Equality & Health Impact Assessment for

Relocation Expenses Scheme

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 | Relocation Expenses Scheme |
|---|---|--|
| 2 | Name of Corporate Directorate and title of lead member of staff, including contact details | People & OD Directorate Jenni Morgan Resourcing Advisor Jenni.morgan@wales.nhs.uk |
| 3 | Objectives of strategy/ policy/ plan/ procedure/ service | The scheme is based on NHS and HR best practice and the HMRC guidance on benefits and expenses paid to employees in connection to a change in their main residence. It is intended to ensure that value for money is maintained and all staff are treated fairly when decisions on |

| | | relocation expenses are made. |
|---|--|--|
| | | The scheme sets out Public Health Wales' approach in dealing with requests for assistance with relocation expenses in order to take up appointments with the organisation. |
| 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 | In February 2022 Wales' unemployment rate stands at 3.1%, compared with the UK rate of 4.1%. Wales also had the largest decrease in economic inactivity, with a decrease of 1.1 percentage points to 23.1%, though this is still above the UK average (ONS). In PHW during 2022 we have found it harder to recruit, with lower applicant rates and higher levels of re-adverts. TU Reps have been involved in the review stages as well as members of the POD team that have received Relocation applications in the past, to see what could be built upon from the original scheme. The Finance department were also contacted for input from a finance perspective. Similar schemes from the health boards were reviewed to see whether we were in line with other NHS organisations. EDI was considered, and equality data can be collected from Trac. |
| | provides an overview of health need. | |
| 5 | Who will be affected by the strategy/ policy/ plan/ procedure/ service | Managers will benefit from this scheme as they will be able to offer opportunities to individuals that do not yet live in the vicinity. This will increase interest in their roles and increase the likelihood of filling positions. |
| | | Applicants will also be affected by this scheme as they will be able to benefit from claiming expenses on some costs related to relocation if they decide to relocate for a role that they have accepted with PHW. |

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 | The scheme covers both buying and renting, and so shouldn't negatively affect younger individuals who do not own a house. | N/A | N/A |
| 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 | As the scheme had a set limit of £8,000, this could disadvantage individuals with a disability who may have increased costs in areas. | A disclaimer was added to the scheme to state that the limit doesn't apply to disabled employees under the Equality Act 2010 Section 13(3). | Page 10 - This excludes any additional payment made in association with the Equality Act 2010 Section 13(3). Disabled employees may be entitled to additional payment at the discretion of the Director of People and Organisational Development in line with Section 13(3) of the Equality Act 2010 EqA |

| 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 |
|--|--|--|---|
| | | | s.13(3). This creates an exception for disability which means it is not illegal to treat someone more favourably because of their disability, as compared with a non-disabled person. |
| 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 referred to as Trans or Transgender | There is no specific evidence to suggest the scheme has a disproportionate impact on people in relation to gender. | We are able to monitor EDI information for all applications through Trac, and so we can look out if any trends do arise. | A section for the Trac ID for the role being advertised as eligible for relocation has been added to the approval form (Appendix 3.3) |

| How will the strategy, | Potential positive and/or | Recommendations for | Action taken by |
|--|---------------------------------|----------------------------|--|
| policy, plan, procedure | negative impacts | improvement/ | Directorate / Division. |
| and/or service impact | | mitigation | Make reference to where the |
| on:- | | | mitigation is included in the document, as appropriate |
| 6.4 People who are | There is no specific evidence | We are able to monitor | A section for the Trac ID for |
| married or who have a | to suggest the scheme has a | EDI information for all | the role being advertised as |
| civil partner. | disproportionate impact on | applications through Trac, | eligible for relocation has |
| | people in relation to marriage/ | and so we can look out if | been added to the approval |
| | civil partnership. | any trends do arise. | form (Appendix 3.3) |
| 6.5 Women who are | - | N/A | N/A |
| expecting a baby, who | There is no specific evidence | | |
| are on a break from work | to suggest the scheme has a | | |
| after having a baby, or who are breastfeeding. | disproportionate impact on | | |
| They are protected for 26 | people in relation to | | |
| weeks after having a baby | pregnancy. | | |
| whether or not they are on | | | |
| maternity leave. | | | |
| 6.6 People of a different | There is no specific evidence | We are able to monitor | |
| race, nationality, colour, | to suggest the scheme has a | EDI information for all | |
| culture or ethnic origin | disproportionate impact on | applications through Trac, | |
| including non-English | people in relation to race, | and so we can look out if | |
| speakers, gypsies/travellers, | nationality, colour, culture or | any trends do arise. | |
| migrant workers | ethnic origin | | |
| 3 | | | |
| 6.7 People with a religion | There is no specific evidence | We are able to monitor | |
| or belief or with no | to suggest the scheme has a | EDI information for all | |
| religion or belief. | disproportionate impact on | applications through Trac, | |

| How will the strategy, policy, plan, procedure and/or service impact on:- The term 'religion' includes | Potential positive and/or negative impacts people in relation to religion | Recommendations for improvement/ mitigation and so we can look out if | Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate |
|---|--|--|--|
| a religious or philosophical belief | | any trends do arise. | |
| 6.8 People who are attracted to other people of: the opposite sex (heterosexual); the same sex (lesbian or gay); both sexes (bisexual) | There is no specific evidence to suggest the scheme has a disproportionate impact on people in relation to sexual orientation | We are able to monitor EDI information for all applications through Trac, and so we can look out if any trends do arise. | |
| 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 | The scheme and appendices will be bilingual and so there should be no disadvantage for an individual wanting to complete the process in welsh. | | |
| 6.10 People according to their income related group: Consider people on low | This scheme could positively impact individuals on low income should the role be deemed 'hard to fill'. | Increased awareness of the scheme so that this can be more widely used for all hard-to fill roles at | |

| How will the strategy, policy, plan, procedure and/or service impact on:- | Potential positive and/or negative impacts | Recommendations for improvement/ mitigation all levels. | Action taken by Directorate / Division. Make reference to where the mitigation is included in the document, as appropriate |
|--|---|---|---|
| income, economically inactive, unemployed/workless, people who are unable to work due to ill-health | However, the nature of hard to fill roles are usually niche and specialised. | all levels. | |
| 6.11 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 | There is no specific evidence to suggest the scheme has a disproportionate impact on people according to where they live. | | |
| | This scheme may positively impact individuals that are eligible for relocation expenses that may be living in areas known to exhibit poor economic and/or health indicators as they will be able to claim back some costs associated with relocation. | | |
| 6.12 Consider any other groups and risk factors relevant to this strategy, | There is no specific evidence to suggest the scheme has a | | |

| How will the strategy, | Potential positive and/or | Recommendations for | Action taken by |
|--|---|---------------------|-------------------------------|
| policy, plan, procedure | negative impacts | improvement/ | Directorate / Division. |
| and/or service impact | | mitigation | Make reference to where the |
| on:- | | | mitigation is included in the |
| | | | document, as appropriate |
| policy, plan, procedure and/or service | disproportionate impact on any other groups | | |

6. 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 | There is no specific evidence to suggest the scheme has any impact on people being able to access the service. | | |
| 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 | There is no specific evidence to suggest the scheme has any impact on people being able to improve/maintain healthy lifestyles. | | |

| 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 (eg 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 | There is no specific evidence to suggest the scheme has a disproportionate impact on people in terms of their income and employment status. However, it should be reviewed going forward the | Information on bandings of vacancies being advertised can be monitored to ensure that lower banded vacancies aren't at a disadvantage. | A section for the Trac ID for the role being advertised as eligible for relocation has been added to the approval form (Appendix 3.3) |

| 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 | banding for the roles advertised as 'hard to fill'. | | |
| 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 | There is no specific evidence to suggest the scheme has a negative impact on the use of the physical environment. There will be a benefit to applicants utilising the Relocation scheme as they are able to decide the vicinity within the remits of the scheme. | | |

| 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 | The scheme is intended to improve the health and wellbeing of employees by offering financial support to individuals that do not live within a reasonable commutable distance to work. This should improve work life balance and allow employees to spend more time for family and socialising. | | |
| 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 | The use of the scheme may fluctuate based on the macro-economic environment. When there is low unemployment rates the scheme may be utilised more frequently as more | | |

| 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 | vacancies are deemed hard to fill. However, if there is high unemployment and an increased number of applicants for roles then the scheme may not be as often needed. | | |

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 | |
|--|--|
| | |

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? | Apply the policy fairly and consistently. | Managers and People & OD | Ongoing | |
| | Provide support and guidance to managers and staff. | People & | Ongoing | |

| | Action | Lead | Timescale | Action taken by Directorate / Division |
|--|--------|------|-----------|--|
| 8.3 Is a more comprehensive Equalities Impact Assessment or Health Impact Assessment required? | No | | | |
| 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? | | | | |

| | Action | Lead | Timescale | Action taken by Directorate / Division |
|---|----------------------------------|------|-----------|--|
| 8.4 What are the next steps? | Policy to continue for approval. | | | |
| Some suggestions:- Decide whether the strategy policy, plan, procedure and service proposal: | | | | |
| continues unchanged as there are no significant negative impacts adjusts to account for the negative impacts continues despite potential for adverse impact or missed opportunities to advance equality (set out the justifications for doing so) stops. Have your strategy, policy, plan, procedure and/or service proposal approved Publish your report of this impact assessment Monitor and review | | | | |

Appendix 1

Equality & Health Impact Assessment

Developing strategies, policies, plans and services that reflect our Vision to 'create a healthier, happier and fairer Wales'

Guidance

The Public Health Wales strategy (Integrated Medium Term Plan) 'Creating a healthier, happier and fairer Wales for everyone' (2016-2019) outlines how we exist to protect and improve health and wellbeing and reduce health inequalities for people in Wales. Our population has varied and diverse needs with some of our communities and population groups requiring additional consideration and support. With this in mind, when developing or reviewing any strategies, policies, plans, procedures or services it will be required that the following issues are explicitly included and addressed from the outset:-

- Equitable access to services
- Service delivery that addresses health inequalities
- Sustainability and how Public Health Wales is meeting the requirements of the Well-being of Future Generations (Wales) Act (2015)¹

This explicit consideration of the above will apply to strategies, policies, plans, procedures and services /activity.

Considering and completing the Equality & Health Impact Assessment (EHIA) in parallel with development stages will ensure that all organisational strategies, policies, plans, procedures or services comply with relevant statutory obligations and responsibilities and at the same time takes forward the organisation's Vision, plan and its strategic priorities. This process should be proportionate but still provide helpful and robust information to support decision making. Where a more detailed consideration of an issue is required, the Integrated Screening Tool will identify if there is a need for a full impact assessment.

¹ http://thewaleswewant.co.uk/about/well-being-future-generations-wales-act-2015

Some key statutory/mandatory requirements that strategies, policies, plans, procedures and services must reflect include:

- All Wales Standards for Communication and Information for People with Sensory Loss (2014)²
- Equality Act 2010³
- Well-being of Future Generations (Wales) Act 2015⁴
- Social Services and Well-being (Wales) Act 2015⁵
- Health Impact Assessment (non statutory but good practice)⁶
- The Human Rights Act 1998⁷
- United Nations Convention on the Rights of the Child 1989⁸
- United Nations Convention on Rights of Persons with Disabilities 2009⁹
- United Nations Principles for Older Persons 1991¹⁰
- Welsh Health Circular (2015) NHS Wales Infrastructure Investment Guidance¹¹
- Welsh Government Health & Care Standards 2015¹²
- Welsh Language (Wales) Measure 2011¹³

This EHIA allows us to meet the requirements of the above as part of an integrated impact assessment method that brings together Equality Impact Assessment (EQIA) and Health Impact Assessment (HIA). A number of statutory /mandatory requirements will need to be included and failure to comply with these requirements, or demonstrate due regard, can expose the organisation to legal challenge or other forms of reproach. This means showing due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups.

19

² http://gov.wales/topics/health/publications/health/guidance/standards/?lang=en

³ https://www.gov.uk/guidance/equality-act-2010-guidance

⁴ http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en

⁵ http://gov.wales/topics/health/socialcare/act/?lang=en

⁶ http://www.wales.nhs.uk/sites3/page.cfm?orgid=522&pid=63782

⁷ https://www.equalityhumanrights.com/en/human-rights/human-rights-act

⁸ http://www.unicef.org.uk/UNICEFs-Work/UN-Convention

⁹ http://www.un.org/disabilities/convention/conventionfull.shtml

¹⁰ http://www.ohchr.org/EN/ProfessionalInterest/Pages/OlderPersons.aspx

¹¹ http://www.wales.nhs.uk/sites3/Documents/254/WHC-2015-012%20-%20English%20Version.pdf

¹² http://gov.wales/topics/health/publications/health/guidance/care-standards/?lang=en

¹³ http://www.legislation.gov.uk/mwa/2011/1/contents/enacted

EQIAs assess whether a proposed policy, procedure, service change or plan will affect people differently on the basis of their 'protected characteristics' (ie their age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion, sex or sexual orientation) and if it will affect their human rights. It also takes account of caring responsibilities and Welsh Language issues.

They provide a systematic way of ensuring that legal obligations are met and are a practical means of examining new and existing policies and practices to determine what impact they may have on equality for those affected by the outcomes.

HIAs assess the potential impact of any change or amendment to a policy, service, plan, procedure or programme on the health of the population and on the distribution of those effects within the population, particularly within vulnerable groups. HIAs help identify how people may be affected differently on the basis of where they live and potential impacts on health inequalities and health equity. HIA increases understanding of potential health impacts on those living in the most deprived communities, improves service delivery to ensure that those with the greatest health needs receive a larger proportion of attention and highlights gaps and barriers in services.

The **EHIA** brings together both impact assessments in to a single tool and helps to assess the impact of the strategy, policy, plan, procedure and/or service. Using the EHIA from the outset and during development stages will help identify those most affected by the proposed revisions or changes and inform plans for engagement and co-production. Engaging with those most affected and co-producing any changes or revisions will result in a set of recommendations to mitigate negative, and enhance positive impacts. Throughout the assessment, 'health' is not restricted to medical conditions but includes the wide range of influences on people's well-being including, but not limited to, experience of discrimination, access to transport, education, housing quality and employment.

Throughout the development of the strategy, policy, plan, procedure or service, in addition to the questions in the EHIA, you are required to remember our values of *care*, *trust*, *respect*, *personal responsibility*, *integrity and kindness* and to take the Human Rights Act 1998 into account. All NHS organisations have a duty to act compatibly with and to

respect, protect and fulfil the rights set out in the Human Rights Act. Further detail on the Act is available in Appendix 2.

Completion of the EHIA should be an iterative process and commenced as soon as you begin to develop a strategy, policy, plan, procedure and/or service proposal and used again as the work progresses to keep informing you of those most affected and to inform mitigating actions. It should be led by the individual responsible for the strategy, policy, plan, procedure and/or service and be completed with relevant others or as part of a facilitated session. Some useful tips are included in Appendix 3.

For further information please contact Andrew Richardson, Corporate Governance Manager (andrew.richardson2@wales.nhs.uk) or Sarah Morgan, Diversity and Inclusion Manager, (Sarah.Morgan67@wales.nhs.uk).

Based on

- Cardiff Council (2013) Statutory Screening Tool Guidance.
- NHS Scotland (2011) Health Inequalities Impact Assessment: An approach to fair and effective policy making. Guidance, tools and templates.¹⁴
- Wales Health Impact Assessment Support Unit (2012) Health Impact Assessment: A Practical Guide.¹⁵

¹⁴ http://www.healthscotland.com/uploads/documents/5563-HIIA%20-

^{%20}An%20approach%20to%20fair%20and%20effective%20policy%20making.pdf (accessed 4 January 2016)

Appendix 2 - The Human Rights Act 1998¹⁶

The Act sets out our human rights in a series of 'Articles'. Each Article deals with a different right. These are all taken from the European Convention on Human Rights and are commonly known as 'the Convention Rights':

- 1. Article 2 Right to life. NHS examples: the protection and promotion of the safety and welfare of patients and staff
- 2. Article 3 Freedom from torture and inhuman or degrading treatment. NHS examples: issues of dignity and privacy, the protection and promotion of the safety and welfare of patients and staff, the treatment of vulnerable groups or groups that may experience social exclusion, for example, gypsies and travelers, issues of patient restraint and control
- 3. Article 4 Freedom from slavery and forced labour
- 4. Article 5 Right to liberty and security. NHS examples: issues of patient choice, control, empowerment and independence, issues of patient restraint and control
- 5. Article 6 Right to a fair trial
- 6. Article 7 No punishment without law
- 7. Article 8 Respect for your private and family life, home and correspondence. NHS examples: issues of dignity and privacy, the protection and promotion of the safety and welfare of patients and staff, the treatment of vulnerable groups or groups that may experience social exclusion, for example, gypsies and travelers, the right of a patient or employee to enjoy their family and/or private life
- 8. Article 9 Freedom of thought, belief and religion. NHS examples: the protection and promotion of the safety and welfare of patients and staff, the treatment of vulnerable groups or groups that may experience social exclusion, for example, gypsies and travelers
- 9. Article 10 Freedom of expression. NHS examples: the right to hold and express opinions and to receive and impart information and ideas to others, procedures around whistle-blowing when informing on improper practices of employers where it is a protected disclosure
- 10. Article 11 Freedom of assembly and association
- 11. Article 12 Right to marry and start a family
- 12. Article 14 Protection from discrimination in respect of these rights and freedoms. NHS examples: refusal of medical treatment to an older person solely because of their age, patients presented with health options without the use of an interpreter to meet need, discrimination against Trust staff on the basis of their caring responsibilities at home
- 13. Protocol 1, Article 1 Right to peaceful enjoyment of your property

¹⁶ https://www.equalityhumanrights.com/en/human-rights/human-rights-act

- 14. Protocol 1, Article 2 Right to education
- 15. Protocol 1, Article 3 Right to participate in free elections
- 16. Protocol 13, Article 1 Abolition of the death penalty

Appendix 3

Tips

- Be clear about the policy or decision's rationale, objectives, delivery method and stakeholders.
- Work through the Toolkit early in the design and development stages and make use of it as the work progresses to inform you of those most affected and inform mitigating actions
- Allow adequate time to complete the Equality Health Impact Assessment
- Identify what data you already have and what are the gaps.
- Engage with stakeholders and those most affected early. View them as active partners rather than passive recipients of your services.
- Remember to consider the impact of your decisions on your staff as well as the public.
- Record which organisations and protected characteristic groups you engaged with, when you engaged with them and how you did so (for example, workshop, public meeting, written submission).
- Produce a summary table describing the issues affecting each protected group and what the potential mitigations are.
- Report on positive impacts as well as negative ones.
- Remember what the Equality Act says how can this policy or decision help foster good relations between different groups?
- Do it with other people! Talk to colleagues, bounce ideas, seek views and opinions.