

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the [Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance](#).

1. Proposal Details			
Lead Officer	Head of Service	Service Area & Department	Date
Geraldine Burns	Lynne Donovan	People Services	01/09/2021

What is the proposal to be assessed? <i>Provide brief details of the proposal and provide a link to any relevant report or documents.</i>
<p>The Council's proposed 'Employee Wellbeing Strategy 2021 – 24', attached at Appendix 1.</p> <p>Proposal aim: To work together to fully support the wellbeing needs of employees by placing wellbeing at the heart of everything we do and ensuring we have a holistic framework in place.</p>

2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

(The Public Sector Equality Duty requires the Council to have “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). Please note that an individual may have more than one protected characteristic.

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
The strategy outlines our commitments to supporting people regardless of protected characteristics.			
Age (<i>people of all ages</i>)	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>By strengthening the key areas of wellbeing, employees of all ages will benefit from a work environment that fully supports their needs.</p>		Evidence of potential positive impacts collated through extensive research including results of the CIPD Health and Well-being at Work Survey Report March 2021, our staff survey and manager engagement.
Disability (<i>people with disabilities/ long term conditions</i>)	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy outlines our commitments to supporting people with disabilities or long term/terminal diagnoses and identifies actions to continuously develop.</p>		<p>We are a Disability Confident Employer and committed to playing a leading role in changing attitudes, behaviour and culture; benefitting from inclusive recruitment practices.</p> <p>We are also committed to enhancing our position to Disability Confident Leader.</p>
Gender Reassignment (<i>anybody who’s gender identity or gender expression is different to the sex they were assigned at birth</i>)	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		

<p>Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p>Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The Council supports the protections given to staff who are pregnant and/or on maternity leave under UK law.</p>		
<p>Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy has a section dedicated to culture and values, and outlines actions to develop inclusive practice, enhance our membership of campaigns and create opportunity for staff to join staff networks.</p> <p>The Wellbeing Strategy makes specific and targeted links to our Strategic Equality Plan and actions identified within.</p>		<p>Our staff survey indicated that there is an appetite to develop networks for black and minority ethnic groups.</p>
<p>Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy</p>		

<p>Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy</p>		
<p>Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy outlines our commitments to championing difference and inclusion and identifies actions to continuously develop.</p>		<p>The Council currently:</p> <ul style="list-style-type: none"> • Is a members of Proud Councils • Has2 LGBTQ+ Ambassadors • Takes an active role at Pride Cymru • Raises awareness annual awareness of LGBTQ+ History Month, Pride etc.

3. Socio-economic Duty (Strategic Decisions Only)

(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>Positive impact - The strategy identifies the importance of financial wellbeing as a key factor in overall employee wellbeing. The strategy outlines our commitment to strengthening this area and identifies priority actions to further support our employees. This includes:</p> <p>A non-guaranteed hours' arrangement review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.</p> <p>Continued commitment to pay the foundation living wage which supports young people starting in modern apprenticeship roles and</p>		<p>The Council's Pay Policy Statement 2021.</p> <p>Workforce Partnership Council (WPC) Agreement on the acceptable use of Non-Guaranteed Hours Arrangements</p>

	<p>colleagues in entry level positions to be paid a living wage. It is noted that this is often more than what is offered for comparable roles in the private sector.</p> <p>Development of our employee benefits packages.</p> <p>The Employee Wellbeing Strategy has strategic links to our Workforce Development Strategy, working in synergy to support and develop the workforce. A key action in the Workforce Development Strategy is to explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p>		
<p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p>	<p>Positive impact. See above.</p>		
<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p>Neutral impact</p>		

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)</p>	<p>Positive impact. Under this strategy, this will include the development of <i>agile working solutions</i> to meet our ever changing service needs. This can provide choice for many as to where they work and opportunity to attain a job of choice is enhanced.</p> <p>Possible negative impact: It is recognised that some job roles will not support agile working and these front line opportunities may remain inaccessible for some.</p>	<p>Front line working opportunities exist throughout the County Borough providing choice and options for people to work locally and in within a reasonable proximity to their home.</p>	<p>Categorisation data collected as part of the Agile Working Corporate Review has evidenced the number of roles within each category of work.</p>
<p>Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)</p>	<p>Positive impact - The Employee Wellbeing Strategy has strategic links to our Workforce Development Strategy, working in synergy to support and develop the workforce. A key action in the Workforce Development Strategy is to explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. These programmes will create pathways to employment for people with varying socio-economic backgrounds.</p>		

Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>	Positive impact – as above		

4. Corporate Plan – Council’s Well-being Objectives

(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)

<p>Objective 1 - Improve education opportunities for all</p>	<p>Positive impact - The strategy identifies the importance of personal development to employee wellbeing and includes strategic links to our Workforce Development Strategy. It recognises that all employees must be able to access learning and training relevant to their needs and role in the authority. It also includes actions to develop our employment programmes creating opportunities for people in our communities to access training, work placements and employment.</p>
<p>Objective 2 - Enabling employment</p>	<p>Positive impact – through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review; the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p>
<p>Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p>	<p>N/A</p>
<p>Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>N/A</p>
<p>Objective 5 - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p>	<p>Positive impact - The strategy identifies the importance of health and lifestyle to employee wellbeing. This is a key focus within the strategy outlining how the authority will continue to support the health of our employees and develop programmes and initiatives to encourage healthy lifestyle choices, to be adopted both within and outside of the workplace.</p>
<p>Objective 6 - Support citizens to remain independent and improve their well-being</p>	<p>Positive impact - The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our workforce. This strategy outlines our commitments and priority actions to achieve this aim.</p>

4a. Links to any other relevant Council Policy

(How does your proposal deliver against any other relevant Council Policy?)

Transformation Strategy 2020

Corporate Plan 2018 – 2023

Wellbeing Plan (under development) – 2018 – 2023

Workforce Development Strategy 2021 -24

Sports & Recreation Strategy 2019-2029

Green Infrastructure Strategy






Strategic Equality Plan 2020-2024

Welsh Language Standards

In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective. Wellbeing lies at the core of how the Council fulfils its strategic aims, conducts operations and delivers excellent services to our communities. This strategy is aligned to the abovementioned strategies, translating our broader strategic objectives, together with data and the results of our engagement, into a holistic framework to support our employee's health and wellbeing.

5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Term</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This Strategy offers a comprehensive framework of support for our employees. Strategically aligned to the Council’s Workforce Development Strategy and Strategic Equality Plan, this will have a long term positive impact on the work community.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The strategy is focussed on developing an excellent work environment that fully supports our employees’ health and wellbeing. Strengthen our commitments and investments in employee wellbeing will have preventative benefits.</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>Working in synergy with other strategies, we will continue to develop a strong organisational culture and values, strengthen the work environment, fully support the health and wellbeing of our employees, close knowledge and skills gaps across the organisation and shape our future workforce</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The effective implementation of this Strategy requires all parties to accept and own their individual responsibilities as outlined in the ‘Our Responsibilities’ section. Working effectively with our partners, both internal and external, is key to delivering our objectives. The collaboration list in the effective implementation of this strategy is fluid and extensive.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>This is an inward looking strategy and wider consultation with the community has not taken place in this context. The Strategy is however based on the extensively consulted Strategies referred to in the Integration Section above.</p>

6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p>A Prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Yes it does as outlined in this IIA.</p>
<p>A Resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change). Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>N/A</p>
<p>A Healthier Wales <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>People's physical and mental well-being is maximised and health impacts are understood</p> <p>The Wellbeing Strategy outlines our framework, commitments and priority actions for supporting employee health and wellbeing. The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our people.</p>
<p>A More Equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>Strengthening our commitment to Inclusivity and Equality lies at the heart of this Strategy.</p>
<p>A Wales of Cohesive Communities <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p>N/A</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language</p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p>

<p><i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective.</p> <p>The Employee Wellbeing Strategy is aligned to the Strategic Equality Plan which outlines our commitments to promoting and developing Welsh Language; and the Sports and Recreation Strategy which details actions increase opportunity and engagement in sports and active recreation.</p>
<p>A Globally Responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being. Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>Yes, in the context of the Agile Working Agenda and sustainable employment opportunities, etc.</p>

7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
Links with Welsh Government's Cymraeg 2050 Strategy and CCBC's Five Year Welsh Language Strategy 2017-2022 and the Language Profile	Neutral impact in the context of this Strategy.		
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	Neutral impact in the context of this Strategy. However, Employee Wellbeing Strategy is strategically aligned to the Workforce Development Strategy and the Strategic Equality Plan which outline our commitments to promoting and developing (through effective training) Welsh Language (Standards 130-132) Positive impact: Our Employee Assistance Programme Care first, provides fully translated digital resources.		Research undertaken in the development of the strategy. Staff survey results.
Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	Actively encourage and promote the use of our services in Welsh to see an increase in demand over time Neutral impact. See above.		

Opportunities for persons to use the Welsh language <i>e.g. staff, residents and visitors</i>	The rights of Welsh speakers to use Welsh when dealing with the council and for staff to use Welsh at Work Neutral impact. See above.		
Treating the Welsh language no less favourably than the English language	Neutral impact. See above		

7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.

Impact on the use of Welsh, sustainability of Welsh speaking communities, numbers and/or percentages of Welsh speakers, fluency and confidence of Welsh speakers and learners to use Welsh, transmission of Welsh at home/from one generation to the next, using Welsh in the workplace, increase Welsh language digital media infrastructure and/or media, promoting Welsh in everyday life and its status

The Employee Wellbeing Strategy is strategically aligned to the Workforce Development Strategy and the Strategic Equality Plan which outline our commitments to promoting and developing (through effective training) Welsh Language (Standards 130-132)

8. Data and Information

(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
<p>What data / evidence was used? Provide links to any reports if appropriate e.g. Household Survey 2017</p> <p>Consultation</p> <p>Staff Survey</p> <p>Significant research and utilisation of best practice from professional bodies – i.e. CIPD</p> <p>Employee data</p> <p>Sickness data</p>	<p>What were the key findings? What did the data / evidence used tell you?</p> <p>Key findings summarised in the 'Our Employee Data' (See Appendix 1)</p>	<p>How has the data / evidence available helped inform the proposal? Did it support the proposal and how? If the data / evidence didn't support the proposal why was this?</p> <p>The key findings used to develop our approach and strategic framework:</p>

1. Health & Lifestyle

• How we support the mental and physical health of our employees and facilitate healthy lifestyle choices.

2. Environment

• How we provide a safe and healthy work environment that meets the needs of our employees and supports them to be effective.

3. Culture & Values

• How we build a culture of trust, strong core values, equality and strong collective leadership.

4. Personal Development

• How we support personal growth and development.

5. Financial Wellbeing

• How we support and contribute to employee financial wellbeing.

Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?

Details of further consultation can be included in Section 9.

Are there any gaps in the existing data and how will you go about filling these gaps?

No significant gaps identified, data provided significant information to inform the development of the strategy. Implementation of the strategy will be monitored and updated to reflect any changes required.

9. Consultation

(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.

Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.

Who was consulted?

Leadership team, HR Strategy Group, Trade Unions, Cabinet Member for Corporate Services, Policy & Resources Scrutiny Committee

When they were consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

August 2021 – sufficient time provided for critical feedback and agreement of priority actions.

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

Yes

What were the key findings?

Strategy was well received and deemed to be addressing the needs identified through our consultation and engagement.

How have the consultation findings been taken into account?

All critical feedback was considered and amendments made to the strategy as appropriate.

10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	<p>For example, what monitoring will be used? How frequent?</p> <p>As identified in the Employee Wellbeing Strategy</p>
What are the practical arrangements for monitoring?	<p>For example, who will put this in place? When will it start?</p> <p>As identified in the Employee Wellbeing Strategy</p>
How will the results of the monitoring be used to develop future proposals?	<p>As identified in the Employee Wellbeing Strategy</p>
When is the proposal due to be reviewed?	<p>Ongoing through dynamic action plans and fully 2024.</p>
Who is responsible for ensuring this happens?	<p>Head of People Services</p>

11. Recommendation and Reasoning

<input checked="" type="checkbox"/>	Implement proposal with no amendments
<input type="checkbox"/>	Implement proposal taking account of the mitigating actions outlined
<input type="checkbox"/>	Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?

Yes

No

12. Reason(s) for Recommendation

(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? Did you identify any cumulative impact your proposal will have? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

It is believed that the key principles of the Employee Wellbeing Strategy will have significant benefits for our employees.

The Employee Wellbeing Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to supporting employee physical and mental health and wellbeing.

The information collated through research, consultation, engagement (staff survey) and employee data has provided significant insights and evidence around which we were able to develop a holistic framework.

We believe that by strengthening the five key areas identified in the strategy, we can create a supportive and nurturing work environment that effectively supports employee physical and mental health and wellbeing.

Strengthening Inclusivity and Equality lies at the heart of this strategy, and this IIA has not identified any areas of concern or potential negative impacts/risks that need mitigating. The strategy is inclusive and will be beneficial to all employees.

13. Version Control

(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Neil Cooksley	Original submission	01/09/2021

Integrated Impact Assessment Author

Name:	Neil Cooksley
Job Title:	Principal HR Officer
Date:	01/09/2021

Head of Service Approval

Name:	Lynne Donovan		
Job Title:	Head of People Services		
Signature:		Date:	01.09.21