0	0	0
Training Staff	0	0	0
Equipment & Provision of resources	0	0	0

### Summary of Impact:

No impact – Policy is already in place, this is a review of existing policy framework

### Risk Management Issues:

Failure to comply with the policy may result in grievances and claims at Employment Tribunal.

### Benefits / Savings to the organisation:

### Equality Impact Assessment

- Has this been appropriately carried out? **YES/NO**
- Are there any reported equality issues? **YES/NO**

If “YES” please specify:

Please include all associated costs where an impact on implementing this policy has been considered. A checklist is included for guidance but is not comprehensive so please ensure you have thought through the impact on staffing, training and equipment carefully and that ALL aspects are covered.

<b>Manpower</b>	<b>WTE</b>	<b>Recurring £</b>	<b>Non-Recurring £</b>
Operational running costs	0	0	0
<b>Totals:</b>	0	0	0

<b>Staff Training Impact</b>	<b>Recurring £</b>	<b>Non-Recurring £</b>
<b>Totals:</b>	0	0

<b>Equipment and Provision of Resources</b>	<b>Recurring £ *</b>	<b>Non-Recurring £ *</b>
Accommodation / facilities needed	0	0
Building alterations (extensions/new)	0	0
IT Hardware / software / licences	0	0
Medical equipment	0	0
Stationery / publicity	0	0
Travel costs	0	0
Utilities e.g. telephones	0	0
Process change	0	0
Rolling replacement of equipment	0	0
Equipment maintenance	0	0
Marketing – booklets/posters/handouts, etc	0	0
<b>Totals:</b>	0	0

- Capital implications £5,000 with life expectancy of more than one year.

Funding /costs checked & agreed by finance:	
Signature & date of financial accountant:	
Funding / costs have been agreed and are in place:	
Signature of appropriate Executive or Associate Director:	



### Equality Impact Assessment (EIA) Screening Tool

Document Title:	Flexible Working Policy
Purpose of document	This policy outlines the process to manage flexible working requests
Target Audience	All employees of the Trust
Person or Committee undertaken the Equality Impact Assessment	HR Manager

1. To be completed and attached to all procedural/policy documents created within individual services.
2. Does the document have, or have the potential to deliver differential outcomes or affect in an adverse way any of the groups listed below?

If no confirm underneath in relevant section the data and/or research which provides evidence e.g. JSNA, Workforce Profile, Quality Improvement Framework, Commissioning Intentions, etc.

If yes please detail underneath in relevant section and provide priority rating and determine if full EIA is required.

		Positive Impact	Negative Impact	Reasons
<b>Gender</b>	Men	X		<i>This policy outlines the process to manage flexible working requests. Adherence to this policy will ensure that all flexible working requests are dealt with consistently and fair in line with the legislation.</i>
	Women	X		<i>As above</i>

<b>Race</b>	Asian or Asian British People	X		<i>As above</i>
	Black or Black British People	X		<i>As above</i>
	Chinese people	X		<i>As above</i>
	People of Mixed Race	X		<i>As above</i>
	White people (including Irish people)	x		<i>As above</i>
	People with Physical Disabilities, Learning Disabilities or Mental Health Issues	X		<i>As above</i>
<b>Sexual Orientation</b>	Transgender	X		<i>As above</i>
	Lesbian, Gay men and bisexual	X		<i>As above</i>
<b>Age</b>	Children	N/A	N/A	N/A
	Older People (60+)	X		<i>As above</i>
	Younger People (17 to 25 yrs)	X		<i>As above</i>
<b>Faith Group</b>				
<b>Pregnancy &amp; Maternity</b>		X		<i>As above</i>
<b>Equal Opportunities and/or improved relations</b>		x		<i>As above</i>

Notes:

Faith groups cover a wide range of groupings, the most common of which are Buddhist, Christian, Hindus, Jews, Muslims and Sikhs. Consider faith categories individually and collectively when considering positive and negative impacts.

The categories used in the race section refer to those used in the 2001 Census. Consideration should be given to the specific communities within the broad categories such as Bangladeshi people and the needs of other communities that do not appear as separate categories in the Census, for example, Polish.

### 3. Level of Impact

If you have indicated that there is a negative impact, is that impact:			
		<b>YES</b>	<b>NO</b>
<b>Legal</b> (it is not discriminatory under anti-discriminatory law)			
<b>Intended</b>			

If the negative impact is possibly discriminatory and not intended and/or of high impact then please complete a thorough assessment after completing the rest of this form.

3.1 Could you minimise or remove any negative impact that is of low significance? Explain how below:	
3.2 Could you improve the strategy, function or policy positive impact? Explain how below:	
3.3 If there is no evidence that this strategy, function or policy promotes equality of opportunity or improves relations – could it be adapted so it does? How? If not why not?	
Scheduled for Full Impact Assessment	Date:
Name of persons/group completing the full assessment.	
Date Initial Screening completed	