

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



This **Integrated Impact Assessment tool** incorporates the principles of the Well-being of Future Generations (Wales) Act 2015 and the Sustainable Development Principles, the Equality Act 2010 and the Welsh Language Measure 2011 (Welsh Language Standards requirements) and Risk Management in order to inform effective decision making and ensuring compliance with respective legislation.

1. PROPOSAL DETAILS: (Policy/Change Objective/Budget saving)

Proposal Title	Hybrid Working Strategy and Interim Policy
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Service Area	People & Organisation	Corporate Lead Officer	Geraint Edwards	Strategic Director	James Starbuck
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Name of Officer completing the IIA	Geraint Edwards	E-mail	geraint.edwards2@ceredigion.gov.uk	Phone no	01545 572019
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Please give a brief description of the purpose of the proposal

The Hybrid Working Strategy was developed setting out the principles and implementation process of a hybrid working model that maintains the required high level of service delivery whilst also providing employees with greater flexibility in balancing their work and home lives. The needs of the service will always be the over-riding priority when considering any hybrid working possibilities.

The Interim Hybrid Working Policy has been developed to provide detailed information around what hybrid working means for the Council. It will support employees and their managers in implementing hybrid working by providing practical advice and information, enabling employees to work from home effectively, productively and safely.

Who will be directly affected by this proposal? (e.g. The general public, specific sections of the public such as youth groups, carers, road users, people using country parks, people on benefits, staff members or those who fall under the protected characteristics groups as defined by the Equality Act and for whom the authority must have due regard).

Employees who were previously office based but have been working from home since March 2020.

VERSION CONTROL: The IIA should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development, Welsh language and equality considerations wherever possible.

Author	Decision making stage	Version number	Date considered	Brief description of any amendments made following consideration
	<i>e.g. Budget Process, LG, Scrutiny, Cabinet etc.</i>			<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a</i>

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

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				<i>proposal. Have you considered and applied the sustainable development principle and Well-being Goals?</i>
Geraint Edwards	Scrutiny	V1	30/05/2022	

COUNCIL STRATEGIC OBJECTIVES: Which of the Council's Strategic Objectives does the proposal address and how?

Boosting the Economy	A key aim of this strategy and policy is to develop a flexible and hybrid workforce able to balance their work and home lives whilst still delivering high quality services, thereby enabling them to contribute to the Council's Strategic Objectives.
Investing in People's Future	A key aim of this strategy and policy is to develop a flexible and hybrid workforce able to balance their work and home lives whilst still delivering high quality services, thereby enabling them to contribute to the Council's Strategic Objectives.
Enabling Individual and Family Resilience	A key aim of this strategy and policy is to develop a flexible and hybrid workforce able to balance their work and home lives whilst still delivering high quality services, thereby enabling them to contribute to the Council's Strategic Objectives.
Promoting Environmental and Community Resilience	A key aim of this strategy and policy is to develop a flexible and hybrid workforce able to balance their work and home lives whilst still delivering high quality services, thereby enabling them to contribute to the Council's Strategic Objectives.

NOTE: As you complete this tool you will be asked for **evidence to support your views**. These need to include your baseline position, measures and studies that have informed your thinking and the judgement you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation will have a positive or negative effect. Data sources include for example:

- *Quantitative data - data that provides numerical information, e.g. population figures, number of users/non-users*
- *Qualitative data – data that furnishes evidence of people's perception/views of the service/policy, e.g. analysis of complaints, outcomes of focus groups, surveys*
- *Local population data from the census figures (such as Ceredigion Welsh language Profile and Ceredigion Demographic Equality data)*
- *National Household survey data*
- *Service User data*
- *Feedback from consultation and engagement campaigns*
- *Recommendations from Scrutiny*
- *Comparisons with similar policies in other authorities*
- *Academic publications, research reports, consultants' reports, and reports on any consultation with e.g. trade unions or the voluntary and community sectors, 'Is Wales Fairer' document.*
- *Welsh Language skills data for Council staff*



2. SUSTAINABLE DEVELOPMENT PRINCIPLES: How has your proposal embedded and prioritised the five sustainable development principles, as outlined in the Well-being of Future Generations (Wales) Act 2015, in its development?			
Sustainable Development Principle	Does the proposal demonstrate you have met this principle? If yes, describe how. If not, explain why.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to the principle?
Long Term Balancing short term need with long term and planning for the future.	Yes. Long term planning has been embedded throughout the development of this strategy and policy. The initial phase of the strategy is 2022 – 2027, whilst the policy is interim for a period of 18 months, this is to allow for regular review to ensure effectiveness and building a solid foundation for further developments. Overtime, this will allow for the best use of resources and space requirements.	The strategy document sets out success measures to be monitored to ensure targets are being met. The aim of the strategy and policy is to establish new ways of working and service delivery in the short, medium and long term.	
Collaboration Working together with other partners to deliver.	Yes. We have collaborated with key stakeholders throughout the development of the strategy and policy – see below	See below	
Involvement Involving those with an interest and seeking their views.	Yes, key stakeholders have been involved. The strategy was developed following a large staff engagement exercise, and an estimated 74% of those affected by the strategy engaged in the Process. The policy was developed through a workstream which our trade union partners were part of and so have been involved from the early stages. Corporate Managers were engaged in the Process and their feedback requested during the policy development stage	Evidence of involvement with staff, corporate managers, and trade unions exists from the formulation of the strategy and policy.	As the policy is only in place for an interim period there will be regular reviews to assess its effectiveness and respond to any issues identified.

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

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<p>Prevention Putting resources into preventing problems occurring or getting worse.</p>	<p>Yes, the engagement exercise with staff and regular engagement with trade unions has highlighted areas where it would not be possible for employees to work in a hybrid way due to personal, broadband infrastructure or space limitations.</p>	<p>Providing that the needs of the service are not affected the employee will decide where to undertake their work, whether at home, in the office or a mixture of both.</p>	<p>As the policy is only in place for an interim period there will be regular reviews to assess its effectiveness and respond to any issues identified. Technological advancements will be reviewed to assess effectiveness in supporting staff to work in a hybrid way where they choose to do so.</p>
<p>Integration Positively impacting on people, economy, environment and culture and trying to benefit all three.</p>	<p>Yes. We have considered how the policy will impact staff across the Authority. Their roles have been assessed on suitability for hybrid working whilst ensuring high quality service delivery. Where possible, staff will be able choose where they undertake their work. A reduction in travel, both commuting and business, due to hybrid and virtual working will have a positive impact on the Authority's carbon footprint.</p>	<p>Evidence of involvement with staff, corporate managers, and trade unions exists from the formulation of the strategy and policy.</p>	<p>As the policy is only in place for an interim period there will be regular reviews to assess its effectiveness and respond to any issues identified.</p>

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



3. WELL-BEING GOALS: Does your proposal deliver any of the seven National Well-being Goals for Wales as outlined on the Well-being of Future Generations (Wales) Act 2015? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. We need to ensure that the steps we take to meet one of the goals aren't detrimental to meeting another.			
Well-being Goal	Does the proposal contribute to this goal? Describe the positive or negative impacts-	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to the goal?
3.1. A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The strategy and policy is intended, through the implementation of a hybrid working model, to develop a digitally skilled and flexible workforce able to balance their work and home lives whilst also maintaining high level of service delivery. Over time a reduction in travel costs and office space requirement will allow resources to be utilised in a more beneficial way.	The implementation of the strategy and policy will be subject to regular monitoring and review	The increasing cost of living challenges will require monitoring and as the implementation roll out develops. The reduction in travelling costs for employees may not be offset by the cost of increase energy usage for those choosing to work from home. Each employee will need to make an assessment weighing up all factors, supported by input from their line managers.
3.2. A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change).	By adopting hybrid working and further developing virtual meeting technology the aim is reduce the need for employees to undertake commuting or business mileage.	The number of claims for business mileage will be monitored regularly	
3.3. A healthier Wales People's physical and mental wellbeing is maximised and health impacts are understood.	The implementation of a hybrid working model will provide employees with greater flexibility in balancing their work and home lives whilst also maintaining high level of service delivery. This flexibility is expected to reduce sickness absence and improve employee health and wellbeing.	The sickness absence rates and other measures will be monitored regularly	
3.4. A Wales of cohesive communities Communities are attractive, viable, safe and well connected.	Individual Services will undertake community engagement programmes to enhance service delivery through adopting new technology or improved spaces.		



3.5. A globally responsible Wales

Taking account of impact on global well-being when considering local social, economic and environmental well-being.

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Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

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<p>3.6. A more equal Wales People can fulfil their potential no matter what their background or circumstances.</p> <p><i>In this section you need to consider the impact on equality groups, the evidence and any action you are taking for improvement.</i> <i>You need to consider how might the proposal impact on equality protected groups in accordance with the Equality Act 2010?</i> <i>These include the protected characteristics of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or beliefs, gender, sexual orientation.</i> Please also consider the following guide:: Equality Human Rights - Assessing Impact & Equality Duty</p>	<p>Describe why it will have a positive/negative or negligible impact.</p> <p><i>Using your evidence consider the impact for each of the protected groups. You will need to consider do these groups have equal access to the service, or do they need to receive the service in a different way from other people because of their protected characteristics. It is not acceptable to state simply that a proposal will universally benefit/disadvantage everyone. You should demonstrate that you have considered all the available evidence and address any gaps or disparities revealed.</i></p>	<p>What evidence do you have to support this view?</p> <p><i>Gathering Equality data and evidence is vital for an IIA. You should consider who uses or is likely to use the service. Failure to use <u>data</u> or <u>engage</u> where change is planned can leave decisions open to legal challenge. Please link to involvement box within this template. Please also consider the general guidance.</i></p>	<p>What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?</p> <p><i>These actions can include a range of positive actions which allows the organisation to treat individuals according to their needs, even when that might mean treating some more favourably than others, in order for them to have a good outcome. You may also have actions to identify any gaps in data or an action to engage with those who will/likely to be effected by the proposal. These actions need to link to Section 4 of this template.</i></p>																						
<p>Age Do you think this proposal will have a positive or a negative impact on people because of their age? (Please tick ✓)</p> <table border="1" data-bbox="76 995 786 1414"> <thead> <tr> <th></th> <th>Positive</th> <th>Negative</th> <th>None/ Negligible</th> </tr> </thead> <tbody> <tr> <td>Children and Young People up to 18</td> <td></td> <td></td> <td>✓</td> </tr> <tr> <td rowspan="2">People 18-50</td> <td>Positive</td> <td>Negative</td> <td>None/ Negligible</td> </tr> <tr> <td>✓</td> <td></td> <td></td> </tr> <tr> <td rowspan="2">Older People 50+</td> <td>Positive</td> <td>Negative</td> <td>None/ Negligible</td> </tr> <tr> <td>✓</td> <td></td> <td></td> </tr> </tbody> </table>		Positive	Negative	None/ Negligible	Children and Young People up to 18			✓	People 18-50	Positive	Negative	None/ Negligible	✓			Older People 50+	Positive	Negative	None/ Negligible	✓			<p>The greater flexibility of working in hybrid or virtual ways will have a positive impact on employees who are in hybrid suitable roles as they will be able to decide which mix of virtual or office working is best for them. For those with caring responsibilities, this flexibility may mean that they have more availability to support those they care for.</p> <p>The proposal will have a negligible impact for those employees who are non roles not suitable for hybrid working.</p>	<p>Evidence gained from staff engagement exercises.</p>	<p>The policy in an interim arrangement to allow for the piloting of new ways of working and how this can be used to improve service delivery and the work live balance of employees. Regular reviews will be taking place throughout the interim period and a full review undertaken at the end of the period.</p> <p>Digital skills assessment, development and training opportunities to be made available to those employees who wish to improve competence to</p>
	Positive	Negative	None/ Negligible																						
Children and Young People up to 18			✓																						
People 18-50	Positive	Negative	None/ Negligible																						
	✓																								
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	✓																								

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						better support hybrid working opportunities .
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Disability Do you think this proposal will have a positive or a negative impact on people because of their disability? (Please tick ✓)				The greater flexibility of working in hybrid or virtual ways will have a positive impact on employees who are in hybrid suitable roles as they will be able to decide which mix of virtual or office working is best for them. The proposal will have a negligible impact for those employees who are non roles not suitable for hybrid working. Where required and previously identified, specialist equipment will be made available in an office location in addition to equipment supplied to work from home.	Evidence gained from staff engagement exercises.	Employees will be supported in the event of a deterioration of impairment. Where required, a notification of a change to an employee's health will supported by a referral to occupational health for advice on reasonable or temporary adjustments including specialist equipment where required. The policy in an interim arrangement to allow for the piloting of new ways of working and how this can be used to improve service delivery and the work live balance of employees. Regular reviews will be taking place throughout the interim period and a full review undertaken at the end of the period.
Hearing Impairment	Positive ✓	Negative	None/ Negligible			
Physical Impairment	Positive ✓	Negative	None/ Negligible			
Visual Impairment	Positive ✓	Negative	None/ Negligible			
Learning Disability	Positive ✓	Negative	None/ Negligible			
Long Standing Illness	Positive ✓	Negative	None/ Negligible			
Mental Health	Positive ✓	Negative	None/ Negligible			
Other	Positive	Negative	None/ Negligible ✓			

Transgender Do you think this proposal will have a positive or a negative impact on transgender people? (Please tick ✓)				The strategy and policy's aim of implementing a hybrid working model that maintains the required high level of service delivery whilst also providing		
Transgender	Positive	Negative	None/			

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



			Negligible	employees with greater flexibility in balancing their work and home is aimed at all employees, regardless of this protected characteristic		
			✓			
Marriage or Civil Partnership Do you think this proposal will have a positive or a negative impact on marriage or Civil partnership? (Please tick ✓)				The strategy and policy's aim of implementing a hybrid working model that maintains the required high level of service delivery whilst also providing employees with greater flexibility in balancing their work and home is aimed at all employees, regardless of this protected characteristic		
Marriage	Positive	Negative	None/ Negligible			
			✓			
Civil partnership	Positive	Negative	None/ Negligible			
			✓			
Pregnancy or Maternity Do you think this proposal will have a positive or a negative impact on pregnancy or maternity? (Please tick ✓)				The greater flexibility of working hybrid or virtually will have a positive impact on pregnant employees who will have the option of changing their work locations, making it easier to remain in work for longer, if they wish.		
Pregnancy	Positive	Negative	None/ Negligible			
	✓					
Maternity	Positive	Negative	None/ Negligible			
			✓			
Race Do you think this proposal will have a positive or a negative impact on race? (Please tick ✓)				The strategy and policy's aim of implementing a hybrid working model that maintains the required high level of service delivery whilst also providing employees with greater flexibility in balancing their work and		
White	Positive	Negative	None/ Negligible			
			✓			
	Positive	Negative	None/			

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



Mixed/Multiple Ethnic Groups			Negligible	home is aimed at all employees, regardless of this protected characteristic		
			✓			
Asian / Asian British	Positive	Negative	None/ Negligible			
			✓			
Black / African / Caribbean / Black British	Positive	Negative	None/ Negligible			
			✓			
Other Ethnic Groups	Positive	Negative	None/ Negligible			
			✓			

Religion or non-beliefs Do you think this proposal will have a positive or a negative impact on people with different religions, beliefs or non-beliefs? (Please tick ✓)				The strategy and policy's aim of implementing a hybrid working model that maintains the required high level of service delivery whilst also providing employees with greater flexibility in balancing their work and home is aimed at all employees, regardless of this protected characteristic		
Christian	Positive	Negative	None/ Negligible			
			✓			
Buddhist	Positive	Negative	None/ Negligible			
			✓			
Hindu	Positive	Negative	None/ Negligible			
			✓			
Humanist	Positive	Negative	None/ Negligible			
Jewish	Positive	Negative	None/ Negligible			
			✓			
Muslim	Positive	Negative	None/			

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



			Negligible			
			✓			
Sikh	Positive	Negative	None/ Negligible			
			✓			
Non-belief	Positive	Negative	None/ Negligible			
			✓			
Other	Positive	Negative	None/ Negligible			
			✓			
Sex Do you think this proposal will have a positive or a negative impact on men and/or women? (Please tick ✓)				The strategy and policy's aim of implementing a hybrid working model that maintains the required high level of service delivery whilst also providing employees with greater flexibility in balancing their work and home is aimed at all employees, regardless of this protected characteristic		
Men	Positive	Negative	None/ Negligible			
			✓			
Women	Positive	Negative	None/ Negligible			
			✓			
Sexual Orientation Do you think this proposal will have a positive or a negative impact on people with different sexual orientation? (Please tick ✓)				The strategy and policy's aim of implementing a hybrid working model that maintains the required high level of service delivery whilst also providing employees with greater flexibility in balancing their work and home is aimed at all employees, regardless of this protected characteristic		
Bisexual	Positive	Negative	None/ Negligible			
			✓			
Gay Men	Positive	Negative	None/ Negligible			
			✓			
	Positive	Negative	None/			



Gay Women / Lesbian			Negligible			
			✓			
Heterosexual / Straight	Positive	Negative	None/ Negligible			
			✓			

Having due regards in relation to the three aims of the Equality Duty - determine whether the proposal will assist or inhibit your ability to eliminate discrimination; advance equality and foster good relations.

3.6.2. How could/does the proposal help advance/promote equality of opportunity?

You should consider whether the proposal will help you to: ● Remove or minimise disadvantage ● To meet the needs of people with certain characteristics ● Encourage increased participation of people with particular characteristics

The policy is relevant to all employees who work in hybrid designated roles regardless of protected characteristics.

3.6.3. How could/does the proposal/decision help to eliminate unlawful discrimination, harassment, or victimisation?

You should consider whether there is evidence to indicate that: ● The proposal may result in less favourable treatment for people with certain characteristics ● The proposal may give rise to indirect discrimination ● The proposal is more likely to assist or impeded you in making reasonable adjustments

Employees will be supported in the event of a deterioration of impairment. Where required, a notification of a change to an employee's health will supported by a referral to occupational health for advice on reasonable or temporary adjustments including specialist equipment where required.

3.6.4. How could/does the proposal impact on advancing/promoting good relations and wider community cohesion?

You should consider whether the proposal with help you to: ● Tackle prejudice ● Promote understanding

The policy will promote understanding across the workforce and be subject to further engagement as the pilot period progresses, identifying efficient and effective working practices which contribute to service delivery improvements.

Having due regard of the Socio-Economic Duty of the Equality Act 2010.

Socio-Economic Disadvantage is living in less favourable social and economic circumstances than others in the same society.

As a listed public body, Ceredigion County Council is required to have due regard to the Socio-Economic Duty of the Equality Act 2010. Effectively this means carrying out a poverty impact assessment. The duty covers all people who suffer socio-economic disadvantage, including people with protected characteristics.

3.6.5 What evidence do you have about socio-economic disadvantage and inequalities of outcome in relation to the proposal?

Describe why it will have a positive/negative or negligible impact.

The increasing cost of living challenges will require monitoring and as the implementation roll out develops.



What evidence do you have to support this view?

There is currently no clear evidence indicating one option being better than another. The costs will fluctuate throughout the year as home energy usage reduces during warmer months.

What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts?

The reduction in travelling costs for employees may not be offset by the cost of increase energy usage for those choosing to work from home. Each employee will need to make an assessment weighing up all factors, supported by input from their line managers. The employee will have the flexibility of choosing the option best suited to thier individual circumstances.

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



3.7. A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh Language are promoted and protected. <i>In this section you need to consider the impact, the evidence and any action you are taking for improvement. This in order to ensure that the opportunities for people who choose to live their lives and access services through the medium of Welsh are not inferior to what is afforded to those choosing to do so in English, in accordance with the requirement of the Welsh Language Measure 2011.</i>				Describe why it will have a positive/negative or negligible impact.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
Will the proposal be delivered bilingually (Welsh & English)?	Positive ✓	Negative	None/ Negligible	The strategy and policy are bilingual policy and any engagement, communication or training will be delivered in both Welsh and English		
Will the proposal have an effect on opportunities for persons to use the Welsh language?	Positive	Negative	None/ Negligible ✓			
Will the proposal increase or reduce the opportunity for persons to access services through the medium of Welsh?	Positive	Negative	None/ Negligible ✓	Access to bilingual services will remain the same as the current provision		
How will the proposal treat the Welsh language no less favourably than the English language?	Positive	Negative	None/ Negligible ✓			
	Positive	Negative	None/ Negligible	The delivery of Welsh language learning by hybrid	An increase in the number of employees attending Welsh	The number of employees possessing Welsh language

Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



Will it preserve promote and enhance local culture and heritage?	✓			means will increase the opportunities available to employees who can access the lessons virtually, eliminating or reducing travel time and costs to attend	language lessons since when they moved online	skills will be monitored periodically
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4. STRENGTHENING THE PROPOSAL: If the proposal is likely to have a negative impact on any of the above (including any of the protected characteristics), what practical changes/actions could help reduce or remove any negative impacts as identified in sections 2 and 3?

4.1 Actions.

What are you going to do?	When are you going to do it?	Who is responsible?	Progress
The strategy and policy will be reviewed periodically and the implementation developed and the outcomes evaluated to ensure fairness and consistency	At no less than six monthly intervals and at the end of the 18 month interim period	People & Organisaition	
Training for line managers will inform that changes to the health of an employee with a disability will require human resources support	On a case by case basis	Human Resources	
Further employee engagement exercise to evaluate	After 12 months from initial implementation	People & Organisaition	

4.2. If no action is to be taken to remove or mitigate negative impacts please justify why.
(Please remember that if you have identified unlawful discrimination, immediate and potential, as a result of this proposal, the proposal must be changed or revised).

4.3. Monitoring, evaluating and reviewing.

How will you monitor the impact and effectiveness of the proposal?

The interim policy implementation will be monitored on a six monthly basis during the expected 18 month period of its lifecycle, to provide statistics and service improvement evidence.

5. RISK: What is the risk associated with this proposal?


Impact Criteria	1 - Very low	2 - Low	3 - Medium	4 - High	5 - Very High
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Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

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Likelihood Criteria	1 - Unlikely to occur	2 - Lower than average chance of occurrence	3 - Even chance of occurrence	4 - Higher than average chance of occurrence	5 - Expected to occur
Risk Description	Impact (severity)		Probability (deliverability)		Risk Score
If policy is not implemented, risk to recruitment and retention of employees	3		3		9
Does your proposal have a potential impact on another Service area?					
The implementation of this strategy and policy will have a positive and cross-cutting impact for employees in all service areas					

6. SIGN OFF			
Position	Name	Signature	Date
Service Manager			
Corporate Lead Officer	Geraint Edwards		30/05/2022
Strategic Director			
Portfolio Holder			