

Worcestershire Acute Hospitals Trust Recruitment & Selection Policy

Department/Service	Human Resources
Accountable Director	Chief People Officer
Date Approved by JNCC	22nd August 2024
Revision Date	22nd August 2027
Changes since previous version	<p>Changed to new format</p> <p>Streamlined policy to make it fit for purpose and easy to access</p> <p>Inclusion of Inclusive Recruitment Policy for Band 8a and above</p> <p>No changes to Terms and Conditions have been made</p>
Queries about interpretation and application of policy	wah-tr.hrenquiries@nhs.net
Target Organisation	Worcestershire Acute Hospitals Trust

This is a controlled document. The electronic version on the intranet is the controlled version and any printed copies are not controlled.

As a controlled document, this document should not be saved onto local or network drives and should always be accessed from the intranet.

Key amendments to this Document:

Date	Amendment	By:
Jan 13	Changes to policy and appendices to reflect the NHS Employers Employment Check Standards updates (2012).	Clare White
Jan 13	Changes to include a recruitment policy process / checklist to guide managers in the recruitment process.	Clare White
Jan 13	Changes to include new guidance on when to complete a DBS Check in line with the advice issued by NHS Employers following the 2012 Protection of Freedom Act.	Clare White
Jan 13	Changes to reflect change of name of the Criminal Records Bureau to the Disclosures and Barring Service (DBS).	Clare White
Jan 13	Changes to reflect the use of a new electronic system for processing Disclosure and Barring Certificates.	Clare White
Jan 13	Changes to enable managers to send a conditional offer letter which is subject to the 6 NHS pre-employment checks.	Clare White

Jan 13	Changes to the guidance on requesting references, a conditional offer letter must be sent prior to any reference being sent which requests information on attendance.	Clare White
Jan 13	Updates to include new legislation including: Protection of Freedoms Act 2012, Equality Act 2010	Clare White
Jan 13	Inclusion of the Border Agencies 2008 'Right to Work in the UK Checklist'	Clare White
March 15	Inclusion of the Fit and Proper Person Declaration and checklist for Director Appointments	Clare Waterman
March 15	DBS Disclosure information updated to include the updated filtering rules from the DBS.	Clare Waterman
March 15	Updated to reflect recruitment and interviews guidance is in line with Values Based Recruitment	Clare Waterman
March 15	Changes to include shortlisting and invitation to interview to be completed through NHS jobs	Clare Waterman
March 15	Changes to include references to be requested via NHS jobs	Clare Waterman
March 15	Changes to include using the ATR function on NHS jobs	Clare Waterman
May 2015	Confirmation of Employment added to reference template	Clare Waterman
Feb 2017	Disability question added to equality impact assessment tool	
Sept 2017	Document extended for 3 months as per TMC paper approved 22 nd July 2015	TMC
Nov 2017	Appendix 22 Fit and Proper Persons requirements updated	Trust Board
Nov 2017	Document extended whilst under review	TLG
March 2018	Document extended for 3 months as approved by TLG	TLG
June 2018	Document extended for 3 months as approved by TLG	TLG
June 2019	Document extended for 12 months whilst review process takes place	Rachel Morris/Tina Ricketts
June 2020	Document extended for 6 months during COVID-19 period	
March 2021	Document extended for 6 months as per Trust agreement 11.02.2021	
August 2021	Document extended until 1st September 2022	TME and JNCC
September 2022	Document reviewed and amendments made to links to correct guidance, updated emails, job titles and reference to old Trust values. Document noted at JNCC, extended for 18 months	Rob Saunders
August 2024	Changed to new format. Streamlined policy to make it fit for purpose and easy to access. Inclusion of Inclusive Recruitment Policy for Band 8a and above. No changes to Terms and Conditions have been made	JNCC

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What this Policy Covers

The purpose of this policy is to provide information for all colleagues involved in the recruitment and selection process.

The Recruitment Policy applies to all colleagues connected with the recruitment and selection process and covers external recruitment and internal moves.

Principles

The Trust has 2 key recruitment objectives:

1. To recruit people who share the Trust's values and behaviours and are competent to undertake their role.
2. To ensure that in recruitment, no applicant or employee receives less favourable treatment on the grounds of their protected characteristics or is disadvantaged by requirements which cannot be shown to be relevant to job performance.

Worcestershire Acute Hospitals NHS Trust values the diversity of the community it serves and wishes to reflect this diversity in its workforce. It is an equal opportunities employer committed to fair and equitable treatment of all colleagues and job applicants.

Responsibilities

The lead Executive Director will be the Chief People Officer, with responsibility for ensuring that the policy is applied in a fair and consistent way and is monitored effectively.

All managers have a responsibility to implement this policy effectively and fairly within their department/area and are responsible for ensuring that:

- Colleagues required to undertake any aspect of the recruitment process are informed of the Recruitment Policy and Procedures and attend Recruitment & Selection Training and update sessions.
- Selection panels for any post have at least two members, with a Recruiting Manager who has received Recruitment & Selection Training.
- Check whether applicants meet the necessary criteria under one of the Trust's Interview Guarantee schemes.
- All jobs, unless specifically excluded, are open to applicants who wish to apply for flexible working arrangements.
- Prior consideration for vacancies will be given to any colleague who is displaced subject to them meeting the essential job criteria.
- All new colleagues complete the Trust's corporate and departmental induction.

The Human Resources and Medical Resourcing Departments are a source of advice and guidance on the interpretation and application of the Recruitment and Selection Policy. The dedicated Recruitment and Medical Resourcing teams will provide to managers on the recruitment process from placing job advertising to undertake all the necessary pre-employment checks/vetting for all internal and external successful applicants. The Recruitment Team support the recruitment process from advertisement to issuing the conditional job offer and appropriate pre-employment checks. The Medical Resourcing team administer the complete recruitment process for medical and dental staff.

Applicants are responsible for providing accurate and factually correct information on their applications and to assist with the Trust with gaining required information and documents to progress the pre-employment checks and vetting needed for offers to be completed.

All colleagues are expected to meet the required Trust standards of conduct in relation to the duties outlined in the policy.

Policy in practice

Vacancy Review

It is important that when a vacancy arises the recruiting manager undertakes a review to ensure the post needs to be filled, and to reassess the actual job content and/or working arrangements.

Job Evaluation

For Agenda for Change posts, if a new post is being created or changes made to existing post, then the Recruiting Manager needs to contact their HR Advisory Team so the job to be evaluated using the Job Description and Person specification.

If a new post is being created, the Recruiting Manager needs to contact the ESR Workforce Team to ensure that a new ESR position is created on ESR prior to job advertising.

Vacancy Controls

Before starting recruitment of a post, the vacancy must first be approved using the online Rekrutimi system. The Recruiting Manager is responsible for submitting the required information, and ensuring approval gained and recorded by appropriate levels of approver as set out in the Vacancy Approval Procedure and Standing Financial Instructions.

Once the necessary vacancy approval has been received the Recruiting Manager can instigate job advertising via NHS Jobs and should contact the Recruitment Team or Medical Resourcing Team for guidance on advertising requirements.

Vacancies that have been submitted through the Vacancy Approval Process are valid for 3 months. This applies to all posts, apart from medical consultant posts – these are valid for 6 months.

Equality, Diversity and Inclusion

Worcestershire Acute Hospitals NHS Trust values the diversity of the community it serves and wishes to reflect this diversity in its workforce. It is an equal opportunities employer committed to fair and equitable treatment of all colleagues and job applicants.

Managers should familiarise themselves with the Trust's Equality, Diversity & Inclusion Policy (*available via Trust Intranet*) and ensure that throughout the recruitment and selection process, they observe their legal obligations to candidates.

The Trust will not unlawfully discriminate against applicants on grounds of protected characteristics or any grounds other than ability to perform the job. If the Recruiting Manager is in any doubt about a genuine occupational requirement further advice must be sought from the Human Resources department.

Inclusive Recruitment

As part of the Trust's Inclusive Recruitment schemes, we offer a guaranteed interview scheme for applicants with disability who meet the essential person specification criteria for the role, in line with the DWP Disability Confident Employer scheme.

In addition, when recruiting for Band 8a and above posts, we will offer the option to BAME, Disabled or LGBT+ applicants of a guaranteed interview scheme if they meet the essential criteria for the role. Selection panels for these Band 8a and above roles will also include a dedicated "Recruitment Champion", who has been received the appropriate training on the Trust's Inclusive Recruitment practises. The Recruitment Champion will be involved in all stages of selection (shortlisting and interview/assessment) and their role is to ensure inclusive practise is being used and to advise the selection panel where needed on this. Members of our staff networks (LGBTQ+, Disability and BAME networks) are encouraged to be a Recruitment Champion.

Job Description

A job description is essentially a statement of the purpose, duties and responsibilities of the job and should be clear, concisely written and up to date. The Trust has developed standardised job description templates for Agenda for Change and Medical & Dental post which can be found on the intranet.

Person Specification

The person specification translates the requirements of the post, as outlined in the job description into the necessary qualifications, competencies, experience, skills and capabilities and other qualities needed by an applicant to carry out the job effectively. The Trust has developed a standardised person specification templates for Agenda for Change and Medical & Dental positions which can be found on the intranet.

The person specification is an essential part of the recruitment process as it is used to assess candidates at the short-listing and interview stages. The criteria should be strictly relevant to the requirements of the job and therefore only essential criteria should be used. The criteria should not be unnecessarily restrictive, since this may be viewed as indirect discrimination, which is unlawful and contrary to the Trust's Equal Opportunities Policy.

Colleagues Affected by Organisational Change / Ill Health

In accordance with the Trust's Management of Organisational Change Policy displaced colleagues who meet the essential criteria outlined in the person specification will be given prior consideration in the first instance and interviewed in advance of other applicants.

In these situations, the respective HR Manager or HR Advisor and Line Manager must be involved, and they will ensure that the colleague has access to NHS Jobs to search and apply for vacancies and have been logged on the 'Redeployment Register' maintained within the HR Directorate. The HR team will support the colleague in applying for job opportunities and being recognised as a "priority" candidate by the hiring managers.

Flexible Working

The Trust recognises that colleagues need to balance home and work responsibilities and that this will help to enhance their health and wellbeing. Line Managers must explore flexible working requests made by individuals and consider, where possible, how they can be best supported to "bring their whole self to work" (see Flexible Working Policy & Guidance Toolkit).

Recruiting Managers should consider what types of flexibility can be offered within a job role prior to job advertising, and then clearly communicate specific flexible working patterns and options that might be accommodated within the job advertisement to help potential applicants understand the flexible working offered and to increase attraction rates.

Contractually, flexible working can be requested from day 1 of employment therefore Line Managers should also be prepared to have conversations about flexibility with job applicants and those that they appoint to roles. To support a positive culture of flexible working, the Trust encourages on-going open conversations about flexibility within their Teams.

Having appropriate working arrangements which are adaptable and flexible both to colleagues and the Trust will ensure that we continue to attract and retain the colleagues we need to deliver excellent patient care for the future.

Advertising and attracting the best candidates

The advertisement should reflect the job description and person specification and facilitate self-selection. It should be clear, concise, and free from language, which could be construed as discriminatory on the grounds of protected characteristics. It is important to ensure that there are contact details of someone to deal with any enquiries. It is good practice to include the interview date.

All jobs will be advertised via the NHS Jobs system, and this will result in the job being advertised online on the NHS Jobs website (www.jobs.nhs.uk), but also aggregated websites that are linked to NHS Jobs. Links from the job advert can also be shared via social networks which can increase the reach and profile of the job advert and directs interested candidates to apply via the NHS Jobs portal.

All posts should be advertised for a minimum of 2 weeks. Any exception to this must be approved by the relevant HR Business Partner.

Posts requiring internal advertisement only, will need to be clearly identified for the Recruitment Team to action. These adverts will be placed on NHS jobs and the Trust's intranet site.

Only in exceptional circumstances, or where there is a statutory requirement, will an advertisement be placed in a newspaper, professional journal, or on a specialist website and

the associated costs of these will need to be covered from the Recruiting Manager's budget and approved appropriately for the level for the spend. Casual enquiries and those who write unsolicited letters of application must be informed that this is not the accepted method of recruitment and encouraged to apply using the online NHS Jobs website.

Late applications

On occasions a request may be received to accept a late application to a job listing. A late application can only be accepted on NHS Jobs if the job is re-opened in order that an application can be received online and included in the shortlisting process,

A consistent approach should be followed so all applicants who wish to submit a late application. Re-opening positions on NHS Jobs should only happen in exceptional circumstances and requires support from the HR Recruitment Manager or Head of Medical Staffing or another HR Manager in their absence.

Shortlisting

To ensure the best candidate experience and increase the potential of successfully recruiting to the post, shortlisting should take place as soon as possible after the closing date, ideally within 7 days of the closing date.

If there is likely to be an unavoidable delay in shortlisting, the Recruiting Manager should alert the Recruitment Team who will send an email to the applicants advising them of delay. Shortlisting should be completed online using NHS Jobs Service to review application and produce a shortlist. This ensures that the applicants' personal information and equal opportunity monitoring information sections of the application form are not visible to the selection panel at the shortlisting stage.

In the exceptional circumstance that shortlisting needs to be completed offline, then the Recruiting Manager should seek advice from the Recruitment and Medical Resourcing Teams to ensure that appropriate inclusive recruitment practices are being followed.

The composition and size of the shortlisting panel will be dependent on the nature of the post. Ideally all interview panel members should be involved in shortlisting. Where it is not possible for all interview panel members to be involved in shortlisting a **minimum of two** interview panel members should be involved. One of the panel members must be a recognised Recruiting Manager who has received Recruitment and Selection Training. All panel members should have completed their Equality and Diversity Training.

The following should be considered when shortlisting: -

- No applicant should be shortlisted unless they meet **ALL** the essential criteria, unless an assessment that the criteria are met can only be made at interview.
- Each candidate's application form should be compared against the job description and person specification to determine a shortlist. It should be remembered that in all circumstances, criteria used in the shortlisting process should only relate to skills, competencies, qualities, and qualifications that are detailed in the person specification relevant to the job.
- Applicants who meet the criteria for Inclusive Recruitment **guaranteed interview schemes** must be shortlisted for interview. If a Shortlisting Lead is unsure, they must seek advice from the HR Team.
- Assumptions should not be made about the standard of overseas qualifications – guidance on this can be obtained from the HR Department.

The opportunity should be taken at shortlisting stage for panel members to review the application forms and to agree areas of questioning at the interview.

Invitation to Shortlisted Candidates

Once shortlisting has taken place the Recruiting Manager (or Medical Resourcing for medical posts) should send interview invites through the NHS Jobs site. After this has been done, and the candidates have confirmed their attendance a 'Recruitment Pack' will be available for the manager to download – this will contain the interview schedule and the full applications of the Candidates.

It is important to give selected candidates reasonable notice of the need for them to attend an interview/assessment, and where possible at least 7 days' notice is advised, particularly if they need to prepare a presentation.

Recruiting Managers must make reasonable adjustments to interviews/assessments when they know or could reasonably be expected to know a job applicant is disabled. Recruiting Managers should seek advice from the HR team if unsure about a request for reason adjustment from a job applicant.

Interview and Assessment

The interview is the crucial stage in assessing applicants' suitability and selecting who to offer the post(s) to.

Time should be set aside by the selection panel in advance to plan the interview and assessment to ensure appropriate assessment and successful appointments are being made. The interview and assessments must take account of the main objectives of a selection interview, namely:

- To establish whether the candidate is suitable for the job.
- To establish whether the job is right for the candidate.
- If multiple candidates are suitable to be offer the job, which candidates are best suited and will be offered the post first.

Interviews will be undertaken by **at least two panel members**, one of whom must be trained in recruitment and selection techniques to improve their effectiveness in the process and to raise their awareness of equal opportunities legislation and practice. Other **selection techniques should be considered** for example presentations, discussion topics or in tray exercises.

After each interview has been completed, selection panel members must independently score the interview questions and assess the candidates against the criteria set out in the person specification.

At the conclusion of the interviews the Chair of the panel is responsible for sharing outcome of any other assessments undertaken by the candidates and seeking and collating the views of the entire selection panel to determine the suitable candidates, and the order of preference when multiple candidates are deemed.

It may be appropriate to call candidates back for further interview assessments in some circumstances.

Notification of Outcomes

Conditional Offer of employment

Following the interview, the successful applicant should be notified by the Recruiting Manager that they are the preferred candidate.

The Recruiting Managers must ensure the salary offered is in accordance with the Trust's Starting Salary Procedure as found on Key Documents area of intranet.

Full details of the appointment should be provided to the central recruitment team (or Medical Resourcing team for Medical & Dental staff) by completing the relevant documentation and recording the outcome on NHS Jobs. The Recruitment/ Medical Resourcing team will then take over the administration of issuing the conditional offer of employment which is conditional on the NHS Employment Check Standards and References which are satisfactory to the Trust:

1. Verification of Identity
2. Right to Work in the UK
3. Professional Registration and qualification check
4. Employment history and reference check
5. Disclosures and Barring Service (DBS) criminal record and barring list check**
6. Occupational Health check

**Not all posts require a DBS check to be performed. To check for eligibility, refer to Gov.uk website - Find out which DBS check is right for your employee (<https://www.gov.uk/find-out-dbs-check>). If in doubt contact the HR Team.

Unsuccessful Candidates

Unsuccessful candidates should also be contacted to confirm outcome and offered feedback if they wish to receive it. Many candidates look upon the interview as a learning experience. Feedback should be focussed on the person specification and whilst recognising the positive elements of their interview, also entail how a candidate had not adequately met the criteria of the post during assessment or had met the criteria to a lesser degree than the appointed candidate and what the panel might have expected a candidate to include to provide full scores to their question(s).

Interview Notes

All application forms and identity from unsuccessful candidates should be disposed of in the confidential waste. Any interview notes relating to the unsuccessful candidates must be scanned and emailed to Recruitment Team/ Medical Resourcing team, clearly stating the job listing reference and date of interview. They will store these securely and destroy after 12 months.

Interview notes of successful candidates should be clearly marked and sent separately to the Recruitment / Medical Resourcing Team so they can store these in the successful candidates' Recruitment file.

Confirmation of Appointment

Once all the necessary pre-employment checks have been undertaken, the Recruitment/ Medical Resourcing team will contact the candidate and Recruiting Manager to confirm vetting completed.

The Recruiting Manager will confirm the agreed start date to both new starter and the Recruitment / Medical Resourcing Team.

The Recruitment / Medical Resourcing Team will then generate Contract of Employment, and this issued to the new starter prior to starting. A copy of the contract will place in the Recruitment File that is sent to the Recruiting Manager.

New Starter Form

Before the successful candidate's first day of employment the Line Manager must complete and submit the ESR Starter Form (details available on the Trust's HR intranet pages). This is vital as failure to provide all the information will result in delayed payment of salary.

Induction and Initial Training

The selection process is only the beginning of the employment relationship, and the success of that relationship depends on how the new employee is looked after at this stage. It is the responsibility of the new starters' line manager that new colleagues are booked and on to and attend the Corporate Induction programme. It is also essential that they receive a comprehensive departmental induction.

Any new colleague whose role includes the use of clinical applications should receive IT training as soon as possible after starting in their new role. New colleagues will not have access to any of the clinical applications until the training has been completed.

For further information please refer to the Induction page of the Intranet (under Education, Training & Development).

Appeal

If an applicant is not satisfied with any aspect of the recruitment and selection process, then they have the right to appeal against this decision. The appeal should be made in writing to the recruiting manager within 7 calendar days of the date of receiving the outcome of the recruiting decision outlining the reasons for the appeal. The recruiting manager should seek support from the HR Team if necessary.

If the job applicant is an existing employee, they have the option to raise via the Trust's Grievance Policy.

Reporting & Monitoring

Data relating to recruitment and selection will be centrally recorded and reported within NHS Jobs and/ or ESR with updates provided as required to the Trust's People and Culture Committee and the Joint Negotiating & Consultative Committee (JNCC).

Further Support and Guidance for Managers

Advice, guidance and support on recruitment and selection can be provided by the Recruitment Team and Medical Resourcing Teams and guidance can also be found on the Intranet in the Guidance for Recruiting Managers pages in the Recruitment Hub [Recruitment Hub - Home \(sharepoint.com\)](#)

Implementation Plan

This policy will be available on the Trust Intranet.

A policy briefing will be developed for Divisional Management Boards, Directorate Meetings and Worcestershire weekly.

Supporting Document 1 - Equality Impact Assessment Tool

To be completed by the key document author and included as an appendix to key document when submitted to the appropriate committee for consideration and approval.

Please complete assessment form on next page;



Herefordshire & Worcestershire STP - Equality Impact Assessment (EIA) Form
Please read EIA guidelines when completing this form

Section 1 - Name of Organisation (please tick)

Herefordshire & Worcestershire STP		Herefordshire Council		Herefordshire CCG	
Worcestershire Acute Hospitals NHS Trust	x	Worcestershire County Council		Worcestershire CCGs	
Worcestershire Health and Care NHS Trust		Wye Valley NHS Trust		Other (please state)	

Name of Lead for Activity	Clare Waterman
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Details of individuals completing this assessment	Name	Job title	e-mail contact
	Clare Waterman	HR BP	c.waterman@nhs.net
Date assessment completed	02/09/2024		

Section 2

Activity being assessed (e.g. policy/procedure, document, service redesign, policy, strategy etc.)	Title: Recruitment & Selection Policy			
What is the aim, purpose and/or intended outcomes of this Activity?	To outline process for recruitment and selection.			
Who will be affected by the development & implementation of this activity?	<input type="checkbox"/> Service User <input type="checkbox"/> Patient <input type="checkbox"/> Carers <input type="checkbox"/> Visitors	<input checked="" type="checkbox"/> Staff <input type="checkbox"/> Communities <input type="checkbox"/> Other _____		
Is this:	<input checked="" type="checkbox"/> Review of an existing activity			

	<input type="checkbox"/> New activity <input type="checkbox"/> Planning to withdraw or reduce a service, activity or presence?
What information and evidence have you reviewed to help inform this assessment? (Please name sources, eg demographic information for patients / services / staff groups affected, complaints etc.)	
Summary of engagement or consultation undertaken (e.g. who and how have you engaged with, or why do you believe this is not required)	Policy Discussion Group with Staffside Policy Work Group with managers and staff side
Summary of relevant findings	No issues found

Section 3

Please consider the potential impact of this activity (during development & implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded.

Remember to consider the impact on e.g. staff, public, patients, carers etc. in these equality groups.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age		x		
Disability		x		
Gender Reassignment		x		
Marriage & Civil Partnerships		x		
Pregnancy & Maternity		x		
Race including Traveling Communities		x		
Religion & Belief		x		
Sex		x		

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Sexual Orientation		x		
Other Vulnerable and Disadvantaged Groups (e.g. carers; care leavers; homeless; Social/Economic deprivation, travelling communities etc.)		x		
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)		x		

Section 4

What actions will you take to mitigate any potential negative impacts?	Risk identified	Actions required to reduce / eliminate negative impact	Who will lead on the action?	Timeframe
	Ensure Recruitment and Selection is fair and equitable	Feedback from candidates Recruitment Champions for posts at 8a and above Recruitment Advisors	Recruitment Advisors	On a Case by Case basis

		supporting managers		
How will you monitor these actions?	Recruitment Team will advise managers Recruitment Champions will provide feedback Feedback from candidates via NHS Jobs			
When will you review this EIA? (e.g in a service redesign, this EIA should be revisited regularly throughout the design & implementation)	At policy review			

Section 5 - Please read and agree to the following Equality Statement

1. Equality Statement

1.1. All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics: Age; Disability; Gender Reassignment; Marriage & Civil Partnership; Pregnancy & Maternity; Race; Religion & Belief; Sex; Sexual Orientation

1.2. Our Organisations will challenge discrimination, promote equality, respect human rights, and aims to design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.

1.3. All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carer's etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA	
Date signed	02/09/2024
Comments:	
Signature of person the Leader Person for this activity	
Date signed	02/09/2024
Comments:	

Supporting Document 2 – Financial Impact Assessment

To be completed by the key document author and attached to key document when submitted to the appropriate committee for consideration and approval.

	Title of Document:	Yes / No
1.	Does the implementation of this document require any additional Capital resources	No
2.	Does the implementation of this document require additional revenue	No
3.	Does the implementation of this document require additional manpower	No
4.	Does the implementation of this document release any manpower costs through a change in practice	No
5.	Are there additional staff training costs associated with implementing this document which cannot be delivered through current training programmes or allocated training times for staff	No
	Other comments:	

If the response to any of the above is yes, please complete a business case and which is signed by your Finance Manager and Directorate Manager for consideration before progressing to the relevant committee for approval