



RECRUITMENT & SELECTION 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)

Date of Issue	Version No.	Date Approved	Director Responsible for Change	Nature of Change	Ratification / Approval
October 2013	1.1		Executive Director of Nursing and Workforce	Refresh of policy – no change to content	
March 2014	1.2		Executive Director of Nursing and Workforce	Refresh of policy – no change to content Consultation with	SPF and JLNC
18 March 2014	2.0	18 March 2014	Executive Director of Nursing and Workforce	Updated policy Approved subject to amendments at	Policy Management Group
October 2014	3.0		Executive Director of Nursing and Workforce	Introduction of probationary periods 28.10.14, 23.04.15 and 28.04.15	Partnership Forum (includes LNC members) Trust Executive Committee
19 May 2015	4.0	19 May 2015	Executive Director of Nursing and Workforce	Amendments approved at	Policy Management Group
27 November 2017	4.1		Executive Director of HR and OD	Amendments to include Fit and Proper Person Test, Commitment to Step into Health Programme for Armed Forces Personnel, Portability of pre-employment clearances, Recruitment of ex-offenders	Partnership Forum and JLNC December 2017
14 Aug 2018	5.0	14 August 2018	Director of HR & OD	Approved at	Policy Management Sub-Committee
29 Jan 2021	5.0	14 August 2018	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
20 th May 2021	5.0	14 August 2018	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

Our Trust recognises that its strategic objectives are driven by the staff it employs and therefore seeks to ensure that it uses the most efficient and effective mechanisms to recruit and select high quality, high calibre candidates who support us in achieving our vision of 'Quality care for everyone, every time'.

Our Trust recognises that effective recruitment and selection practices are fundamental to its future success. It also acknowledges that good selection can lead to a low turnover of staff, low rates of absenteeism, high morale and a high standard of patient care.

All appointments must be made in accordance with this policy and would therefore, be subject to approval, advertisement, short listing, interview and employment checks as below. Any exceptions to the policy must be agreed with Human Resources in advance.

The Trust will always ensure all employees, temporary or permanent have been fully vetted and that all the necessary mandatory NHS Employment Checks are completed prior to commencing work at the Trust.

2 Introduction

Our Trust represents a major employer on the Isle of Wight and therefore strives to ensure its recruitment and selection strategies project and maintain an image of a local employer of choice. Our Trust endeavours to remain competitive within local labour markets and maintain its ability to attract candidates from locations other than the Isle of Wight.

Our Trust ensures recruitment and selection procedures are in line with good HR practice and ensures adherence to a robust legal framework.

The objectives of this policy are:

- To recruit and retain skilled people to enable the Trust to achieve its objectives.
- To ensure recruitment and selection is linked to overall Human Resource planning and is conducted within staffing budget constraints.
- To ensure good employment practice through the provision of clear policy statement and robust guidance for those involved in recruitment.
- To enhance the flexibility and contribution of people at work.
- To ensure that there is equality of opportunity and treatment for existing and prospective staff.
- To encourage career and succession planning, to make the best use of individual potential and encourage staff development in order to retain experienced and skilled members of staff.
- To ensure that the framework for recruitment and selection is both effective and efficient by;

- Ensuring a positive candidate Producing enough suitable candidates and accurately distinguishing between the suitable and the unsuitable, and
- Using value for money recruitment sources and methods.
- Ensuring a positive experience by dealing fairly, honestly, courteously and promptly with all applicants (internal and external) to the Trust.

The policy therefore outlines the aims, purpose and scope of recruitment and selection and should be used in conjunction with the Toolkits published on the intranet <http://intranet.iow.nhs.uk/Home/Corporate/Human-Resources/Recruitment> which provides clear guidance to line managers.

3 Definitions

VSM – Very Senior Managers

<http://www.nhsemployers.org/your-workforce/pay-and-reward/very-senior-managers>

4 Scope

This policy applies to all employees of the Isle of Wight NHS Trust. The scope of the policy is to provide statement on the Trust's commitment with regards to:

- Effective Human Resources Planning and Control
- Value for money recruitment mechanisms
- Safe, robust, fair, and objective selection
- The importance of Equality of Opportunity and Diversity
- The use of a probationary period for new employees (engaged on Agenda for Change or VSM contracts of employment) to the Isle of Wight NHS Trust

The principles of the policy are applicable to all recruitment and selection in the Trust, including bank workers and volunteers although processes may differ, except a limited number of posts that may be exempt including those medical training appointments managed by national schemes.

5 Purpose

The purpose of this document confirms the Trusts commitment to Equality, Diversity, and inclusion the NHS Employment Checks Standard and to the candidate experience.

6 Roles and Responsibilities

6.1 Line Manager Responsibilities

All managers within the Trust are expected:

- To ensure commitment to the principles of this policy.

- To ensure that they are able to demonstrate safe, robust, cost effective and legal recruitment and selection practice.
- To undertake relevant equality and diversity and recruitment training.
- To ensure that they use the correct recruitment authorisation process as outlined in the Workforce Controls document/line manager toolkits
- To consider both current and future service needs, taking account of skill mix requirements and job design, and ensuring that any recruitment activities are consistent with the workforce plan for the service
- To ensure that job descriptions are up to date and have been job evaluated accordingly
- To ensure that any staff provided by external agencies have had appropriate pre-employment checks carried out.
- To ensure that all candidates (non-medical) understand that all offers of employment are subject to the successful completion of a probationary period.

Training in all recruitment processes is available through the Trust's High Performing Leaders Programme and through programmes run by HR as required. Any managers requiring training or support in any aspect of the recruitment process should contact Human Resources.

Line manager toolkits including request request templates are available on the HR Pages of the Intranet.

6.2 Human Resources Responsibilities

- Responsible for the provision of advice and technical guidance in relation to this policy.
- Responsible for the design and development of robust recruitment and selection procedures and guidance in line with the commitments in this policy.
- Providing effective mechanisms for securing necessary and appropriate employment checks.

This is not an exhaustive list.

6.3 Occupational Health Responsibilities

- Providing effective mechanisms for health screening as part of the recruitment process, where appropriate.
- Providing advice and technical guidance regarding reasonable adjustments for candidates with a disability.

7 Policy detail/Course of Action

7.1 Commitment to Equal Opportunities

Our Equality and Diversity Strategy sets out our Equality Standard which aims to;

- respond positively to legal, regulatory and commissioner requirements for equality, diversity and human rights;
- meet the requirements of Equality Delivery System, Gender Pay reporting and Workplace Race Equality Standards;
- embed an evidence based equality and diversity strategy with clear governance and reporting structures;
- to embed equality and diversity into everything we do.

The Trust is committed to a culture of equality, diversity and inclusion recognising the importance to achieving our vision and embedding our organisational values in everything we do.

It will ensure this commitment is met through this policy, and through subsequent procedures put in place, that no applicant, internal or external, is the victim of direct or indirect discrimination on the basis of:

- Age
- Disability
- Race
- Marriage or civil partnerships
- Pregnancy or maternity
- Religion or belief
- Sex
- Sexual orientation
- Gender reassignment

Where the role in question has a legitimate and justifiable business reason to favour applicants of one profile over another, this will be transparent and robust under legal scrutiny.

Training is provided to Recruiting Managers via e-learning and classroom based modules.

7.1.1 Mindful employer

The Trust committed to the Mindful Employer Charter and we welcome and support applications from people that have personal experience of mental health difficulties.

People who have experienced mental health issues will not be discriminated against and that disclosure of a mental health problem will enable us to assess and provide the right level of support or adjustment.

7.1.2 Disability Confident Scheme

The Trust is positive about employing disabled people and have achieved Level 3: Disability Confident Leader status.

As part of this commitment all candidates who apply via this scheme and meet the *minimum* essential criteria for the role must be short listed and guaranteed an interview. Data to monitor equality and diversity will be collected at short-listing, interview and appointment stages within the recruitment process via NHS Jobs.

7.1.3 Transgender and Gender Identity

The organisation is committed to ensuring that vacancies are open and accessible to trans people. The organisation has a zero tolerance approach to discrimination, victimisation or harassment of staff that are trans or are perceived to be trans.

If a criminal record DBS check is a requirement of the offer of employment, the DBS provides a confidential checking process for transgender applicants who do not wish to reveal details of their previous identity to us. Information is made available to applicants on how to access this service during the recruitment process.

7.1.4 Shortlisting

The Trust also recognises that to attract, develop and retain high calibre staff, the diversity of the workforce must be respected and valued. Selection in all cases will be objective and based on merit and the individual's ability to perform the job at the required standard. Recruiting Managers should objectively assess all applicants against the person specification for the post. Shortlisting reasons should be documented.

At least two managers should always be involved in the short listing process to ensure objectivity, one of whom should have completed recruitment and selection training.

7.1.5 Interview

Interview panels should have a minimum of 2 members including the recruiting manager, one of whom should have completed recruitment and selection training.

The panel chair is responsible for ensuring processes are followed fairly, legally and in line with the Trust's policy.

Interviews panel composition for Medical Consultant Appointments is detailed in section 7.5 of this policy.

7.1.6 Reasonable adjustments for interviews

The NHS Jobs system advises candidates that they should contact the Trust if they require reasonable adjustments to be made for their attendance at the interview/assessment.

7.2 Commitment to Step into Health Programme for Armed Forces Personnel

The Trust has signed the NHS Employers Step into Health Pledge. The Trust recognises the value serving personnel, veterans and military families bring to our workforce. We support the Step into Health campaign, by;

- Advertising apprenticeship opportunities through the Career Transition Partnership (CTP) and their RightJob board.
- Nominating a point of contact within the organisation those members of the Armed Forces community can contact directly.
- Reviewing recruitment practices and removing any barriers to recruiting members of the Armed Forces community.
- Using the Step into Health branding to promote consistent messages about the programme.

7.3 Commitment to Safer Recruitment

The Trust has robust processes in place to help prevent unsuitable people working with children and vulnerable adults.

Thorough checks are carried out on all candidates offered a post with the Trust in line with the requirements of the NHS Employment Check Standards. These checks will consist of;

- Identification checks
- Right to work
- Professional registration and qualifications
- Criminal records checks - Disclosure and Barring (DBS)
- Employment history and references
- Work health assessment

Where workers are supplied to the Trust by employment agencies or through the services of a contractor, assurances will be sought as to the pre-employment checks undertaken by the agency. Only when this Trust is satisfied that appropriate, adequate and robust checks have been undertaken will any worker commence in post.

7.3.1 Portability of pre-employment clearances

In circumstances that a successful applicant is currently employed within the NHS at another NHS Trust, with their consent, the current employer may be contacted by the Recruitment Team to obtain evidence of existing pre-employment clearances.

7.3.2 Recruitment of Ex-Offenders

Although the Trust is exempt from the Rehabilitation of Offenders Act 1974, recruiting managers should not preclude an applicant who has previous convictions unless it is justifiable to do so. Their decision in this respect should take account of the nature of the post, details of the conviction, when the offence took place and the penalty given. Further advice can be sought from the HR/Resourcing Team and from the HR Pages of the Intranet;

<http://intranet.iow.nhs.uk/Home/Corporate/Human-Resources/Recruitment>

7.4 Fit and proper person test

In accordance with Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 5, the Trust will ensure that people who have director level responsibility for the quality and safety of care and for meeting the fundamental standards are fit and proper to carry out this important role.

This requirement will apply to directors which include executive and non-executive, permanent, interim and associate positions, irrespective of their voting rights. In circumstances where a director's deputy acts in the role of the director in their absence, the fit and proper person test will also apply to that post holder.

In addition to the usual requirements of good character, health, qualifications, skills and experience, the regulation extends to individuals who are prevented from holding the office (for example, under a director's disqualification order) and significantly, excluding people who:

"have been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or providing a service elsewhere which, if provided in England, would be a regulated activity".¹

7.5 Medical Consultant appointments

The Trust will ensure that all medical consultant posts are recruited and appointed to in accordance with The National Health Service (Appointment of Consultants) Regulations.

7.6 Executive Director Appointments

The Trust will ensure that Executive Director and Non-Executive Director posts are recruited and appointed to, in accordance with the relevant approvals process as outlined in the NHS Improvement Guidance on senior appointments in NHS trusts.

7.7 The candidate experience

The recruitment process is not just about the Trust identifying suitable employees for the future, it's also about candidates finding out more about the Trust, and considering whether the Trust is one where they would like to work.

The experience of candidates (both successful and unsuccessful) at each stage of the resourcing process will impact on their view of the Trust. This could be both from the perspective of a potential employee and maybe as a future service user.

The Trust is therefore committed to:

- Providing a positive experience for all candidates, whether successful or unsuccessful.
- Providing information on our Trust, the Isle of Wight and other important information to prospective candidates via the NHS Jobs website.

¹ Source: CQC - http://www.cqc.org.uk/sites/default/files/20150327_fppr_provider_guidance.pdf

- Ensuring no job is advertised without an up to date job description and person specification.
- Providing a closing date and an interview date to candidates, where possible.
- Ensuring that all adverts have a key point of contact for enquiries.
- Ensuring all contact (including verbal and all written media) presents our Trust in a positive light and is highly professional in nature.
- Ensuring that unsuccessful candidates are provided with feedback after interview where this is requested.

7.8 Effective human resource planning and establishment control

7.8.1 Human Resource Planning

Human Resource (Workforce) Planning is a key tool to ensure an effective supply of trained, skilled, and suitable staff are available to meet current and future demands and objectives of the Trust. The planning process is conducted in conjunction with strategies for training, development, CPD and lifelong learning.

The Trust plans its workforce demands on an annual basis.

7.8.2 Effective Establishment Control

Vacancies can arise through planned expansions in service (as outlined above) or through turnover caused by staff leaving the Trust.

Expenditure on staff pay represents a significant proportion of the Trust's overall cost in delivering high quality health services. It is therefore of great importance that recruitment is planned and controlled in an effective and efficient manner.

The Trust, through robust vacancy scrutiny procedures, commits to:

- Ensure increases/decreases in staffing levels are financially sound and have a benefit to efficiency or to patient care.
- Ensure that when a vacancy arises a recruiting manager can demonstrate:
 - A tangible need to recruit,
 - They have considered other options (including job redesign /reconfiguring services where appropriate),
 - Financial ability to recruit to and sustain the post.

7.9 Value for money recruitment

Once the role has been identified, evaluated and financial resources have been agreed and committed the recruiting manager must consider the most appropriate methods of recruitment.

Value for money recruitment encompasses the principle of using a variety of media mechanisms to ensure awareness is raised with a suitable number of skilled candidates, within cost effective financial resources.

7.9.1 Recruitment and Retention Premia or incentives

The Trust recognises that there is a national shortage in workforce supply for a number of professions. Recruiting managers may seek authorisation to apply a recruitment and retention premia or incentive where there is evidence to support that the post is a hard to fill role. Further details can be found in the Procedure for the Application of Recruitment and Retention Premium (Agenda for Change) and Welcome Incentives (Doctors and Dentists).

7.10 Probationary Periods

All new staff appointed on Agenda for Change terms and conditions of employment to posts within Isle of Wight NHS Trust will undertake a probationary period of minimum three months' duration. This is to allow both the Trust and the employee time to assess suitability for the role in practice. Information will be made available to prospective candidates during the recruitment and selection process. Line managers are required to follow the procedure outlined in the Managing Probationary Period toolkit.

7.11 Travel expenses for external candidates

The Trust will reimburse all reasonable expenses incurred by external candidates attending for interview provided these have been agreed in advance with the recruiting manager. Reimbursement will be from the recruiting manager's budget.

Payment will be made at the public transport rate for actual miles travelled or other expenses incurred, on the production of valid receipts. The mileage will be calculated from the candidate's home address to the address where the interviews are being held.

Reimbursement of overnight accommodation will only be considered if an overnight stay is required due to the timing/duration of the interview or when candidates are required to travel in excess of 100 miles (single journey). Where agreed, this will normally be at the current rate as quoted by national budget hotel chains. No reimbursement will be made for subsistence.

If the candidate is successful and who refuses an offer of appointment subsequent to interview they will forfeit their right to claim travel, accommodation or subsistence expenses.

8 Recruitment procedures

The recruitment procedure is outlined in the Workforce Controls document and the Line Manager Toolkits which can be accessed on the HR Pages of the Intranet;

<http://intranet.iow.nhs.uk/Home/Corporate/Human-Resources/Recruitment>

9 Consultation

Consultation on this policy has been undertaken at Partnership Forum and LNC.

10 Training

This Recruitment and Selection policy does not have a mandatory training requirement but the following non mandatory training is recommended:-

- High performing leaders programme
- Building block skills development – recruitment and selection

11 Monitoring Compliance and Effectiveness

- Vacancy fill rates.
- Length of time posts remain vacant from the date of advertisement.
- Monthly Trust Board Reports detailing staff turnover rates.
- At each stage of the recruitment and selection process the diversity of applications will be monitored so the Trust can be reassured that applicants are being treated fairly and equitably.

12 Links to other Organisational Documents

- Recruitment and Selection Managers Toolkit
- Equality and Diversity Strategy 2018-2022
- NHS Employment Check Standards
- NHS terms and conditions of employment – Agenda for Change
- NHS terms and conditions of employment – Hospital medical and dental staff
- Trust Development Strategy
- Every Child Matters: Statutory Guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004
- Verification of Registration of Clinical Staff Policy
- Assisted Relocation Expenses Policy
- Redeployment Policy
- Safeguarding Children and Young People Policy
- Disciplinary and Dismissal Policy and Procedure
- Induction Policy
- Job Evaluation Protocol
- Safeguarding Vulnerable Adults Policy
- Bullying and Harassment Policy
- Managing Probationary Periods Procedure
- Toolkits published on the recruitment pages of the intranet

13 References

Identification and Right to Work checks are carried out in accordance with guidance from the Borders and Immigration Agency.

Disclosure and Barring Service Applications are carried out in accordance with guidance from the Disclosure and Barring Service.

Equality Act 2010

Department of Health - The National Health Service (Appointment of Consultants) Regulations. Good Practice Guidance
<http://www.nhsemployers.org/your-workforce/recruit/employer-led-recruitment/consultant-appointments>

NHS Improvement – Guidance on Senior appointments in NHS Trusts
https://improvement.nhs.uk/uploads/documents/senior_appointments_guidance_final.pdf

14 Appendices

Appendix A Financial and Resourcing Impact Assessment on Policy Implementation
Appendix B Equality Impact Assessment (EIA) Screening Tool

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.

Document title	Recruitment and Selection Policy
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Totals	WTE	Recurring £	Non Recurring £
Manpower Costs	0	0	0
Training Staff	0	0	0
Equipment & Provision of resources	0	0	0

Summary of Impact:

Risk Management Issues:

Benefits / Savings to the organisation: Demonstrates fair recruitment practices. Ensures patient safety as recruitment is in accordance with the NHS Recruitment Checks Standards. Reduces the risk of litigation claims

Equality Impact Assessment

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

If "YES" please specify:

Use additional sheets if necessary.

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.

Manpower	WTE	Recurring £	Non-Recurring £
Operational running costs	0	0	0
Totals:	0	0	0

Staff Training Impact	Recurring £	Non-Recurring £
	0	0

Totals:	0	0
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Equipment and Provision of Resources	Recurring £ *	Non-Recurring £ *
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
Totals:	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:	Recruitment and Selection Policy
Purpose of document	The purpose of this document confirms the Trusts commitment to Equality, the NHS Employment Checks Standard and to the candidate experience.
Target Audience	Staff and candidates
Person or Committee undertaken the Equality Impact Assessment	Senior HR Manager

- To be completed and attached to all procedural/policy documents created within individual services.
- 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
Gender	Men	✓		The Trust ensures, through the vigilance of staff, recruiting managers and the Human Resources Team, that it remains committed to a culture of equal opportunities. It will ensure this commitment is met through this policy, and through subsequent procedures put in place, that no applicant, internal or external, is the victim of direct or indirect discrimination on the basis of a protected characteristic
	Women	✓		As above
Race	Asian or Asian British People	✓		As above
	Black or Black British People	✓		As above

	Chinese people	✓		As above
	People of Mixed Race	✓		As above
	White people (including Irish people)	✓		As above
	People with Physical Disabilities, Learning Disabilities or Mental Health Issues	✓		As above
Sexual Orientation	Transgender	✓		As above
	Lesbian, Gay men and bisexual	✓		As above
Age	Children			
	Older People (60+)	✓		As above
	Younger People (17 to 25 yrs)	✓		As above
Faith Group		✓		As above
Pregnancy & Maternity		✓		As above
Equal Opportunities and/or improved relations		✓		As above

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:			
		YES	NO
Legal (it is not discriminatory under anti-discriminatory law)			✓
Intended			

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	

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