

Annual Leave Policy

HWHR06

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1. Introduction

- **1.1.** The Herefordshire and Worcestershire CCG are committed to developing and maintaining working arrangements which enable employees to achieve a better work life balance.
- 1.2. Annual leave is an important part of work life balance and both staff and managers are expected to manage annual leave for the wellbeing of both employees and the CCGs.
- **1.3.** The CCG will seek to ensure that employees are able to take the annual leave to which they are entitled, the purpose of which is to provide a break from work.
- **1.4.** This version of the policy supersedes all previous versions of this document.

2. Purpose

2.1. The aim of this policy is to provide a managers and employees with guidance to ensure a uniform and equitable approach to the management and calculation of annual leave and general bank holidays, which takes into account the Agenda for Change (AFC) terms & conditions of service entitlements, the provisions of the Working Time Directive and Working Time Regulations 1998 (as amended), the Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000, and the Fixed-Term Workers (Prevention of Less Favourable Treatment) Regulations 2002.

3. Scope

3.1. The policy applies to all Herefordshire and Worcestershire CCG employee's employed under the Agenda for Change (AFC) terms and conditions of service and applies to very senior managers (VSM). The Policy does not apply to Medical Staff, to whom separate provisions apply.

4. Equality Statement

- 4.1. The Herefordshire and Worcestershire CCG aims to design and implement policy documents that meet the diverse needs of our services, population, and workforce, ensuring that none are placed at a disadvantage over others. It takes into account current UK legislative requirements, including the Equality Act 2010 and the Human Rights Act 1998, and promotes equal opportunities for all. This document has been designed to ensure that no-one receives less favourable treatment due to their personal circumstances, i.e. the protected characteristics of their age, disability, sex, gender reassignment, sexual orientation, marriage and civil partnership, race, religion or belief, pregnancy, and maternity. Appropriate consideration has also been given to gender identity, socio-economic status, immigration status and the principles of the Human Rights Act.
- 4.2. In carrying out its functions, Herefordshire and Worcestershire CCG must have due

regard to the Public Sector Equality Duty (PSED). This applies to all the activities for which Herefordshire and Worcestershire CCG are responsible, including policy development, review, and implementation.

5. Definitions

- **Contractual Leave** holiday entitlement set out in the contract of employment in accordance with the AFC terms and conditions of service.
- **Statutory Leave** a worker's minimum entitlement to paid holiday as set out in the Working Time Regulations (5.6 weeks of contracted hours, including bank holidays).
- Long Term Sickness Absence a period of continuous absence lasting more than four calendar weeks.
- Leave year the leave year is from 1st April to 31st March. The exception to this is medical staff

6. Responsibilities

6.1. Human Resources are responsible for:

- the implementation of the policy,
- ensuring that the procedure is applied appropriately
- Provide support for managers and employees in dealing with the management of leave.

6.2. Managers are responsible for:

- calculating employee's entitlement to annual leave and bank holidays
- keeping a record of each team member's leave taken
- monitoring annual leave to ensure the appropriate entitlement is taken and planned within each leave year
- ensuring each application is managed equitably, balancing the needs of the service and needs of the individual
- ensuring arrangements are in place to cover service requirements when colleagues are on leave.

6.3. Employees are responsible for:

- Requesting their line manager's approval of all leave and obtaining authorisation for each period of annual leave
- Give as much notice as possible to allow managers to plan absences across a department
- Awaiting managers' approval before making any bookings or payments for holidays until their request for annual leave has been granted
- ensuring their annual leave is planned throughout the year in consultation with

- their team and the agreement of their line manager
- Maintaining an accurate record of their annual leave status.
- Ensuring that previous NHS service and/or leave entitlement is accurately
 evidenced. Employees alleged to have falsified their entitlement or taken
 annual leave in excess of their entitlement will be investigated in accordance
 with the CCG Disciplinary Policy and Procedure.

7. Standards and Practices

7.1. Entitlements

- 7.1.1. The annual leave year runs from 1 April to 31 March.
- 7.1.2. The annual leave entitlements for NHS staff on Agenda for Change national terms and conditions of service are as follows:

		Days		Ho	urs	
Hours	Annual Leave	Bank Holidays	Total	Annual Leave	Bank Holidays	Total
In the first 5 years of service	27	8	35	202.50	60	262.5
After 5 years' Service	29	8	37	217.50	60	277.5
After 10 years' service	33	8	41	247.50	60	307.5

- 7.1.3. Part time employees are entitled to a pro rata entitlement based on their contracted hours.
- 7.1.4. The above figures are based on staff working standard days/ shifts of 7.5 hours, excluding meal breaks
- 7.1.5. For part time staff and those working flexible patterns of work, annual leave entitlements should be calculated on an hourly basis to prevent staff working varied hours from being disadvantaged.

7.2. Total holiday entitlements to be calculated in hours

- 7.2.1. Full time and part time staff who workdays that are of equal length may record their leave in days.
- 7.2.2. For part time employees working a non-standard daily hours, they should record their annual leave as a total leave entitlement in hours. To calculate total annual leave entitlements, refer to the calculator at **Appendix 2.**
- 7.2.3. All leave for calculations for all staff will be rounded up to the nearest half hour
- 7.2.4. When any leave is taken (whether annual or bank holiday) the number of hours normally worked on that day should be deducted from the total leave entitlement.
- 7.2.5. Annual leave should be recorded on a personal record card in use in each CCG.

7.3. Public Holidays (Bank Holidays)

- 7.3.1. To ensure all employees (including staff who work part time and those whose working patterns are other than a standard five days per week) have a fair, equitable and static entitlement, the calculation of bank holiday entitlement is based on the number of basic contracted hours worked per week.
- 7.3.2. A bank holiday is defined as any period of normal duty that starts within the period of 24 hours from midnight to midnight on the day of the bank holiday.
- 7.3.3. There are generally eight normal bank holidays as follows:
 - Good Friday
 - Easter Monday
 - May Day
 - Spring Bank Holiday
 - August Bank holiday
 - Christmas Day
 - Boxing Day
 - New Year's Day
- 7.3.4. In some years where Easter falls in either March or April, before the start of each year a revised calculation for leave should be made to include the number of bank holidays that will fall within that leave year. This can be found in the annual leave calculator at **Appendix 2.**
- 7.3.5. For full time employees, bank holidays should be taken as they fall within that year, unless they are requirements for colleague to work where the employee would take the time back in lieu.
- 7.3.6. For part time employees, the entitlement to bank holidays will be pro-rata to the full-time allowance and added to the leave entitlement for the year. For support with this calculation see the calculator at **Appendix 2.**
- 7.3.7. For each occasion when part time staff are due to work and take paid time off on a bank holiday the appropriate deduction should be made for the number of hours that would have been worked that day.
- 7.3.8. Employees required to work or to be 'on call' on a bank holiday are entitled to take the equivalent time off (inclusive of any bank holiday entitlement not taken) at an alternative time.
- 7.3.9. Bank holiday entitlement will not cover all religious holidays, as managers should give due consideration to granting applications for annual leave from employees of different faiths wishing to take leave for key religious occasions.

7.4. Qualifying NHS Service

- 7.4.1. Previous employment with an NHS employer i.e. any period of time that has been worked in the NHS, regardless of a break in service, can be aggregated to make a total amount of reckonable service in respect of annual leave. However, the breaks themselves do not count. For example, if an employee worked in the NHS for five complete years, left for two years and re-joined three years ago, their total service for annual leave purposes would be eight years.
- 7.4.2. The CCG will verify as much service as possible via the inter-authority transfer process in ESR. Where this is not possible, to confirm all NHS service, the individual will need to provide some evidence of that employment.
- 7.4.3. Employees who wish to demonstrate previous service with another NHS employer

- are responsible for providing documentary evidence to support their previous service claim (e.g. staff transfer form, contractual documents, and payslips) within three months of the date of the commencement of their employment with the CCG.
- 7.4.4. Staff transferred to the CCG as part of a transfer of services under TUPE will have the period of continuous employment with the former NON-NHS employer considered for their leave entitlement.

7.5. Entitlement on joining

- 7.5.1. All new employees will be entitled to annual leave.
- 7.5.2. Entitlement in the first year will be pro rata based on the number of **complete** calendar months worked after the date of joining and before the end of the leave year. Employees who begin their employment up to and including the 7th day of the month will receive leave entitlement for the whole of that month. Employees joining on the 8th day or later will not receive entitlement for the first month.
- 7.5.3. Paid leave entitlements for part years can be calculated using the calculator at **Appendix 2** pro rata to the number of weeks remaining in the leave year
- 7.5.4. The calculation of bank holidays will be completed using the table in **Appendix 2** and added to the total leave entitlement for the year.

7.6. Minimum annual leave to be taken

7.6.1. Employees must take their minimum statutory entitlement, i.e. 5.6 weeks (of their weekly contracted hours) of annual leave and bank holidays during each leave year. Staff should not work in any capacity for the CCG or any other organisation during their leave without prior discussion with, and the agreement of, their manager. If this is agreed a declaration of interest should be completed and kept on the employee's personal file.

7.7. Changes in length of NHS service entitlement during the year

- 7.7.1. Employees whose annual leave entitlement changes part way through a leave year as a result of long service (5 or 10 years) should have their annual leave entitlement calculated in two parts on a pro rata basis.
- 7.7.2. The calculation will be based on the number of completed months worked in the leave year prior to and after reaching the long service threshold.
- 7.7.3. When the date of the long service threshold occurs part way through a month then the calculation for that month will be determined by whichever part of the month has most days. Please see **Appendix 3**, worked example 2.

7.8. Entitlement on changing contracted hours

- 7.8.1. When employees change their contracted hours part way through a year, their entitlement to annual leave will be re-calculated on a pro rata basis; based on the old and new contracted hours.
- 7.8.2. Changes in hours should normally be effective from the start of a month. However,

when the date of the change in hours occurs part way through a month, the calculation for that month will be determined by whichever part of the month has most days.

7.8.3. The amount of leave for public holidays will also need to be recalculated

7.9. Entitlement on leaving

- 7.9.1. Employees who leave the CCG will receive 1/12th of their annual leave entitlement for each complete calendar month worked in the leave year before the leaving date. See the Calculator at **Appendix 2.**
- 7.9.2. Employees should make every effort to take outstanding annual before they leave. Where it is not possible to take the leave before the last working day, payment can be made for any outstanding leave not taken, plus any outstanding bank holiday hours for bank holidays (pro rata for part time staff) that have occurred in the year prior to leaving, but not taken as leave or service may be extended.
- 7.9.3. Where the leave taken exceeds the entitlement, an appropriate deduction will be made from the final salary payment. Where this does occur the line manager, finance department and the employee will agree the process for recovery of the overpayment made.

7.10. Death in service

7.10.1. Where an employee dies in service, an allowance equivalent to the balance of the annual leave entitlement to the date of death, calculated on a proportionate basis shall be paid to the employee's personal representative. No deduction from the final salary payment should be made in respect of annual leave taken in excess of entitlement on the date of the death.

7.11. Carry over of leave

- 7.11.1. Employees are expected to take all their annual leave allocation in the year it is accrued, and managers should work with employees to ensure this happens. However, in exceptional circumstances where employees have been unable to take their full contractual leave entitlement before the end of the leave year due to service demands, up to 5 days contracted hours (pro rata) may be carried forward into the following Annual Leave year, subject to the line manager's approval.
- 7.11.2. However, all employees must take the minimum statutory leave (5.6 weeks of contracted hours) each year. Please see sections 6.13 for information regarding sickness absence that occurs during a period of annual leave and the carry forward of leave associated with Long term sickness absence.
- 7.11.3. The CCG is required to account for any untaken but accrued annual leave as a liability in its financial accounts each year. Therefore, the carry forward of leave should be as low as possible and only agreed in exceptional circumstances by the line manager. Any further carry over of leave above 5 days (pro rata) will require approval of the Service Director and Finance using the form at **Appendix 4.**

7.12. Sickness occurring during annual leave or bank holidays

- 7.12.1. For employees who fall sick whilst on annual leave and report their absence in accordance with the CCG Management of Sickness Absence policy, and provide of a GP Fit Note (Med 3), will have the period of absence covered treated as sick leave, allowing them to take the annual leave another time (subject to 6.12.2 below).
- 7.12.2. In accordance with Agenda for Change terms and conditions of service, employees will not be entitled to an additional day off if they are sick on a bank holiday. Hours must be deducted from the employee's entitlement for public holidays of they occur during a period of sick leave.

7.13. Annual leave entitlement and carrying forward during Long Term Sickness (defined as a period of continuous absence lasting more than four calendar weeks)

- 7.13.1. Employees on long term sick leave for all or part of the year will accrue up to a maximum of the 5.6 statutory weeks of their weekly contracted hours in accordance with the Working Time Regulations.
- 7.13.2. When annual leave has been accrued in a period of long-term sick leave and the employee is fit to return to work, the manager and employee will plan how the annual leave will be used, this could be booked off prior to return or be used to extend a period of phased return.
- 7.13.3. In accordance with the Working Time Directive and the subsequent European Court Judgments rulings which are binding on public sector employers in the UK, employees on long-term sick leave for all or part of the leave year who are genuinely unable to take their remaining leave before 31 March are entitled to carry forward up to 4 statutory weeks of their contracted weekly hours to the following year.

The amount of any carry forward leave due should be worked out by using the following calculation:

- 5.6 weeks contracted hours, minus any annual leave already taken in hours (*) as of 31 March = leave to be carried forward (up to a maximum of 4 weeks contracted hours)
- (*) in the calculation of any carry forward of statutory leave, total leave to be deducted should include any bank holidays that occurred and were taken when the employee was not on sick leave.
- 7.13.4. Employees who are unable to return to work before they can take their accrued leave due to them on the termination of their employment, are entitled to a payment in lieu.

7.14. Annual leave accrual during maternity leave

Contractual annual leave (which includes bank holidays) will continue to accrue during paid and unpaid maternity leave. Reference should be made to the

Maternity, paternity, and Adoption Policy.

7.15. Maximum periods of annual leave

- 7.15.1. Generally, up to a maximum of two weeks' leave may be applied for and granted at any one time, although managers should not unreasonably refuse a request for a longer period.
- 7.15.2. There are occasions when an employee may wish to or need to take extended periods of annual leave. Such requests should not be unreasonably refused. However, the manager should ensure that the individual has regular planned annual leave/time off throughout the annual leave year. The manager and the individual must ensure that the individual has regular breaks whilst saving up their leave. This may mean taking some unpaid leave to be agreed with the individual.

7.16. Rehabilitation/staged return to work following sick leave

7.16.1. Where on the advice of Occupational Health an individual requires a gradual return to work outstanding annual leave may be taken, provided there is sufficient leave for the remainder of the year to allow for planned time off – refer to the sickness absence management policy.

7.17. Booking of annual leave

- 7.17.1. Annual leave should be authorised by the Manager considering the needs of the service. Employees should give as much notice as possible when making a request for annual leave as this allows managers to plan for absences across a service and makes it more likely that a request can be granted.
- 7.17.2. In accordance with the Working Time Regulations (WTR) the minimum period of notice normally required to take leave is twice as long as the period of leave being requested, e.g. four weeks' notice for two weeks of annual leave. However, many departments will require a longer period of notice at peak periods, such as e.g. during school holidays, end of financial year.
- 7.17.3. All requests should be considered by the line manager and accommodated if possible, provided they are reasonable and do not have a detrimental impact on the cover provided by the department or the delivery of the service.
- 7.17.4. Employees are advised not to make any bookings or payments for holidays until their request for annual leave has been granted.
- 7.17.5. Once booked, approved leave should be taken unless a request not to take it is agreed by the manager.
- 7.17.6. A record of annual leave booked and taken should be kept using the appropriate form in use in the CCGs.

8. Monitoring and Implementation

8.1. All HR policies are monitored through an HR policy schedule which is reviewed on a

monthly basis by the Senior and Assistant HR Business Partner, to ensure that policies are effective, support the CCGs and adhere to both legislation and best practice.

8.2. This Policy will be disseminated to staff and published on the appropriate section of the website.

Annual leave table for a full year's entitlement in hours - Inc. public holidays

Contracted weekly hours	Annual Leave < 5 yrs service (202.5 hrs / 27 days)	Annual Leave	Annual Leave >10 yrs (307.5 hrs / 33 days)	Public Holidays based on 8 days (60 hrs)	Contracted weekly hours	Annual Leave < 5 yrs service (202.5 hrs / 27 days)	Annual Leave	Annual Leave >10 yrs (307.5 hrs / 33 days)	Public Holidays based on 8 days (60 hrs)
Weekly Hours		Н	ours		Weekly Hours		Но	ours	
37.5	202.5	217.5	247.5	60	18.75	101.5	109	124	30
37	200	215	244.5	59.5	18.5	100	107.5	122.5	30
36.5	197.5	212	241	58.5	18	97.5	104.5	119	29
36	194.5	209	238	58	17.5	94.5	101.5	115.5	28
35.5	192	206	234.5	57	17	92	99	112.5	27.5
35	189	203	231	56	16.5	89.5	96	109	26.5
34.5	186.5	200.5	228	55.5	16	86.5	93	106	26
34	184	197.5	224.5	54.5	15.5	84	90	102.5	25
33.5	181	194.5	221.5	54	15	81	87	99	24
33	178.5	191.5	218	53	14.5	78.5	84.5	96	23.5
32.5	175.5	188.5	214.5	52	14	76	81.5	92.5	22.5
32	173	186	211.5	51.5	13.5	73	78.5	89.5	22
31.5	170.5	183	208	50.5	13	70.5	75.5	86	21
31	167.5	180	205	50	12.5	67.5	72.5	82.5	20
30.5	165	177	201.5	49	12	65	70	79.5	19.5
30	162	174	198	48	11.5	62.5	67	76	18.5
29.5	159.5	171.5	195	47.5	11	59.5	64	73	18
29	157	168.5	191.5	46.5	10.5	57	61	69.5	17
28.5	154	165.5	188.5	46	10	54	58	66	16
28	151.5	162.5	185	45	9.5	51.5	55.5	63	15.5
27.5	148.5	159.5	181.5	44	9	49	52.5	59.5	14.5
27	146	157	178.5	43.5	8.5	46	49.5	56.5	14
26.5	143.5	154	175	42.5	8	43.5	46.5	53	13
26	140.5	151	172	42	7.5	40.5	43.5	49.5	12
25.5	138	148	168.5	41	7	38	41	46.5	11.5
25	135	145	165	40	6.5	35.5	38	43	10.5
24.5	132.5	142.5	162	39.5	6	32.5	35	40	10
24	130	139.5	158.5	38.5	5.5	30	32	36.5	9
23.5	127	136.5	155.5	38	5	27	29	33	8
23	124.5	133.5	152	37	4.5	24.5	26.5	30	7.5
22.5	121.5	130.5	148.5	36	4	22	23.5	26.5	6.5

22	119	128	145.5	35.5	3.5	19	20.5	23.5	6
21.5	116.5	125	142	34.5	3	16.5	17.5	20	5
21	113.5	122	139	34	2.5	13.5	14.5	16.5	4
20.5	111	119	135.5	33	2	11	12	13.5	3.5
20	108	116	132	32	1.5	8.5	9	10	2.5
19.5	105.5	113.5	129	31.5	1	5.5	6	7	2
19	103	110.5	125.5	30.5	0.5	3	3	3.5	1

Annual Leave Calculator

An annual leave calculator can be found here:



As a reminder:

Length of service	Annual Leave
On appointment	27 days (202.5 hours)
After 5 years' service	29 days (217.5 hours)
After 10 years' service	33 days (247.5 hours)

Notes:

Public Holidays

- Length of service does not impact on public holiday entitlement.
- All full-time employees are normally entitled to 8 public holidays in a full leave year.
- All part time employees are entitled to a public holiday hours allowance pro rata
 to the full allowance of 8 days (or please refer to Section 4.1 if the number of
 Bank Holidays falling in a Leave year are different to 8), based on their basic
 weekly contracted hours. The days on which part time employees work their
 hours are irrelevant for the purposes of this entitlement.
- Part time employees should refer to their manager if they normally work more hours on a public holiday than their pro rata allowance.
- Deductions of the number of hours due to be worked on any public holiday should be made from an employee's leave card.
- Public holiday entitlement for starters and leavers will be calculated based on the number of public holidays that are outstanding for starters and have occurred for leavers.

Formula to use for calculating part year entitlements

To calculate the entitlement for someone leaving or starting part way through the leave year reference should be made to the annual leave calculator above, which will calculate leave entitlements for new starters, changes in hours, changes in entitlement and leavers can be found above

Starters

For starters, the formula is below:

(Full year entitlement excluding Public holiday entitlement) **x** (Number of full weeks left in leave year/52)

+

(Number of public holidays that have occurred) **x** 7.5 **x** (contractual hours/37.5)

E.g. an employee with 3 years reckonable service working full time starts on 14 September 2015 (there are 3 public holidays to the end of the leave year) would be entitled to:

$$[(262.5 - 60) \times (28/52)] + (3 \times 7.5) = 132 \text{ hours}$$

Changes in hours

EG An employee with over 10 years reckonable service reduces their hours from 37.5 to 30 on August 19, 2012 – There have been 5 public holidays since 1 April.

Entitlement for 37.5 hours = $(247.5 \times 20/52) + (5 \times 7.5)$ = 132.69

Entitlement for 30 hours = $(198 \times 32/52) + (3 \times 7.5 \times 30.5/37.5) = 151.84$

Total for year = 285 hours

Leavers:

To calculate annual leave entitlement on leaving

(Full year entitlement excluding Public holiday entitlement) **x** (Number of weeks taken in leave year/52)

Number of public holidays that have occurred x7.5 x (contractual hours/37.5)

E.g. an employee with 8 years reckonable service working 16 hours per week leaves on 31 July there have been 4 public holidays would be entitled to:

 $(92.8 \times 17/52) + (4 \times 7.5 \times 16/37.5) = 43.5 \text{ hours}.$

Leave already taken (including public holidays when they are due to work then needs to be deducted to establish the balance of leave owing.

Herefordshire & Worcestershire Clinical Commissioning Groups

Request for Carry Over of Annual Leave in excess of 5 days (pro rata)

NAME:
DEPARTMENT/TEAM
I work hours per week.
I wish to carry forward hours of my annual leave entitlement to the next leave year for the following reasons*.
Signed: (Employee)
Job title
Date:
Approved: (Manager)
Approved: (Director)

*Please note:

- 1. Employees may, in exceptional circumstances and by agreement with their manager, carry over more than 5 days of basic contracted hours to be taken in the following year. (pro rata for part time staff)
- 2. Where an employee is entitled to leave carried over from the previous leave year, the leave first taken in a current year shall be deemed to be that carried over until the amount of carried over leave is exhausted.
- 3. Except in those circumstances for which special provision has been made, a maximum of 5 days annual leave not taken, shall not be carried over to the following year.
- 4. Payment will not be made in lieu of annual leave not taken (except on termination of employment).

On completion, please return this form to your Manager.

Annual Leave for staff working a Nine Day Fortnight as part of a flexible working Request approved under the Flexible Working policy

A nine-day fortnight allows employees to work full time hours but over nine days instead of ten in each two-week period.

Although they work full time, the annual leave needs to be calculated differently.

For individuals who work 37.5 hours per week, an extra 7.5 hours must be spread over the 9 days that are worked.

Days off will be taken in agreement with the line manager to suit the needs of the service.

A day off should only be taken if the extra hours have been worked. All annual leave should be recorded in hours and not days.

To work out the entitlement, first calculate the average working day. To do this, multiply the hours in the working week by two and divide by nine.

The following example is for 37.5 hours per week. $37.5 \times 2 = 75.75/9 = 8.33$ hours or 8 hours 20 minutes.

For an entitlement of 27 days leave, using the tables, annual leave entitlement = 202.5 hours; bank holiday entitlement = 60 hours. Total = 262.5. Each day of annual leave requested is 8.33 hours.

In this example, if there is a request for a week off when the normal pattern of work is 5 days, this should be taken as 41.65 hours (41 hours 40 minutes) and then there is a still an entitlement to a day off the following week.

If the annual leave the week falls in the week with the normal day off then 33.32 hours (33 hours 20 minutes should be requested). Similarly each Bank Holiday taken is 8.33 hours. If the Bank Holiday falls on a day not normally worked as it is the day off, the hours do not need to be deducted. However it is essential that 75 hours has been worked over two weeks whether this is actual work time or annual leave hours.

Recognised NHS Employers

Details of NHS organisations in England:

- ✓ NHS Trusts
- ✓ Health Authorities and Support Agencies
- ✓ Commissioning Support Units (CSUs)
- ✓ Clinical Commissioning Groups (CCGs)
- ✓ Primary Care Trusts (PCTs, now closed)
- ✓ NHS Trusts
- ✓ Care Trusts
- ✓ Welsh Local Health Boards (LHBs)

For National Health Organisations outside of England, contact the Assistant HR Business Partner