Equality & Health Impact Assessment for

PHW 72 Flexible Working Policy

Please read the Guidance Notes in Appendix 1 prior to commencing this Assessment

Please note:
- The completed Equality & Health Impact Assessment (EHIA) must be
  - Included as an appendix with the cover report when the strategy, policy, plan, procedure and/or service change is submitted for approval
  - Published on the intranet and internet pages as part of the consultation (if applicable) and once agreed.
- Formal consultation must be undertaken, as required
- Appendices 1-3 must be deleted prior to submission for approval

Please answer all questions:-

1.	For service change, provide the title of the Project Outline Document or Business Case and Reference Number	N/A
2.	Name of Corporate Directorate and title of lead member of staff, including contact details	Abigail Wilcox, HR Officer People & OD Public Health Wales Floor 6, Capital Quarter 2, Cardiff 02920 104 243bu abigail.wilcox@wales.nhs.uk
3.	Objectives of strategy policy	This policy sets out Public Health Wales' commitment to creating a more flexible workplace to enable the recruitment and retention of staff and to facilitate a healthy work-life balance that is essential to health and

		wellbeing of our workforce.
		This policy also sets out the process of how to apply for a flexible working request, as well as outlining the manager's role in reviewing and processing a flexible working request fairly and timely.
4.	Evidence and background information considered. For example • population data • staff and service users data, as applicable • 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 Population pyramids are available from Public Health Wales Observatory and the 'Shaping Our Future Wellbeing' Strategy provides an overview of health need.	**Policy Workshop** Policy development workshop held, including managers, staff and TU representatives within the organization on 27th February 2018. Comments from workshop incorporated into policy, with further revisions following circulation of draft. **Research** Research undertaken on subject area and impact on protected Characteristics. *CIPD Employee Views on Working Life (April 2016)* The use of flexible working has a big impact on employee's attitudes to work-life balance, with 65% of flexible workers satisfied or very satisfied with their work-life balance compared with 47% of employees who don't work flexibly. Flexible workers are much less likely to report being under excessive pressure than people who don't work flexibly, with 29% of flexible workers saying they are under excessive pressure every day or once or twice a week compared with 42% of people who don't work flexibly. In all, 54% of employees nationally use at least one form of flexible working. Part-time working is by some way the most commonly used form of flexible working, with early three in ten employees reporting

they work in this way (29%). The next most commonly used forms of flexible working are flexi-time (19%), working from home on a regular basis (14%) and mobile working (7%). Options such as term time working (1%), job share (1%) and compressed hours (3%) are very rarely used.

There is a big difference between the flexible working options that are most commonly used by women compared to men. In all, 44% of women work part-time compared to 13% of men. Men (17%) are more likely to work from home than women (10%). Overall 63% of women employees use one or more forms of flexible working compared to just 44% of men.

The top three most frequently cited benefits are that it helps employees reduce the amount of stress/pressure they feel under (29%), it enables better work-life balance (54%) and it has been a factor in them staying with their current employer (28%). A quarter of respondents say being able to work flexibly enables them to be more productive at work and to pursue hobbies/personal interests outside work.

Just over a fifth of respondents say that flexible working helps them to reduce the amount of time they spend commuting (23%), manage caring responsibilities for children (22%) and invest more time in friends and family (22%).

In total, 33% of respondents report that flexible working helps them manage caring responsibilities of some description, either for children, parents or grandparents, spouse or partner, or others outside of the family.

Flexible Working: A Talent Imperative, Timewise, 19th September 2017

https://timewise.co.uk/wp-content/uploads/2017/09/Flexible_working_Talent_-Imperative.pdf

87% of all full-time employees either work flexibly already, or say they want to.

The preference for flexible working is strong for both sexes: 84% of male full-time employees either work flexibly already, or say they want to. For women this rises to 91%.

93% of non-workers who want a job would prefer to work either part-time, or flexibly in a full-time role.

Young workers want flexible working most: 92% either work flexibly or say they want to.

Reasons

Amongst full-time employees who work flexibly, the most popular two reasons are generic – work/life balance (cited by 57% of the sample) and general convenience (50%). Many people additionally or alternatively cite a more personal reason, three of which have similar importance – commuting issues (33%), leisure or study commitments (32%), and caring responsibilities (29%). Fitting with other work commitments is also an issue for some (20%), while 14% cited health or disability.

Differences by Age Group

Some reasons to work flexibly differ significantly by age group:
- 18-34 year olds are more likely than other age groups to cite leisure/study (37% vs. 27% amongst 35-54 year olds) or

childcare (33% vs. 17% 55+).
- 35-54 year olds are more likely than other age groups to cite commuting time (37% vs 28% 55+)
- Those aged 55+ are much more likely than younger people to select the generic reasons of work/life balance (66% vs. 54% 18-34) and general convenience 66% vs. 54% 18-34).

Organisational Profile/Staff Data from ESR (April 2018)

Age Profile

Age Band	%
<20	0.17
21-25	4.62
26-30	8.62
31-35	12.61
36-40	14.67
41-45	13.87
46-50	14.55
51-55	15.64
56-60	11.02
61-65	3.71
66-70	0.29
>71	0.23

Gender

23.12% - Male
76.88 - Female

Disability

		56% - No disability 41 % - Not declared/unspecified Yes - 3% **Race, Nationality, Colour, Culture or Ethnic Origin** 76.3% of employees have indicated their ethnic group. See the breakdown below; - White – 72.8% - Mixed – Any other mixed background – 0.9% - Asian or Asian British – Indian – 0.6% - Asian or Asian British – Pakistani – 0.3% - Asian or Asian British – Bangladeshi – 0.2% - Asian or Asian British – Any other Asian background – 0.5% - Asian British – 0.1% - Black or Black British – Caribbean – 0.1% - Black or Black British – African – 0.4% - Black or Black British – Any other Black background – 0.1% - Chinese – 0.1% - Any other Ethnic Group – 0.2 - Japanese – 0.1 - Unspecified/Not stated – 23.7%
5.	Who will be affected by the strategy/ policy/ plan/ procedure/ service	All staff.

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'. Specific alignment with the 7 goals of the Well-being of Future Generations (Wales) Act 2015 is included against the relevant sections.

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
6.1 Age For most purposes, the main categories are: • under 18; • between 18 and 65; and • over 65	This policy will be applied consistently regardless of age and will therefore mean employees of all ages are able to apply for flexible working. Flexible working could be an alternative to retirement for older employees	Ensure the flexible working toolkit is promoted to help managers think creatively around flexible working in order to ensure all options are considered before refusing a request. It is unknown how many people have been granted or denied flexible working within PHW. It is therefore recommended that this data is captured to ensure that the policy is being applied consistently, regardless of	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
		age.	
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	This policy will be applied consistently regardless of whether or not an employee has a disability as defined in the Equality Act 2010. The policy will have a positive impact on most persons with a disability, as flexible working could be a possible reasonable adjustment to support employees in the workplace and ensure their health and wellbeing is positively affected. Homeworking, in some cases, could be deemed unsuitable for employees with a disability due to certain health and safety risks.	Foster an environment where staff feel comfortable in disclosing information about their disabilities, so that supportive interventions may be put in pace through Equality groups, line management training. It is unknown how many people have been granted or denied flexible working within PHW and whether or not it is linked to their disability. Therefore, it is recommended that this data is captured in order to monitor. Monitoring any declined	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
	According to ESR data, 41% of employees have not declared or have selected 'unspecified' under the disability section. Therefore, this means there is a risk that employees are not being open with line managers about their disability and are putting themselves at risk if they are struggling in the workplace. Managers will not know to recommend that the employee considers flexible working.	flexible working requests and the reasons why could also prevent requests from being denied unfairly.	
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	The policy has a positive impact as it offers the same levels of support regardless of an employee's gender.	We do not currently hold data on staff who have undergone/are undergoing gender-reassignment. It is recommended that this is reviewed. Whilst we know that 23.12% of the workforce	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
process to change his or her gender with or without going through any medical procedures. Sometimes referred to as Trans or Transgender		is male and 76.88% is female, we do not hold data concerning the ratio of how many men work flexibly compared to women. Therefore, it is recommended that this data is being captured in order to monitor. Monitoring any declined flexible working requests and the reasons why could also prevent requests from being denied unfairly.	
6.4 People who are married or who have a civil partner.	This policy will be applied consistently regardless of whether or not an employee is married or has a civil partner, or is unmarried or without a civil partner.		
6.5 Women who are expecting a baby, who are on a break from work after having a baby, or	Women may not be able to return to the workplace if their flexible working application cannot be	Explicit support given to managers on how to support staff whilst on maternity leave and	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
who are breastfeeding. They are protected for 26 weeks after having a baby whether or not they are on maternity leave.	supported.	during the return to work transition.	
6.6 People of a different race, nationality, colour, culture or ethnic origin including non-English speakers, gypsies/travellers, migrant workers	This policy will be applied consistently regardless of whether or not an employee is of a different race, nationality, colour, or ethnic origin.	It is unknown how many people have been granted or denied flexible working within PHW. It is therefore recommended that this data is captured to ensure that the policy is being applied consistently, regardless of race, nationality, colour, culture or ethnic origin.	
6.7 People with a religion or belief or with no religion or belief. The term 'religion' includes a religious or philosophical belief	This policy will be applied consistently regardless of an employee's religion or belief.

Flexible working could support an employee's religious observations. | It is unknown how many people have been granted or denied flexible working within PHW. It is therefore recommended that this data is captured to ensure that the policy | |

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
		is being applied consistently, regardless of religion or belief.	
6.8 People who are attracted to other people of: • the opposite sex (heterosexual); • the same sex (lesbian or gay); • both sexes (bisexual)	The policy has a positive impact in that it offers the same levels of support regardless of sexual orientation.	It is unknown how many people have been granted or denied flexible working within PHW. It is therefore recommended that this data is captured to ensure that the policy is being applied consistently regardless of who people are attracted to.	
6.9 People who communicate using the Welsh language in terms of correspondence, information leaflets, or service plans and design Well-being Goal – A Wales of vibrant culture and thriving Welsh language	This policy will be applied consistently regardless whether or not an employee communicates using the Welsh language. There is no specific evidence to suggest the policy impacts on people due to communicating using the	It is unknown how many people have been granted or denied flexible working within PHW. It is therefore recommended that this data is captured to ensure that the policy is being applied consistently regardless of whether to not people	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
	Welsh Language.	communicate using the Welsh language.	
6.10 People according to their income related group: Consider people on low income, economically inactive, unemployed/workless, people who are unable to work due to ill-health	This policy will be applied consistently regardless or an employee's income related group. However, some roles don't offer as much flexibility due to the nature of the role (e.g. receptionist requires meeting and greeting and answering the phone which could result in more restrictions). We do not currently capture information relating to our staff and their socio economic status.	Managers supported to consider all options when reviewing applications. Consider how to gather this information as this will need future development. It is unknown how many people have been granted or denied flexible working within PHW. It is therefore recommended that this data is captured to ensure that the policy is being applied consistently.	
6.11 People according to where they live: Consider people living in areas known	Flexible working could have positive impact as it allows employees to reduce their	It is unknown how many people have been granted or denied flexible working	

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts	Recommendations for improvement/ mitigation	Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate
to exhibit poor economic and/or health indicators, people unable to access services and facilities	travel time, as they request to work to a pattern that means they don't need to travel at peak times. Furthermore, there is the option to work from home.	within PHW. It is therefore recommended that this data is captured to ensure that the policy is being applied consistently.	
6.12 Consider any other groups and risk factors relevant to this strategy, policy, plan, procedure and/or service	Not applicable.		

7. HIA / How will the strategy, policy, plan, procedure and/or service impact on the health and well-being of our population and help address inequalities in health?

Questions in this section relate to the impact on the overall health of individual people and on the impact on our population. Specific alignment with the 7 goals of the Well-being of Future Generations (Wales) Act 2015 is included against the relevant sections.

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts and any particular groups affected	Recommendations for improvement/ mitigation	Action taken by Directorate / Division Make reference to where the mitigation is included in the document, as appropriate
7.1 People being able to access the service offered: Consider access for those living in areas of deprivation and/or those experiencing health inequalities Well-being Goal - A more equal Wales	Flexible working can positively impact PHW services as it can improve staff retention.		
7.2 People being able to improve /maintain healthy lifestyles: Consider the impact on healthy lifestyles, including healthy eating, being active, no smoking /smoking cessation, reducing the	This policy is intended to set out the organisation's commitment to creating a more flexible workplace to facilitate a healthy work-life balance that is essential to the health and wellbeing our workforce.		

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts and any particular groups affected	Recommendations for improvement/ mitigation	Action taken by Directorate / Division Make reference to where the mitigation is included in the document, as appropriate
harm caused by alcohol and /or non-prescribed drugs plus access to services that support disease prevention (e.g. immunisation and vaccination, falls prevention). Also consider impact on access to supportive services including smoking cessation services, weight management services etc Well-being Goal – A healthier Wales			
7.3 People in terms of their income and employment status: Consider the impact on the availability and accessibility of work, paid/ unpaid employment, wage levels, job security, working conditions	Not applicable.		

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts and any particular groups affected	Recommendations for improvement/ mitigation	Action taken by Directorate / Division Make reference to where the mitigation is included in the document, as appropriate
Well-being Goal – A prosperous Wales			
7.4 People in terms of their use of the physical environment: Consider the impact on the availability and accessibility of transport, healthy food, leisure activities, green spaces; of the design of the built environment on the physical and mental health of patients, staff and visitors; on air quality, exposure to pollutants; safety of neighbourhoods, exposure to crime; road safety and preventing injuries/accidents; quality and safety of play areas and open spaces Well-being Goal – A resilient Wales	Flexible working could allow employees to take public transport outside of peak travel times more often.		

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts and any particular groups affected	Recommendations for improvement/ mitigation	Action taken by Directorate / Division Make reference to where the mitigation is included in the document, as appropriate
7.5 People in terms of social and community influences on their health: Consider the impact on family organisation and roles; social support and social networks; neighbourliness and sense of belonging; social isolation; peer pressure; community identity; cultural and spiritual ethos Well-being Goal – A Wales of cohesive communities	Not applicable.		
7.6 People in terms of macro-economic, environmental and sustainability factors: Consider the impact of government policies; gross domestic product; economic development; biological diversity; climate	In response to the Wellbeing of Future Generations Act (Wales) 2015 and its wellbeing goals for Wales, Public Health Wales is committed to developing a sustainable, diverse and healthy workforce. This policy is intended to set out		

How will the strategy, policy, plan, procedure and/or service impact on:-	Potential positive and/or negative impacts and any particular groups affected	Recommendations for improvement/ mitigation	Action taken by Directorate / Division Make reference to where the mitigation is included in the document, as appropriate
Well-being Goal – A globally responsible Wales	the organisation's commitment to creating a more flexible workplace to facilitate a healthy work-life balance that is essential to the health and wellbeing our workforce. This policy enables employees to submit a flexible working request in order to travel for work at times which are compatible with public transport timetables, and enabling sufficient time for walking and cycling, as well as home-working. A full-time member of staff working from home one day per week will reduce their carbon footprint from travelling to and from work by 20%.		

Please answer question 8.1 following the completion of the EHIA and complete the action plan

8.1 Please summarise the potential positive and/or negative impacts of the strategy, policy, plan or service	Positive impact on the wellbeing of staff and supports towards management of flexible working requests.

Action Plan for Mitigation / Improvement and Implementation

	Action	Lead	Timescale	Action taken by Directorate / Division
8.2 What are the key actions identified as a result of completing the EHIA?	Tracking flexible working request – both granted and denied – more effectively. Promote Flexible Working Toolkit to ensure it is being utilised by employees and line managers resulting in this policy being exercised fairly and consistently.			

	Action	Lead	Timescale	Action taken by Directorate / Division
8.3 Is a more comprehensive Equalities Impact Assessment or Health Impact Assessment required? This means thinking about relevance and proportionality to the Equality Act and asking: is the impact significant enough that a more formal and full consultation is required?	No requirement for full EHIA identified at this time.			

	Action	Lead	Timescale	Action taken by Directorate / Division

8.4 What are the next steps?
 	
Some suggestions:-
• Decide whether the strategy policy, plan, procedure and/service proposal:
 	
   o continues unchanged as there are no significant negative impacts
   o adjusts to account for the negative impacts
   o continues despite potential for adverse impact or missed opportunities to advance equality (set out the justifications for doing so)
   o stops.
• Have your strategy, policy, plan, procedure and/or service proposal approved
• Publish your report of this impact assessment
• Monitor and review
	Await any comments that may come as a result of the consultation.
	
	Monitor and review.			