



Health & Wellbeing Policy

Document Status: Draft

Document Ref: HRPOL -

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Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.02

Date: January 2023

**Approved by Corporate Management Team / Appointments and Staffing**

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Classification: SEC1 - Routine

## Document Location

This document is held by Tamworth Borough Council, and the document owner is HR.

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## Revision History

Revision Date	Version Control	Summary of changes
October 2022	V1	New policy
November 2022	V2	Updated following feedback

## Approvals Creation and Major Change

Name	Title	Approved

## Approvals Minor Change and Scheduled Review

Name	Title	Approved

## Approval Path

### Major Change

Originator

### Action

HR

Owner

Head of Paid Service

TULG

Consultative Group

CMT

Corporate Approval

Appts & Staffing Committee

Council Approval

### Minor Change

HR

Submission

TULG

Consultative Group

Director

Delegated Approval

### Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

### Distribution

The document will be distributed through Astute will also be available on the Intranet and paper based copies.

### Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

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Community Impact Assessment

Appendix 1 Health & Wellbeing calendar

## **1 Introduction**

- 1.1 Tamworth Borough Council (TBC) is committed to the mental health and wellbeing of its employees. Fostering employee wellbeing is good for employees and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where individuals and the organisation can thrive. A holistic approach aims to work in partnership with employees to promote wellbeing, to prevent sickness absence wherever possible and manage cases of sickness absence where they occur within a constructive framework of policies and procedures.
- 1.2 TBC understands there are many factors that influence the wellbeing of employees and by understanding and overcoming these issues, we will reduce absenteeism, lower staff turnover and increase productivity. TBC believes that the mental health and wellbeing of our staff is key to organisational success.
- 1.3 Furthermore, the workplace can be used to promote or reinforce healthier working practices and lifestyle choices. The calendar of wellbeing initiatives appended to this policy supports this agenda.

## **2 Purpose**

- 2.1 The purpose of this policy is to describe the organisation's commitment to the mental health and well-being of employees in its broadest, holistic sense, setting out how the organisation fulfils its legal obligations, the responsibilities of different functions and specialists and the range of services available to help employees maintain their health and well-being. The organisation recognises that well-being and performance are linked. Improving employees' ability to handle pressure and to balance work and home life will ultimately lead to improved individual and organisational performance.

## **3 Legal Obligations**

- 3.1 TBC has legal obligations under health and safety legislation to manage risks to the health and safety of employees. In addition to reducing safety risks, this means operating the business in a way that minimises harm to employees' mental health, for example by ensuring that the demands of jobs are not unacceptable and having policies and procedures in place to support individuals experiencing ill health at work.
- 3.2 TBC will put in place measures to prevent and manage risks to employee well-being, together with appropriate training and individual support.

## **4 The key domains of wellbeing**

4.1 There are seven inter-related 'domains' of employee wellbeing.

### **4.1.1 Health**

Physical health – health promotion, good rehabilitation practices, health checks, wellbeing benefits, health insurance protection, managing disability, occupational health support, employee assistance programme.

Physical safety – safe working practices, safe equipment, personal safety training.

Mental health – stress management, risk assessments, conflict resolution training, training line managers on difficult conversations, managing mental health, occupational health support, employee assistance programme.

### **4.1.2 Good Work**

Working environment – ergonomically designed working areas, open and inclusive culture.

Good line management – effective people management policies, sickness absence management.

Work demands – job design, job roles, workload, working hours, job satisfaction, work/life balance.

Autonomy – Control, innovation, whistleblowing.

### **4.1.3 Values/Principles**

Leadership – values-based leadership, clear mission and objectives, corporate governance, building trust.

Ethical standards – dignity at work, corporate social responsibility, volunteering.

Inclusion and diversity – valuing difference, cultural engagement, training for employees.

### **4.1.4 Personal Growth**

Career Development – mentoring, coaching, performance management, succession planning.

Emotional – Positive relationships, personal resilience training, financial wellbeing.

Lifelong learning – Performance development plans, access to training, technical and vocational learning, challenging work.

### **4.1.5 Collective/Social**

Employee voice – communication, consultation, genuine dialogue, involvement in decision making.

Positive relationships – Management style, teamworking, healthy relationships with peers and managers, anti-harassment and anti-bullying.

#### 4.1.6 **Good lifestyle choices**

Physical activity – walking, exercise.

Healthy eating – recipe clubs, healthy menu choices.

#### 4.1.7 **Financial wellbeing**

Fair pay and benefit policies – pay rates above the statutory national minimum wage/living wage, flexible benefits scheme.

Retirement planning – pre-retirement courses, flexible retirement.

Employee financial support – employee assistance programme offers debt counselling, signposting to external sources for free advice.

4.2 TBC offers initiatives across all 7 domains to promote health and wellbeing, the current initiatives will continue to evolve and grow.

### **5 Policy Statement**

5.1 TBC recognises the protection of health and promotion of wellbeing as important factors in sustaining attendance at work and supporting job satisfaction. TBC is committed to providing a working environment which minimises risk to health and promotes positive wellbeing. TBC aims to deliver this commitment by:

- Providing an environment in which employees who have health problems that may affect their work receive suitable support and that reasonable steps are taken to make adjustments to their work to enable them to achieve their full potential.
- Building and maintaining a workplace environment and culture that supports mental health, overall health and wellbeing and prevents discrimination, including harassment and bullying.
- Increasing employee knowledge and awareness of mental health and wellbeing issues and behaviours.
- Reducing the stigma around depression and anxiety in the workplace.
- Promoting the health and wellbeing of employees through its policies, support services and by means of health promotion campaigns. Providing access to specialist health and mental health support through Occupational Health and EAP in addition to internally trained Mental Health First Aiders.
- Providing a safe working environment with relevant safe equipment and PPE.
- Encouraging employees to declare relevant health or wellbeing matters to enable TBC to implement appropriate measures to actively support them. TBC will respect the confidentiality of employees making such declarations and will ensure that information is only shared where it is appropriate to do so.



## **6 Responsibilities**

### **6.1 The Employer has a legal duty of care and is responsible for:**

- Ensuring health at work, as set out in the Health and Safety at Work etc Act 1974 and the management of Health and Safety at Work Regulations 1999.
- Ensuring that its policies and practices reflect this duty and review the operation of these documents at regular intervals.

### **6.2 Senior Management is responsible for:**

- Implementing and promoting the principles and behaviours embedded in TBC policies and procedures that contribute to positive employee wellbeing.
- Implementing any line management responsibilities for those teams they directly line manage.

### **6.3 Line Managers are responsible for:**

- Ensuring risk assessments include appropriate consideration to potential significant risks to health and wellbeing.
- Ensuring that risk assessments identify appropriate control measures to reduce risks to health and wellbeing as far as reasonably practicable.
- Monitoring working hours, overtime and holidays to encourage employees to take breaks as required by legislation.
- Monitoring workload to ensure allocated tasks are capable of being completed within the time and resources allocated.
- Familiarising themselves with the Anti-Bullying and Anti-Harassment policy and ensure that employees are aware that this will not be tolerated within TBC.
- Consulting with Human Resources in respect of any team member whom they believe would benefit from support from Occupational Health or EAP.
- Ensuring that employees receive appropriate training and resources to carry out their duties.
- Managing absence in accordance with the Managing Attendance policy.
- Considering workloads to ensure jobs are realistic and manageable.
- Recognising that employees may have experiences in their personal lives that may make them vulnerable to pressures at work and which may have a temporary influence on their work performance.
- Treating all discussions as confidential unless it is necessary to involve others to deal with the issues.
- Raising health and safety issues as soon as they become known.

### **6.4 Human Resources is responsible for:**

- Enabling prospective employees to confidentially disclose health issues prior to taking up employment to enable reasonable adjustments to be identified and implemented prior to employment commencing.
- Supporting line managers to manage health and wellbeing within their teams.
- Promoting employee health and wellbeing.

- Ensuring competent advice is available for health and wellbeing matters. This will include access to Occupational Health and Employee Assistance Programme (i.e. counselling service).

#### **6.5 Health & Safety is responsible for:**

- Supporting line managers to manage health and wellbeing within their teams.
- Undertaking risk assessments.
- Providing health and safety training.

#### **6.6 Employees are responsible for:**

Employees have general duties under TBC's health and safety policy to cooperate on matters of health and safety and to protect their own health and safety and that of any other person who may be affected by their acts or omissions. Employees are strongly encouraged to:

- Disclose any relevant health and wellbeing information to line management to enable TBC to identify and implement any support measures required to sustain attendance and support health and wellbeing.
- Attend Occupational Health where recommended and consent to relevant information being disclosed to line management.
- Take reasonable care of their own mental health and wellbeing, including physical health.
- Take reasonable care that their actions do not affect the health and safety of other people in the workplace.
- Support and contribute to TBC's aim of providing a mental health positive and supportive environment for all employees.
- Make use of TBC's Employee Assistance Programme and any other support such as the health insurance scheme.

#### **6.7 Occupational Health is responsible for:**

6.7.1. Providing a comprehensive service designed to help employees stay in work, or to return to work. This will include preparing medical assessments of individuals' fitness for work following referrals from line managers and the HR department, liaising with GPs and working with individuals to help them to retain employment.

6.7.2 Playing a critical part in developing rehabilitation plans for employees returning to work after absences and work with GPs and line managers on considering duties and working environments to ensure that rehabilitation is successful.

#### **6.8 Employee Assistance Programme Provider is responsible for:**

The provider of external employee assistance services will alert the organisation's HR Department to clusters or hotspots, drawing on anonymised

data provided by calls to its 24 hours helpline and information from face-to-face counselling with employees.

## **7 How TBC actively manages employee wellbeing**

TBC will promote health and wellbeing in the workplace using the tools outlined in this policy.

### **7.1 Annual Leave**

TBC has a generous annual leave scheme which is in excess of the minimum entitlement laid out in employment legislation. New starters commence on 26 days, rising to 31 days after 5 years' service. For employees in post prior to 1<sup>st</sup> January 2008, this is 32 days. Note - This will increase by one day in April 2023 as part of the pay award agreed in November 2022. To ensure employees receive adequate rest and recuperation throughout the year, employees are encouraged to space their leave throughout the year.

### **7.2 Anti-Bullying and Anti-Harassment, Discipline, Grievance and Whistleblowing policies**

TBC has policies and procedures for reporting and handling inappropriate behaviour or decision making through the above procedures. The policies are published and available on Infozone.

### **7.3 Awareness Campaigns**

The Health & Wellbeing calendar appended to this policy outlines a wide range of mental and physical wellbeing initiatives that employees or teams can become involved in to promote the wellbeing agenda and their own wellbeing.

### **7.4 Carers Leave**

Caring responsibilities can lead to stress in the workplace and is therefore important to provide support and guidance to employees. TBC offers carers leave which is covered in the Annual Leave & Other Leave policy.

### **7.5 Counselling Service – Health Assured**

7.5.1 Counselling offers an employee an opportunity to work with an experienced and impartial mental health professional to clarify and understand their difficulties and to find helpful ways of coping and dealing with them. TBC retains the services of an independent Employee Assistance Programme (EAP) provider, this service is a confidential and no details are shared with TBC without the explicit consent of the individual involved. Where there is a critical

incident, the service also offers a critical incident debrief support to affected employees.

7.5.2 The EAP provider has a portal which contains lots of useful information including; emotional health, physical health, life support (including legal & financial, family & relationships, bereavement & loss, financial assessments). There is also access to 4 weekly programmes, mini health checks, useful links and webinars as well as a section for managers which covers managing staff wellbeing.

7.5.3 In addition to this, Health Assured has an App called My Healthy Advantage which can be tailored to personal preference. Topics include; mental health, nutrition, smoking awareness, alcohol awareness, sleep, healthy eating, weight loss, bereavement. Full details of this service are located on the HR tab of Infozone.

## **7.6 Domestic Abuse support**

7.6.1 Managers being aware of the devastating impacts that domestic abuse can have on employees is vital for employers to be able to effectively support them. This is also important because employees who experience domestic abuse are often subject to disciplinary action because their behaviour can be unpredictable because of their domestic situation. Having a steady income is key to a survivor's economic independence and opportunities to escape domestic abuse. Our 'Domestic Abuse for Employee's' policy also contains information on local support services.

7.6.2 During the coronavirus (COVID19) pandemic, there was an increase in domestic violence and abuse when it became more difficult to get away from the perpetrator. TBC is committed to its duty of care to all employees and recognises the difficulty this presents to those employees working from home. In addition to the support outlined in the 'Domestic Abuse for Employees' policy TBC can further support by:

- Finding ways to communicate safely, for example by text message if calls are not possible
- Agreeing a code word or hand signal for someone to use to alert others that they are experiencing domestic abuse.
- Arranging another place to work from instead of home.
- Being flexible around working hours.
- Allowing time off to attend support appointments.
- Helping the employee get other appropriate support, a list of support groups is included with the 'Domestic Abuse for Employees' policy.

## **7.7 Equality & Diversity**

7.7.1 TBC will not tolerate any discrimination, victimisation or harassment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. This commitment is outlined in our Equality Scheme, Regular equality and diversity training is delivered and equality runs throughout our policies and community impact assessments.

7.7.2 All roles are job evaluated to ensure pay structures are not discriminatory and employees receive equal pay for equal work.

7.7.2 TBC is Disability Committed, meaning all applicants with a disability will be shortlisted for interview if they meet all of the essential criteria for the role.

7.7.3 TBC pay scales are above the national living wage and national minimum wage, they are transparent and non-discriminatory.

## **7.8 Exit interviews & Questionnaires**

By understanding the reasons behind employee turnover, TBC can potentially devise initiatives and/or develop employment policies/practices to reduce turnover, increase employee engagement and retention. Our exit questionnaire covers 13 key themes:

1. The role
2. Job Profile
3. Goals and targets
4. Communications
5. Working relationships including leadership styles
6. Appraisal and development
7. Career aspirations
8. Reward
9. Work-Life balance
10. Working environment
11. Employment experience
12. Reason for leaving
13. Other matters

## **7.9 Health & Safety**

The Health & Safety team provide health & safety policies, health & safety training, review DSE workstation assessments, undertake stress risk assessments and support managers on other risk assessments e.g. lone working.

## **7.10 Menopause policy**

54% of the TBC's employees are female. The Menopause Policy and associated wellbeing action plan raises awareness and understanding of the menopause and how this can affect employees. It provides examples of support and adjustments that can be put in place to manage menopausal symptoms.

### **7.11 Mental Health First Aiders**

- 7.11.1 Mental Health First Aiders are trained to spot the early signs of mental ill health in their colleagues and can point them towards further sources of help and to support them in their recovery.
- 7.11.2 Mental Health First Aid have provided a range of resources to support which is available on Infozone under the HR tab alongside the names of our Mental Health First Aiders. They include; 'Line Manager Resources', 'Supporting your mental health whilst working from home' and 'My Whole Self MOT'.
- 7.11.3 Mind's Wellness Action Plan (WAP) is also a useful tool, this is available on their website.

### **7.12 Non-contributory health cash plan UK Healthcare**

- 7.12.1 All employees, once they have passed their probationary period, can access the non-contributory health cash plan. UK Healthcare cover is designed to help contribute towards 'day to day' healthcare expenditure such as optical, dental, chiropody, wellbeing, complementary therapies, prescription and discounted gym/spa membership. Employees can opt to upgrade their membership.
- 7.12.2 Full details of this service is located on the HR tab of Infozone.

### **7.13 Occupational health support**

- 7.13.1 A comprehensive occupational health service is available, from individual health screening to the design of return-to-work plans for those rehabilitating after a period of long-term sickness absence. Occupational Health also provide advice on reasonable adjustments or whether a referral to Access to Work should be made for specialist equipment.
- 7.13.2 Workplace well-being services provided by the occupational health service include pre-employment screening; fitness-for-work assessments; HAVS assessments and designing and advising on health promotion initiatives.
- 7.13.3 If employees believe that their work, or some aspect of it, is having a negative impact upon their health they should, in the first instance, speak to their line manager or the HR department. The discussion should cover workload and other aspects of job demands, and raise issues such as identified training needs.
- 7.13.3 A referral to the occupational health service will be made if this is considered appropriate after an employee's initial discussion with their manager or the HR department. Discussions between employees and the occupational health professionals are confidential, although the occupational health team provide a report on the employee's fitness to work, and any recommended adaptations to the working environment, to the HR department.

#### **7.14 Retirement planning**

- 7.14.1 Regular pre-retirement financial planning courses are offered to employees within 3 years of retirement.
- 7.14.2 The pension scheme issues Pension Statements annually which details projected benefits. Further information is also on their portal.
- 7.14.3 A flexible retirement scheme allows employees to ease into retirement by reducing their contracted working hours.

#### **7.15 Sick pay provisions**

- 7.15.1 TBC's scheme of sick pay provisions are designed to provide financial support during a period of sickness absence. These are detailed in the Written Statement of Particulars (contract of employment).

#### **7.16 Staff Support Groups**

- 7.16.1 TBC will support employees who wish to lead/facilitate a staff group linked to wellbeing. Support includes publicising it on the staff communications and allowing 1 hour per month for attendance. Meetings should not impact on service delivery and must be scheduled around lunch time. If attendance impacts on operational delivery, managers will have the right to restrict numbers within their team attending. Any additional time will be in the employee's own time. The groups will be self-managed and not funded by TBC. Examples of groups can include choir, book club, film club, cooking/nutrition, walking/running club, parents of disabled children, this list is not exhaustive. If you are interested in starting a group, please contact the Head of HR & OD.

#### **7.17 Staff surveys, communication & consultation**

- 7.17.1 Managers and employees are encouraged to participate in communication/feedback exercises, including stress audits and staff surveys to enable management to listen to and act on their feedback.
- 7.17.2 During times of organisations change, TBC has a robust policy for consultation and communication with affected employees to ensure that change is managed well.

#### **7.18 Stress Risk Assessments**

- 7.18.1 TBC recognises that employee's tolerance thresholds differ and that non work factors may play a part in determining an individual employee's response. It is of paramount importance that employees share any relevant information which might impact upon their ability to cope with reasonable pressures at work.

7.18.2 Where managers have the issue of stress brought to their attention, Health & Safety will undertake a stress risk assessment to help identify the issues and the appropriate action to take.

## 7.19 Training

7.19.1 TBC provides training to equip employees to undertake their roles. This can include formal training course, informal training, e-learning, on the job coaching.

## 7.20 Values

7.20.1 TBC's values demonstrate the organisation's commitment to positive behaviour between our employees. Our values are; Accountability, Challenge, Compassion, Courtesy, Decisiveness, Empowerment, Openness, Honesty, Integrity & Respect and professionalism.

7.20.2 A new Performance Development Review (PDR) embeds our Values within our performance management framework.

## 7.21 Wellbeing when working from home

7.21.1 Working from home can bring many benefits, however it can be an isolating and even lonely experience for some. Simple measures can assist wellbeing when working from home, including creating healthy boundaries between work and personal life and staying mentally and physically healthy to be a productive and effective worker. Some useful tips:

**Create a morning routine** – A regular schedule is important, try to adhere to your normal office routine as much as possible such as getting up, dressed and arrive at your desk for the workday.

**Create a comfortable and clutter-free workspace** – focus on your work when you are only in this space to create a physical and mental boundary between your professional and home life. The workstation must be DSE compliant (See InfoZone, HR policies, SMART Working section for the DSE risk assessment).

**Establish boundaries** – it is easy to lose track of time when working from home so set a schedule. Having clear boundaries on when you start and stop work will help to maintain work-life balance.

**Be a home worker, not a lone worker** – Communication really is the key to not feeling disconnected, isolated or alone. Use communication tools and use them to keep in touch at regular intervals throughout the day. Whilst most communication throughout the course of the day is about work, consider beginning and ending the day with a more personal conversation in order to stay connected with colleagues whilst working remotely.

**Face to face is still best** – Wherever possible, communicate with colleagues via Teams, our 'SMART Working' policy 'Microsoft Teams etiquette' outlines



that cameras should be on to keep connected. Two day monthly mandatory office attendance ensures employees stay connected with their colleagues.

**Take a break** – Like any work environment, it is important to take an occasional break to let your brain, eyes and body relax. Short breaks will help refocus on work tasks, ultimately supporting both productivity and mental health.

**Stand up and stretch** – Sitting all day isn't healthy even if you are at the office, but working from home means you miss your commute and have fewer reasons to get up from your chair throughout the day. Try standing up every 30 minutes or so to stretch and extend your spine to reverse the hunched position of sitting. Some suggested exercises are available on the link below.

[seated-yoga-workout.jpg \(900x1273\) \(www.nhs.uk\)](https://www.nhs.uk/health/2016/05/16/seated-yoga-workout-jpg-900x1273/)

[Desk stretches to ease aches and pains \(bupa.co.uk\)](https://www.bupa.co.uk/health/2016/05/16/desk-stretches-to-ease-aches-and-pains/)

**Maintain physical health** – Eat well, sleep well and exercise well - these are three cornerstones of good physical health and they should not be ignored just because you are working from home.

**Practice mindfulness** – Many people find that mindfulness techniques help reduce their level of stress and improve their attention span. From deep breathing to making sure you focus completely on one task at a time.

**Ask for help** – If you begin to feel overwhelmed, ask for help from your manager or colleagues.


**Listen to music** – if you find working from home too quiet, you miss the buzz of the office and find it difficult to focus, listen to music or turn on the radio.

**End your day with a routine** – Just like the start of the day, end the day with a routine that signals the close of the day. Put your work away and shut your laptop so you know you are back in your personal home time and place.

## 7.22 Work/Life Balance

7.22.1 TBC offers a range of family friendly policies which can provide opportunities for staff to develop a good work/life balance;

- Carers leave
- Flexi Leave
- Maternity, Adoption, Shared Parental Leave
- Paternity Leave
- Right to Request Flexible Working Policy

<b>Part 1 – Details</b>		
		
<h1 style="margin: 0;">Community Impact Assessment</h1>		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Health & Wellbeing	
Date Conducted	January 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>

What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

A framework for health and wellbeing support.

Who will be affected and how?

All Employees

Are there any other functions, policies or services linked to this impact assessment?

Yes  No

If you answered 'Yes', please indicate what they are?

Absence Management,  
 Annual Leave  
 Anti-Harassment & Anti Bullying  
 Domestic Abuse  
 Equality Scheme  
 Health & Safety  
 Menopause  
 SMART Working

### Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Maternity/Paternity leave addressed
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race

Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Policy addresses leave for religious festivals
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Carers leave addressed
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Parental leave addressed
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Carers leave addressed
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

#### Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
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<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living &amp; subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Covalent			

Date of Review (If applicable) .....

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