

 <p>GIG CYMRU NHS WALES</p> <p>Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 08 November 2023</p> <p>Agenda item: 4.2a</p>
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Policy / Procedure Review and Approval Report

Section 1 - Policy / Procedure Information

Policy / Procedure Title	Work How it Works Best (WHIWB) Agile Working Policy
Policy Owner	Karen Fitzgibbon
Lead Executive	Neil Lewis
PHW / All Wales?	Public Health Wales
Date of last Review	New Policy
Is the current policy / procedure within date?	n/a New Policy
Approving Body /Group	People & OD Committee
Version Number	1

Section 2 – Recommendation

FOR APPROVING BODY:

That the People and Organisational Development Committee:

- **Considers** the information contained within the Policy and Equalities Impact Assessment
- **Note** that the Leadership Team have endorsed the Policy to the People and Organisational Development Committee for approval
- **Approve** the Policy

3 – Details of the Review:

Background:

Reason for review	New policy following one-year trial of Work How it Works Best
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Consultation:

Has this Policy / Procedure been through the appropriate consultation process?	Yes
Date range of consultation:	30 August 2023 - 27 September 2023
Please provide details of any feedback received and outline what changes if any were made to the document as a result:	
<p>The Work How it Works Best Policy has been developed in partnership at a Policy Workshop in July 2023 and the organisation has consulted widely using the agreed process for policy review and development.</p> <p>Feedback received from one colleague requesting more detail of the practical implementation of the Policy. The more operational aspects of the Policy are covered in the toolkit available on our intranet pages - WHIWB toolkit and supporting intranet resources - which has been reviewed and will be further updated as we continue to embed this approach to agile working throughout the organisation.</p> <p>We are actively working to make our policies less prescriptive, focusing on empowering managers to tailor support according to individual needs, aligning with our ongoing cultural shift.</p> <p>We do, however, acknowledge the need for the organisation to articulate a clear approach for equipment provision which aligns with the Policy and considers the associated financial implications, and have a designated workgroup who will establish the supporting process and local procedure for equipment provision which will underpin the Policy.</p> <p>On this basis, we are seeking approval of the Policy which consolidates existing arrangements and formalises our ways of working, which have been in place for a period of approximately two years.</p>	

Had this policy / procedure been considered by any other groups?	Yes Local Partnership Forum
If so, please provide detail of any comments / feedback or amendments made to the documents as a result of this	
<p>Additional detail added to EqHIA to reflect further engagement planned during implementation, in particular with workplace-based colleagues.</p> <p>Some instances of <i>staff</i> and <i>employees</i> updated to <i>colleagues</i> to reflect Being Our Best terminology. Some instances of <i>staff</i> and <i>employees</i> remain where this terminology is more appropriate.</p> <p>Added reference to support available from people and OD and via Trade Union representatives.</p> <p>The Leadership Team also considered and commented as necessary on the Policy during October 2023.</p>	

4 – Impact Assessments



Equality and Health Impact Assessment	<p>Relates to Strategic Risk 4.</p> <p>This policy provides a consistent framework for fair practice when considering agile working arrangements.</p> <p>The associated Work How it Works Best toolkit provides more detailed guidance and links to supporting information.</p>
Risk and Assurance	<p>This Policy / Procedure supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes</p>
Health and Care Standards	<p>Theme 7 - Staff and Resources</p> <p>Choose an item. Choose an item.</p> <p>There are financial implications associated with the provision of IT equipment for use at home by frequent agile workers, where new equipment may be required. Facilities and Finance teams are in discussion regarding a centralised equipment budget. The WHIWB policy does not stipulate an agreed budget as this will be a matter for finance and estates to determine outside of the policy.</p>
Financial implications	<p>Formalising the WHIWB trial with a policy document, reinforces the principles we are currently working to and will provide a consistent framework for fair practice when considering agile working arrangements.</p> <p>Work will continue in partnership to embed the policy throughout the employee life-cycle and ensure implementation of the policy throughout the organisation, through continued development of the WHIWB toolkit and supporting intranet resources.</p>

People implications	<p>Relates to Strategic Risk 4.</p> <p>This policy provides a consistent framework for fair practice when considering agile working arrangements.</p> <p>The associated Work How it Works Best toolkit provides more detailed guidance and links to supporting information.</p>
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5 - Implementation

Implementation plan (with timescales)		
Next steps	Timescale	Responsible officer(s)
Once approved the updated policy will be launched via the staff and manager bulletins and updated intranet pages.	Within 4 weeks of approval	Karen Fitzgibbon
Establish an agreed process for equipment provision that accounts for current and forecast costs, aligns with Work How it Works Best principles and Policy and is reflected in an underpinning process/ local guidance document.	03/11/2023	Task and finish group comprising: <ul style="list-style-type: none"> • Estates • Finance People and OD
Additional supporting resources to be developed through WHIWB working group, to embed the policy throughout the employee life-cycle and ensure fair and consistent implementation of the policy.	31/03/2024	Karen Fitzgibbon WHIWB working group



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Public Health
Wales

Reference Number: xxxxx

Version Number: 1

Date of next review: xx/xx/2026

WORK HOW IT WORKS BEST – AGILE WORKING POLICY

Policy Statement

We are committed to fostering an agile work environment that not only enables delivery of our long-term strategic plan, but also prioritises the well-being and professional growth of our employees.

We want to enable our colleagues to achieve their best work by providing them with a framework to discuss and agree how, when, and where they work, while maintaining a focus on collaboration, accountability, and delivering exceptional results.

Following a successful year-long trial of agile working arrangements, this policy establishes our agreed organisational approach to agile working, which we refer to as Work How it Works Best.

This policy provides a framework for consistent and fair practice when considering agile working arrangements. The associated Work How it Works Best toolkit provides more detailed guidance and links to supporting information.

Policy Commitment

This policy applies to all employees, and staff on secondment within Public Health Wales, enabling them to work how it works best. This policy will apply to agency workers by agreement between the organisation and the employment agency.

Our individual needs, and the requirements of our roles and teams will vary, so we will see colleagues with different working arrangements and patterns. In seeking to meet the needs of individuals, we will seek to ensure that no one will be treated more or less favourably based on their 'how it works best' arrangements.

We will use technology to maximise connection and inclusion and to ensure that the agreed location from which an individual works does not place them at a disadvantage.

Our working arrangements take into account three core pillars of where the work is best done, the needs of others and your needs or preferences:

- **Where the work needs to be or where it is best done** – taking into account the setting, equipment needs, team/ group work and ability to focus;
- **The needs of the team** – both our immediate team members/ colleagues, those with whom we're working with on a project/ piece of work or in the broader sense;
- **Where would I prefer to/ need to be** – should I attend a workplace/ home/ other to support my wellbeing, might I need to work somewhere different in order to harmonise work/ life responsibilities?

Arrangements will be fluid and change in line with changes to needs. How it works best one week may change the next, for example absence in the team may mean we're needed in a workplace, we may ask trained colleagues to attend a workplace if their skills are needed. We understand life will also happen, so we support each other as much as possible to help colleagues manage challenging personal circumstances.

We will ask 'how are you doing?' regularly and with compassion. If we're working less frequently in a workplace, we make sure we check in with each other. Teams collectively decide how and when they connect (virtually and in-person) and agree what works for all.

There are some meetings/ conversations which best happen in person – and we all agree to do so. For example, My Contribution (or other personal/ professional appraisals), team welcome inductions/orientation meetings, attendance reviews and any meetings relating to disciplinary/ grievance/ capability should be held in person when safe and practicable to do so at an appropriate, mutually agreed venue/ location. Return to work check-ins following a period of absence may be held in person or virtually depending on the individual circumstances.

We work together, with trust and respect, to make a difference. If there are disagreements, we manage the conversation respectfully and we will use support available through Healthy Working Relationships to resolve the matter.

Supporting Procedures and Written Control Documents

[All corporate policies and procedures are available on the Public Health Wales website](#)

Other related documents are:

- Flexible Working Policy
- Work How it Works Best toolkit and supporting intranet content
- All Wales Information Governance Policy and associated procedures
- Health and Safety Policy
- Lone Working Policy
- Managing Attendance at Work
- Respect and Resolution Policy

Scope

This policy applies to all employees, and staff on secondment within Public Health Wales, enabling them to work how it works best. This policy will apply to agency workers by agreement between the organisation and the employment agency.

Agile working is available to all employees, in addition to (and does not prevent) requests for Flexible Working under the Flexible Working Regulations 2014. See our [Flexible Working Policy](#) for more information on other Flexible Working options.

Important Terminology

- Agile or hybrid working: Working in different places, including our workplaces, hubs/ local spaces and home. This way of working may be regular/ frequent or occasional.
- Agile or hybrid workers: Colleagues whose work, or significant parts of it, can be completed in a workplace(s), hub/ local space or from home.
- Workplace-based workers: Colleagues whose work, with the exception of occasional training/ administration, can only be completed in a specific workplace(s), e.g. because specialist equipment is required.

Equality and Health Impact Assessment	An Equality, Welsh Language and Health Impact Assessment has been completed and can be viewed on the policy webpages.
Approved by	People and Organisational Development Committee
Approval Date	

Review Date	July 2023
Date of Publication:	

Group with authority to approve supporting procedures	People and Organisational Development Committee
Accountable Executive Director/Director	Neil Lewis Director of People and Organisational Development
Author	Karen Fitzgibbon, Policy Lead People and Organisational Development

Disclaimer:

If the review date of this document has passed please ensure that the version you are using is the most up to date either by contacting the document author or [Corporate Governance](#).

Summary of reviews/amendments				
Version number	Date of Review	Date of Approval	Date published	Summary of Amendments
V1	July 2023			New policy following one-year trial of Work How it Works Best

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1. Policy Statement

We are committed to fostering an agile work environment that not only enables delivery of our long-term strategic plan, but also prioritises the well-being and professional growth of our employees.

We want to enable our colleagues to achieve their best work by providing them with a framework to discuss and agree how, when, and where they work, while maintaining a focus on collaboration, accountability, and delivering exceptional results.

Following a successful year-long trial of agile working arrangements, this policy establishes our agreed approach to agile working, which we refer to as Work How it Works Best.

This policy provides a framework for consistent and fair practice when considering agile working arrangements. The associated Work How it Works Best toolkit provides more detailed guidance and links to supporting information.

2. Scope

This policy applies to all employees, and staff on secondment within Public Health Wales, enabling them to work how it works best. This policy will apply to agency workers by agreement between the organisation and the employment agency.

Agile working should promote the all-Wales reach of Public Health Wales, and the nature of the work and support given to the colleagues, the public, and our service users.

Our agile working arrangements take into account three core pillars of where the work is best done, the needs of others, and your needs or preferences:

- **Where the work needs to be or where it is best done** – taking into account the setting, equipment needs, team/ group work and ability to focus;
- **The needs of the team** – both our immediate colleagues, those with whom we're working with on a project/ piece of work or in the broader sense;
- **Where would I prefer to/ need to be** – should I attend a workplace/ home/ other to support my wellbeing, might I need to work somewhere different in order to harmonise work/ life responsibilities?

Therefore, agile working may look different for each of us and the types of arrangements may include:

- **Agile or hybrid working arrangements**
 - e.g. working in different places, including our workplaces, hubs/ local spaces and home.
- **Off-site working days**
 - Colleagues whose work can only be done or is best done in a workplace may agree a number of days (per month, per quarter or over a year) when they work elsewhere;
 - e.g. for CPD, appraisal preparation, statutory and mandatory training completion, reflective practice and attending virtual meetings/ training.
- **Other flexibility**
 - e.g. starting/ finishing earlier/ later, or taking a longer break and working 'split' days to cover core hours.
 - e.g. compressed hours - spreading your contractual hours out over fewer days.

Agile working is available to all employees, in addition to (and does not prevent) requests for Flexible Working under the Flexible Working Regulations 2014. See our [Flexible Working Policy](#) for more information on other Flexible Working options.

3. Roles and Responsibilities

3.1 Colleagues

All colleagues who work in an agile manner are responsible for:

- Working together with their manager in agreeing how they can work in an agile manner (this is a shared responsibility) in line with the needs of the team, the work and the individual;
- All measures set out in this and related policies and procedures are complied with e.g. Health and Safety, Lone Working and Managing Attendance at Work;
- Ensuring completion of the IHASCO 'Working Safely at Home' eLearning course (on joining the organisation and at regular intervals thereafter);
- Keeping up to date with issues/ working practices within their working area by maintaining appropriate and regular communication with their manager and other colleagues within the organisation and across NHS Wales;
- Attending meetings, training and supervision as necessary and appropriate;
- Taking care of [equipment](#) and [information](#) which they use and familiarise themselves with the relevant policies, e.g. Information Governance Policy;
- Identifying and reporting any issues to their manager related to agile working arrangements;

- Maintaining a good work/ life balance.

3.2 People Managers

All people managers will ensure:

- Working together with their colleagues and teams in agreeing how they can work in an agile manner (this is a shared responsibility) in line with the needs of the team, the work and the individual;
- Agile working is promoted and supported wherever possible;
- Colleagues are supported in accessing, through the Facilities Team, the appropriate equipment (including IT equipment) necessary to undertake their role;
- Colleagues are able to access and complete training;
- Issues related to improving or maintaining productivity, quality, health, safety and security are considered and action taken to support employees in managing them;
- Communication is maintained with all employees and that colleagues are briefed and encouraged to be part of a team and that employees who work in an agile manner continue to receive regular supervision;
- Agile working is monitored through regular review such as My Contribution and regular one-to-one discussions;
- Advice and assistance is sought, where necessary, in relation to the health and safety of employees, including adjustments which may be required, e.g. through [Occupational Health](#) and/ or [People and OD](#).
- Health and safety issues are raised with the respective Health and Safety manager and Estates and Health and Safety Division.

3.3 People and OD

The People and OD Team will:

- Ensure that people managers are provided with advice and support in managing and supporting agile workers;
- Support people managers and colleagues to continue to develop and promote agile working and, where barriers to agile working are identified, work to reduce them;
- Undertake evaluation of agile working, publish the results and act on the findings;
- Work in partnership with Trade Unions, people managers and colleagues to promote agile working.

4. Process

Colleagues should discuss and agree agile working arrangements with their manager. To inform those discussions, it is helpful for all parties to spend some time reflecting on their present working arrangements, and previous working

arrangements if applicable. [Several supporting templates have been developed for this purpose.](#) These are recommended for use upon commencement in a new role and periodically thereafter, e.g. quarterly or every 6 months, to enable colleagues and their manager to consider and discuss what has worked well, what has changed, and what could be improved.

Keep a record of agile working arrangements agreed to enable future discussion and reflection.

There may be occasions where individuals, teams and managers are unable to agree, or easily find a compromise even after robust reflection and discussions.

If this happens, colleagues are encouraged to review the information available on our intranet pages on [Respect and Resolution Toolkit \(sharepoint.com\)](#) to support them in handling any disagreement. You may wish to contact PeopleSupport.PHW@wales.nhs.uk for advice or speak to your Trade Union representative.

5. Communication

Colleagues will keep up to date with issues/ working practices within their working area by maintaining appropriate and regular communication with their manager and other colleagues within the organisation and across NHS Wales.

People managers will ensure that communication is maintained with all employees and that colleagues are briefed and encouraged to be part of a team and that employees who work in an agile manner continue to receive regular supervision.

In line with the principles of Work How it Works Best, we will communicate and work with others to encourage individuals within and across teams to connect to deliver work collaboratively. We will keep calendars open and up to date (using 'private' meetings for matters which are confidential) and use Microsoft Teams statuses to inform others of our availability.

Please see [Enabling and supporting staff to work from home | NHS Employers](#) for additional information to support the wellbeing of remote/ agile workers, including staff suffering domestic abuse and colleagues at risk of loneliness.

6. Equipment

All colleagues of Public Health Wales should be provided with appropriate equipment required to undertake their role. This may include specialist equipment provided through an adjustment agreed through the Managing Attendance at Work Policy and/ or following Occupational Health advice.

Colleagues with agile working arrangements who are able to work best at home are responsible for ensuring they have an appropriate workstation, stable, secure and a sufficient internet connection. Managers must be assured of this prior to agreeing any agile working arrangement. In the event of sustained connectivity concerns, colleagues will be asked to work at a workplace/ agreed alternative location until such time as the issue is resolved.

IT equipment - a keyboard, a monitor and a mouse - can be requested by contacting phw.facilities@wales.nhs.uk. The equipment remains the property of Public Health Wales and must be returned to the organisation in good working order as part of the normal leavers process.

The equipment used by agile workers (whether owned by the organisation or provided by individuals) must be safe to use, fit for purpose and not give rise to any health and safety risks. The equipment should be maintained in efficient working order and in good repair.

All colleagues must ensure that all equipment owned by the organisation is kept securely including whilst in transit. Any personal use of this equipment will need to be agreed and may have tax implications to the individual under HMRC taxable benefits home working rules.

Any concerns regarding equipment should be raised with the manager at the first available opportunity.

7. Expenses

Agile workers' contractual bases will remain the appropriate Public Health Wales premises and travel expenses from home to base are not payable.

Any expenses should be claimed as normal through the e-expenses system, <https://www.sel-expenses.com/>

8. Health and safety

Colleagues and people managers have a shared responsibility for promoting and supporting health and wellbeing. Agile working should not adversely affect the health and wellbeing of colleagues, including their mental health and wellbeing.

The health, safety and wellbeing of our colleagues is paramount and we need to ensure our ways of working are safe and do not have a negative impact on wellbeing and welfare.

All colleagues should ensure compliance with statutory and mandatory training and agile workers should complete the IHASCO 'Working Safely at Home'

eLearning course on joining the organisation and at regular intervals thereafter. Please contact phw.facilities@wales.nhs.uk for more information.

[For colleagues who require any workplace adjustments, please see attached for more information.](#)

It is the responsibility of agile workers, e.g. colleagues working from home, to provide adequate home buildings and contents insurance. Public Health Wales does not accept liability for damage caused to an individual's home or its contents.

9. Information Governance

All colleagues should abide by the all Wales Information Governance Policy and associated procedures, regardless of the location from which they work.

All colleagues should ensure that they are up to date with their Information Governance Training.

Any breach of confidentiality should be reported via DATIX, including loss or theft of IT equipment containing confidential and/ or personal identifiable data.

It is expected that colleagues take all reasonable precautions to safeguard data and failures to safeguard data may be dealt with under the Disciplinary Policy.

10. Implementation

All colleagues need to be made aware of the existence of this policy which can be obtained on the Public Health Wales Policies Intranet page, and will be publicised via the staff intranet.

People managers should bring the guidance to the attention of their teams.

Whilst training is not offered on this procedure, we encourage colleagues to seek guidance on this procedure from the People and OD team by contacting PeopleSupport.PHW@wales.nhs.uk

11. Equality and Welsh Language

An Equality, Welsh Language and Health Impact Assessment has been completed and has not identified any potential negative impacts (unintended consequences) or gaps.

This policy will be made available in Welsh on our Policy webpages.

12. Review

This policy will be reviewed in 3 years' time or sooner if required.

The named lead will monitor this policy to ensure it is compliant with current legislation, to ensure it is effectively implemented, and ensure that it is reviewed in accordance with the timetable for review.

We are continually looking to improve our employment practices and welcome any feedback you may have in relation to this policy. Feedback can be provided by emailing PeopleSupport.PHW@wales.nhs.uk or you may wish to feedback via your Trade Union representative.

Template

Equality & Health Impact Assessment for

Work How it Works Best – Agile Working Policy

Part 1

Please answer all questions:-

1.	For service change, provide the title of the Project Outline Document or Business Case and Reference Number	Work How it Works Best – Agile Working Policy
2.	Name of Clinical Board / Corporate Directorate and title of lead member of staff, including contact details	Karen Fitzgibbon karen.fitzgibbon@wales.nhs.uk People and Organisational Development
3.	Objectives of strategy/ policy/ plan/ procedure/ service	<p>Following a successful year-long trial of agile working arrangements, this policy establishes our agreed approach to agile working, Work How it Works Best.</p> <p>This policy provides a framework for consistent and fair practice on the issues to be taken into account when considering agile working arrangements. The associated Work How it Works Best toolkit provides more detailed guidance and links to supporting information.</p>
4.	Evidence and background information considered. For example <ul style="list-style-type: none"> • population data • staff and service users data, as applicable 	<ul style="list-style-type: none"> • All Wales Workforce and OD Assistant Directors • Burges Salmon • Chartered Institute of Personnel and Development • Local Partnership Forum • NHS Employers - Enabling and supporting staff to work from home • NHS Wales Approach to Agile Working Brief and Guidance

	<ul style="list-style-type: none"> • needs assessment • engagement and involvement findings • research • good practice guidelines • participant knowledge • list of stakeholders and how stakeholders have engaged in the development stages • comments from those involved in the designing and development stages <p>Population pyramids are available from Public Health Wales Observatory and the 'Shaping Our Future Wellbeing' Strategy provides an overview of health need.</p>	<ul style="list-style-type: none"> • NWSSP Legal and Risk Services • Our Conversation (PHW staff engagement) • Public Health Wales Estates, Facilities and Health and Safety • Public Health Wales People Strategy 2030 • Public Health Wales Staff Diversity Networks • Public Health Wales Strategy Cohesion Group • Screening Division Senior Management Team • Staff data including feedback via Work How it Works Best trial period evaluation • Tell Us How You Are Doing staff surveys • The Public Health Impact of Home and Agile Working in Wales • Together for a Safer Future: Wales' long-term COVID-19 transition from pandemic to endemic • Work How it Works Best trial period evaluation
5.	<p>Who will be affected by the strategy/ policy/ plan/ procedure/ service</p> <p>Consider staff as well as the population that the project/change may affect to different degrees.</p>	<p>All staff</p> <p>Different 'types' of flexibility and working arrangements will be observed and evaluated, appreciating that at the heart of our decisions must be consideration to where the work is done best, the needs of the team and the needs of individuals</p>

Part 2- Equality and Welsh language

6. EQIA / How will the strategy, policy, plan, procedure and/or service impact on people?

Questions in this section relate to the impact on people on the basis of their 'protected characteristics'.

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
6.1 Age For most purposes, the main categories are: <ul style="list-style-type: none"> • under 18; • between 18 and 65; and • over 65 	<p>Agile working will allow all colleagues to work where and how it works best.</p> <p>All age groups will benefit from working how it works best, including younger colleagues whose income may be lower (benefitting from not needing to commute or commute as far/ frequently), colleagues with caring responsibilities at all ages and colleagues being able to explore different</p>	<p>We have collected diversity monitoring information in our surveys throughout the trial period to allow us to look at responses from different groups and identify if we have any issues which disproportionately affect colleagues with certain shared protected characteristics.</p> <p>As we approach the results of the final evaluation, no specific issues have been</p>	<p>We believe the solutions need to manage these risks are cultural – the organisation and our processes, practices and policies must be inclusive.</p>

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
	<p>working patterns to meet needs.</p> <p>We also hope that this approach to flexibility widens access to us as an employer.</p> <p>Noted that the media has reported on concerns raised by members of the UK Government that younger people may suffer unintended consequences of being less visible, such as access to learning and progression. Welsh Government has also highlighted that homeworking in particular may not be effective for all, noting challenges for young people who 'are less likely to have suitable spaces'.</p>	<p>identified on the basis of any protected characteristics.</p>	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
6.2 Persons with a disability as defined in the Equality Act 2010 Those with physical impairments, learning disability, sensory loss or impairment, mental health conditions, long-term medical conditions such as diabetes	<p>We have worked with the chairs of our staff networks to ensure full consideration and inclusion of specific needs.</p> <p>Disabled people and neurodivergent colleagues may have particular needs which may be impacted by hot-desking/ agile working. Colleagues who have specific equipment agreed as a reasonable adjustment, whether as a result of a disability or not, will have access to that equipment in their contractual base and home if that is where they split their working time. Should this be refused or challenged locally, potentially due to budget implications,</p>	<p>We have collected diversity monitoring information in our surveys throughout the trial period to allow us to look at responses from different groups and identify if we have any issues which disproportionately affect colleagues with certain shared protected characteristics.</p> <p>As we approach the results of the final evaluation, no specific issues have been identified on the basis of any protected characteristics.</p>	<p>We have provided specific FAQs relating to the supply of specific equipment and provided additional guidance on adjustments, including supporting neurodivergent colleagues and their needs.</p>

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
	there is a risk colleagues will not be being treated fairly, plus the potential for a claim of disability discrimination to be brought against the organisation based on a "failure to make reasonable adjustments" (Equality Act 2010).		
6.3 People of different genders: Consider men, women, people undergoing gender reassignment NB Gender-reassignment is anyone who proposes to, starts, is going through or who has completed a process to change his or her gender with or without going through any medical procedures. Sometimes	Agile working should not negatively impact anyone on the basis of their gender. Colleagues who are statistically more likely to have caring responsibilities may positively benefit from greater flexibility and choice in how they work. This may include the opportunity to work different patterns to support appointments and celebratory and/or important	We have collected diversity monitoring information in our surveys throughout the trial period to allow us to look at responses from different groups and identify if we have any issues which disproportionately affect colleagues with certain shared protected characteristics.	Principles of agile working as set out in WHIWB are clear in that no one should be treated more or less favourably as a result of working arrangements. We will work with our recruitment and learning and development teams to follow up on internal appointments, allocation of funding and participation in scheduled L&D activity, capturing working

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referred to as Trans or Transgender	<p>events such as school sports and concerts.</p> <p>However, colleagues who might be more likely to have caring responsibilities (women) and may be more likely to exercise choice and flexibility, may be less visible as a result and opportunities arising as a result of exposure and workplace presence may put them at a disadvantage.</p>	<p>As we approach the results of the final evaluation, no specific issues have been identified on the basis of any protected characteristics.</p>	<p>arrangements in people metrics.</p>
6.4 People who are married or who have a civil partner.	<p>Our approach to agile working should not impact anyone on the basis of being married or having a civil partner. Ways of working which afford us more opportunity to shape work around life may afford all</p>	<p>We have collected diversity monitoring information in our surveys throughout the trial period to allow us to look at responses from different groups and identify if we have any issues which</p>	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
	colleagues greater flexibility in their lives.	disproportionately affect colleagues with certain shared protected characteristics.	
6.5 Women who are expecting a baby, who are on a break from work after having a baby, or who are breastfeeding.	<p>Our approach to flexible working should not adversely impact colleagues who are pregnant, have recently had a baby or who are breastfeeding.</p> <p>Our approach to agile working should be beneficial for this group of colleagues, particularly in the latter stages of pregnancy where certain complications arising from pregnancy may be experienced and could</p>	<p>We have collected diversity monitoring information in our surveys throughout the trial period to allow us to look at responses from different groups and identify if we have any issues which disproportionately affect colleagues with certain shared protected characteristics.</p> <p>As we approach the results of the final evaluation, no specific issues have been</p>	<p>Our approach to agile working aims to afford everyone more choice and flexibility and this might include opportunities to work different patterns and in different locations which may support care, wellbeing and other responsibilities outside of work.</p>

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
	<p>otherwise result in sickness absence.</p> <p>Furthermore, increased flexibility both in terms of location and schedule where feasible will support all parents adjusting to life after pregnancy and allow, where beneficial, a gentler re-introduction to the team and organisation.</p>	<p>identified on the basis of any protected characteristics.</p>	
6.6 People of a different race, nationality, colour, culture or ethnic origin including non-English speakers, gypsies/travellers, migrant workers	<p>Our approach to agile working should not adversely impact colleagues of any race, nationality, colour, culture of ethnic origin. Our approach to agile working aims to afford everyone more choice and flexibility and in time align to our employee value proposition, widening access to people seeking employment from different places (including outside of</p>	<p>We have collected diversity monitoring information in our surveys throughout the trial period to allow us to look at responses from different groups and identify if we have any issues which disproportionately affect colleagues with certain shared protected characteristics.</p>	<p>See 'Action taken ...'</p>

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
	<p>Wales) and retaining talented people.</p> <p>There is potential for a disproportionate impact as many of our Black, Asian and Minority Ethnic colleagues are in roles in bands 2-5, and many work in the Laboratories.</p> <p>Consideration needs to be given to how flexibility can be built into different workplace-based roles.</p>	<p>As we approach the results of the final evaluation, no specific issues have been identified on the basis of any protected characteristics.</p> <p>We are working with HPSSD colleagues and TU partners, through the WHIWB working group to look at flexibility in workplace-based roles. We have gathered some initial data on flexible working requests which is encouraging as it shows a high proportion of requests made and approved and good examples to highlight.</p>	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
6.7 People with a religion or belief or with no religion or belief. The term 'religion' includes a religious or philosophical belief	<p>Our approach to agile working should not adversely affect people with a religion or belief or no religion or belief.</p> <p>Our approach to agile working aims to afford everyone more choice and flexibility and opportunity to shape work around life and we hope and intend that colleagues who may be celebrating or observing a religious festival, are able to work in ways that allows them to participate as much as possible.</p>	<p>We have collected diversity monitoring information in our surveys throughout the trial period to allow us to look at responses from different groups and identify if we have any issues which disproportionately affect colleagues with certain shared protected characteristics.</p> <p>As we approach the results of the final evaluation, no specific issues have been identified on the basis of any protected characteristics.</p>	
6.8 People who are attracted to other people of:	Our approach to agile working should not adversely impact colleagues who are attracted to other people of	We have collected diversity monitoring information in our surveys throughout the trial period to allow us to	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
<ul style="list-style-type: none"> • the opposite sex (heterosexual); • the same sex (lesbian or gay); • both sexes (bisexual) 	the same, opposite or both sexes.	look at responses from different groups and identify if we have any issues which disproportionately affect colleagues with certain shared protected characteristics. As we approach the results of the final evaluation, no specific issues have been identified on the basis of any protected characteristics	
6.9 People according to their income related group: Consider people on low income, economically inactive, unemployed/workless,	Our approach to agile working should not adversely impact people according to their income related group. Increased choice and flexibility at an individual level may benefit colleagues on low incomes, for example		

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
people who are unable to work due to ill-health	<p>with less frequent commutes, shorter distances or the opportunity to travel in more cost, and potentially environmentally friendly, ways.</p> <p>In addition, colleagues who may be considering a reduction in hours or retirement as a result of ill health, may be able to continue working, or working longer, if able to do so flexibly.</p>		
6.10 People according to where they live: Consider people living in areas known to exhibit poor economic and/or health indicators, people unable to access services and facilities	<p>Our approach to agile working should not adversely impact people specifically according to where they live.</p> <p>Increased choice and flexibility at an individual level may in having less frequent commutes, shorter distances or the opportunity</p>		

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
	<p>to travel in more cost effective, and potentially environmentally friendly ways.</p> <p>More broadly, we know there is evidence positively linking flexibility and the quality of our experience in work, in turn performance. This approach may improve our proposition to current and future employees.</p> <p>Anecdotally, there have been comments made around many of the roles advertised in PHW being "Cardiff Centric". The principles supporting Work How It Works Best should support more location neutral positions, thus opening up equality of opportunity across Wales.</p>		

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
6.11 Consider any other groups and risk factors relevant to this strategy, policy, plan, procedure and/or service	There is a risk that Work How it Works Best will not be implemented fairly and in line with the underpinning principles and that there may be biases depending on working arrangements (for example how visible participation is in virtual meetings).	Further engagement to be undertaken during the next phase of this work, throughout the organisation and, in particular, with staff in workplace-based roles to highlight opportunities for agile and/or flexible working.	Continued promotion of principles including equity and fairness, and no one being treated more or less favourably as a result of their working arrangements. Ongoing monitoring and evaluation.
6.12 Welsh Language			
There are 2 key considerations to be made during the development of a policy, project, programme, service to ensure there are no adverse effects and/or a positive or increased positive effect on: (please note these will continue to be reviewed to ensure Public Health Wales fulfils their duties to comply with one or more standards outlined within the Welsh Language Standards (No 7) Regulations 2018)			
Opportunities for persons to use the Welsh language	In working in different ways, colleagues may connect differently or less frequently. This may indirectly affect opportunities for staff to use the Welsh language and in turn how visible our language	A new staff diversity network, Ymlaen, has been set up and shared online space has been established for Welsh speakers and learners, to give them opportunities to use Welsh	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts (unintended consequences) Opportunities or gaps	Action taken by Directorate. Make reference to where the mitigation is included in the document, as appropriate This column is to be updated in future reviews	Recommendations for improvement/ mitigation/ identified gaps or opportunities
	and culture is, for example being around colleagues speaking Welsh, seeing bilingual signage and so on.	with colleagues on an informal basis.	
Treating the Welsh language no less favourably than the English language	Our approach to agile working should not adversely impact people who communicate using the Welsh language.	The Policy will be available in Welsh on our policies webpages.	

Part 3 – Health

Questions in this section relate to the impact on the health and wellbeing outcomes of the population **and** specific population groups who could be more impacted than others by a policy/project/proposal.

The part of the assessment identifies;

- which specific groups in the population could be impacted more (inequalities)
- what those potential impacts could be across the wider determinants of health framework?
- Potential gaps, opportunities to maximise positive H&WB outcomes
- Recommendations/mitigation to be considered by the decision makers

7. Identification of specific population groups

Use the WHIASU Population Groups checklist as a reference to identify the population groups who could be more impacted than others by a policy/project/proposal. The check list can be found on the PHW Integrated EqHIA guidance pages (requires link to PHW Intranet pages for additional information and resources)

[WHIASU Population Groups Checklist.pdf \(phwwhocc.co.uk\)](https://phwwhocc.co.uk/WHIASU_Population_Groups_Checklist.pdf)

The groups listed have been identified as more susceptible to poorer health and wellbeing outcomes (health inequalities) and therefore it is important to consider them in a HIA assessment. In a HIA, the groups identified, as more sensitive to potential impacts will depend on the characteristics of the local population, the context, and the nature of the proposal itself.

7.1 Groups identified	Rational/explanation
People with physical, sensory, or learning disabilities/difficulties. Lone parent families. Carers.	Our approach to agile working aims to afford all colleagues more choice and flexibility and opportunity to shape work around life. Colleagues in the identified groups could be impacted more than others (and hopefully more positively) by this policy. See the assessment below for further information.

Assessment

Complete the wider determinants framework table below providing rational/evidence where appropriate:

1. Consider how the proposal could impact on the population and specific population groups identified above (positive/negative) for each of the wider determinants (the bullets under each determinant are there as a guide)
2. Record any unintended consequences (negative impacts) and/or gaps identified
3. Record any positive impacts or missed opportunities to maximise positive health and wellbeing outcomes

4. identify and record mitigation/recommendations where appropriate

Please note you may find that not all determinants are relevant to the project/plan however recording N/A is not acceptable a rational or evidence should be explained/referenced

Wider determinant for consideration	Positive impacts or additional opportunities	Unintended consequences or gaps	Population groups affected	Mitigation/recommendations
7.2 Lifestyles <ul style="list-style-type: none"> • Diet/nutrition/ breastfeeding • Physical activity • Use of alcohol, cigarettes, e-cigarettes • Use of substances, non-prescribed drugs, abuse of prescription medication • Social media use • Sexual activity • Risk-taking activity i.e. gambling, addictive behaviour 	<p>When able to work more flexibly, there may be more opportunities to engage in exercise and have time to prepare healthier meals.</p> <p>As noted above, colleagues who are breastfeeding may have more opportunities to work in ways that allows them to feed/express in the comfort of their home and/or at different times.</p> <p>Different working arrangements will afford many colleagues more opportunities to engage in other activities outside of work, by reducing commuting time, enabling work closer to or at home or by working patterns/</p>	<p>Workplace may impact eating habits/ physical exercise.</p> <p>There may be increased social media usage as colleagues working remotely feel less visible to others. This may not be negative in itself, however may impact productivity/concentration and increase some of the negative impacts associated with high levels of social media use.</p> <p>If choosing to work from home more often, colleagues may take fewer breaks and as such exercise/move less, increasing the risks</p>	<p>All colleagues.</p> <p>Colleagues who are breastfeeding.</p> <p>People with physical, sensory, or learning disabilities/difficulties.</p>	<p>Enabling functions/ teams to work together to understand options for the provision of equipment, taking into account health and safety, experience and cost.</p> <p>Promote and monitor completion of IHASCO working safely at home e-learning.</p>

Wider determinant for consideration	Positive impacts or additional opportunities	Unintended consequences or gaps	Population groups affected	Mitigation/recommendations
	shifts which afford more flexibility.	associated with sedentary working. As above, disabled people and neurodivergent colleagues may have particular needs which may be impacted by hot-desking/ agile working.		
7.3 Social and community influences on health <ul style="list-style-type: none"> • Adverse childhood experiences • Citizen power and influence • Community cohesion, identity, local pride • Community resilience • Domestic violence • Family relationships 	<p>Opportunities to access the workplace may support colleagues experiencing domestic abuse.</p> <p>Opportunities to work closer to/at home occasionally may support colleagues with family responsibilities and help support healthy relationships.</p> <p>Opportunities to work in the workplace some or all the time may help colleagues feeling isolated.</p>	Team working different arrangements may lose the sense of 'team' and belonging.	Carers.	<p>Ensure resources are available for teams on how to get the most out of remote working.</p> <p>Ensure case studies are available on how teams are staying connected and WHIWB.</p>

Wider determinant for consideration	Positive impacts or additional opportunities	Unintended consequences or gaps	Population groups affected	Mitigation/recommendations
<ul style="list-style-type: none"> • Language, cultural and spirituality • Neighbourliness • Social exclusion i.e. homelessness • Parenting and infant attachment • Peer pressure • Racism • Sense of belonging • Social isolation/loneliness • Social capital/support/networks • Third sector & volunteering 	<p>Opportunities to gather and work collaboratively in the workplace may support colleagues seeking belonging either within their team or broader networks.</p> <p>Flexibility and choice mean colleagues who need to access the workplace more frequently are able to do so.</p> <p>We understand the benefits of connection and this policy allows flexibility so that colleagues who work better with others are able to do so more often, and teams will work together to agree what connection and team-based work looks like for them.</p>			
7.4 Mental Wellbeing	Our approach to agile working aims to afford everyone more choice and flexibility and this might include	Risk some colleagues may feel isolated if teams are coming together less.		Opportunities to work in the workplace some or all the time may help colleagues feeling isolated.

Wider determinant for consideration	Positive impacts or additional opportunities	Unintended consequences or gaps	Population groups affected	Mitigation/recommendations
<ul style="list-style-type: none"> Does this proposal support sense of control? Does it enable participation in community and economic life? Does it impact on emotional wellbeing and resilience? 	<p>opportunities to work different patterns and in different locations which may support care, wellbeing and other responsibilities outside of work.</p> <p>Overall, evaluation findings to date, show the majority of colleagues feel WHIWB has a positive impact on their mental wellbeing.</p>			
<p>7.5 Living/ environmental conditions affecting health</p> <ul style="list-style-type: none"> Air quality Attractiveness/access/availability/quality of area, green and blue space, natural space. Health & safety, community, individual, public/private space Housing, quality/tenure/in 	<p>Our approach aligns to Welsh Government's aim to have 30% of the workforce working closer to or at home, and may contribute to broader environmental targets.</p>	<p>We understand not everyone has access to a comfortable and fit for purpose working space outside of our workplaces, hence this approach includes full flexibility to use hubs and workplaces closer to home.</p>		<p>We have invested in equipment and eLearning to support working safely at home and ask all colleagues and managers to ensure this is completed (completion and reporting is managed via Estates and Facilities and reported through the Health and Safety group).</p>

Wider determinant for consideration	Positive impacts or additional opportunities	Unintended consequences or gaps	Population groups affected	Mitigation/recommendations
<p>door environment</p> <ul style="list-style-type: none"> • Light/noise/odours, pollution • Quality & safety of play areas (formal/informal) • Road safety • Urban/rural built & natural environment • Waste and recycling • Water quality 				
<p>7.6 Economic conditions affecting health</p> <ul style="list-style-type: none"> • Unemployment • Income, poverty (incl. food and fuel) • Economic inactivity • Personal and household debt • Type of employment i.e. permanent/temp, full/part time • Workplace conditions i.e. environment culture, H&S 	<p>By facilitating as much choice as possible, this approach may help colleagues manage ongoing increases to costs of living by reducing/ removing costs associated with commuting and transport.</p> <p>Our FAQs recommend colleagues who do need to travel, or choose to, explore flexible public transport passes and tickets, which may further reduce costs. In</p>			

Wider determinant for consideration	Positive impacts or additional opportunities	Unintended consequences or gaps	Population groups affected	Mitigation/recommendations
	addition, colleagues may be able to adjust working hours to allow them to safely walk to hubs or workplaces, reducing travel costs.			
7.7 Access and quality of services <ul style="list-style-type: none"> • Careers advice • Education and training • Information technology, internet access, digital services • Leisure services • Medical and health services • Other caring services i.e. social care; Third Sector, youth services, child care • Public amenities i.e. village halls, libraries, community hub • Shops and commercial services Transport including parking, public	N/A			

Wider determinant for consideration	Positive impacts or additional opportunities	Unintended consequences or gaps	Population groups affected	Mitigation/recommendations
transport, active travel				
7.8 Macro-economic, environmental and sustainability factors <ul style="list-style-type: none"> • Biodiversity • Climate change/carbon reduction/flooding/heatwave • Cost of living i.e. food, rent, transport and house prices • Economic development including trade • Government policies i.e. Sustainable Development principle (integration; collaboration; involvement; long term thinking; and prevention) • Gross Domestic Product • Regeneration 	Our approach aligns to Welsh Government's aim to have 30% of the workforce working closer to or at home, and may contribute to broader environmental targets.			

Stage 3

Summary of key findings and actions

Please answer following the completion of the EHIA and complete the action plan

Key findings: Impacts/gaps/opportunities	Actions (what is needed and who needs to do) to address the identified mitigation and recommendations	Lead
<ul style="list-style-type: none"> • Our approach to agile working aims to afford everyone more choice and flexibility and opportunity to shape work around life. • Increased choice and flexibility at an individual level may benefit colleagues on low incomes, for example with less frequent commutes, shorter distances or the opportunity to travel in more cost, and potentially environmentally friendly, ways. • Disabled people and neurodivergent colleagues may have particular needs which may be impacted by hot-desking/ agile working. Colleagues who have specific equipment agreed as an adjustment, whether as a result of a disability or not, will have access to that equipment in their contractual base and home if that is where they split their working time. • In working in different ways, colleagues may connect differently or less frequently. This may indirectly affect opportunities for staff to use the Welsh language and in turn how visible our language and culture is, for example being around colleagues speaking Welsh, seeing bilingual signage and so on. • Homeworking in particular may not be effective for all, noting challenges for young people who 'are less likely to have suitable spaces' for homeworking. • There is a risk that Work How it Works Best will not be implemented fairly and in line with the underpinning 	Supporting resources to be developed to embed the policy throughout the employee life-cycle and ensure fair and consistent implementation of the policy.	Policy lead

principles and that there may be biases depending on working arrangements (for example how visible participation is in virtual meetings).		
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Alternatively, if appropriate, please explain the steps taken to consult with and consider the differential impact of the changes on the various protected characteristic groups (part 2) or any specific identified population groups (part 3).