



INTEGRATED IMPACT ASSESSMENT (IIA) TOOL

This IIA tool is designed to help your decision making and ensure that your proposal:

- is aligned to the Council's Corporate Well-being Objectives
- complies with the Equality Act 2010, including our socio-economic duty.
- complies with the Welsh Language Measure 2011 (Welsh Language requirements)
- contributes to the National Well-being goals of the Well-being of Future Generations (Wales) Act 2015 and incorporates the principles of Sustainable Development
- considers risk management.

Throughout the document there are information pop ups. You can hover over these for hints and tips. They look like this - [HINT](#)

There are also web links to data sources of [evidence](#) that could help inform your thinking and the judgement you are making. To view this information press **ctrl** on your keyboard and click on the link.

Equality and Inclusion officers read through every IIA and provide feedback to the author via Corporate Lead Officers. IIA that are submitted to Cabinet are published on the Council's website so that the public can see them.

This IIA tool is categorised into the 7 National Well-being Goals for Wales:

1. **A prosperous Wales** – where everyone has jobs and there is no poverty.
2. **A resilient Wales** – where we're prepared for things like floods.
3. **A healthier Wales** – where everyone is healthier and can see the doctor when they need to.
4. **A more equal Wales** – where everyone has an equal chance whatever their background.
5. **A Wales of cohesive communities** – where communities can live happily together.
6. **A Wales of vibrant culture and thriving Welsh language** – where we have lots of opportunities to do different things and where lots of people can speak Welsh.
7. **A globally responsible Wales** – where we look after the environment and think about other people around the world.

DO I NEED TO ASSESS IMPACT?

Does your proposal:

- introduce a new service or add to an existing service that will affect service users?
- remove, reduce, or alter a service that will affect service users?
- introduce a new policy, strategy, or plan that will affect Ceredigion residents?
- introduce significant changes to an existing policy, strategy, or plan that will affect Ceredigion residents?
- change staffing structures so much that employees or services users may be affected?

YES

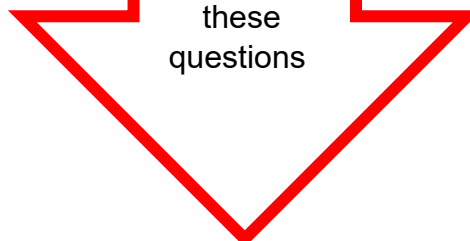
An IIA is required if your answer is yes to **any** of these questions.



Complete the template below.

NO

An IIA is not required if your answer is no to **all** these questions



Remember to include your reason for not carrying out an IIA on the Cabinet Report template.

WHAT HAPPENS NEXT?

The Equalities and Inclusion Manager checks that the papers submitted to Cabinet or Council include a completed IIA if required.

The Equalities and Inclusion Manager also undertakes a quality assurance of the completed IIA, including a check that it is signed off by the Corporate Manager, Corporate Lead Office, Corporate Director and the relevant Elected Member.

The Equalities and Inclusion Manager then compiles an IIA advisory report and sends it to the CLO for Policy, Performance and Public Protection, who forwards the feedback to the CLO of the service responsible for the IIA. The final decision on the IIA is for the CLO of the relevant service and the signatories of the IIA.

Proposal Details

| | |
|--|-------------------------------|
| Title of Policy / Proposal / Initiative | |
| Dignity at Work Policy | |
| Service Area | Officer completing IIA |
| People & Organisation | Elizabeth Merriman |
| Corporate Lead Officer | Strategic Director |
| Geraint Edwards | James Starbuck |
| Please give a brief description of the purpose of the proposal | |
| <p>This is a revised version of a pre-existing policy for corporate employees of Ceredigion County Council and aims to establish a workplace environment where all employees are treated with respect, preventing bullying, harassment, and discrimination by clearly defining acceptable behaviours and outlining procedures for addressing any violations, ensuring everyone feels valued and can work without fear of being treated unfairly.</p> <p>Following the introduction of the <i>Worker Protection (Amendment of Equality Act) Act 2023</i> in October 2024, in which employers are required to take 'reasonable steps' to prevent sexual harassment of their workers in the course of their employment, the policy has been revised to make specific reference to sexual harassment.</p> <p>Amendments to Dignity at Work Policy The main changes to the policy are summarised below:</p> <ul style="list-style-type: none"> • Includes specific reference to sexual harassment due to introduction of the <i>Worker Protection (Amendment of Equality Act) Act 2023</i> • Includes concerns raised against third parties (Section 11) • Provides greater clarity to employees and line managers on the application of the policy including revision to the principles, definitions and procedures • Clarifies route to the Grievance Procedure for formal complaints • Updating forms in the appendices • Re-titles Conflict Resolution Officers to Dignity at Work Resolution Officers | |
| Who will be directly affected by this proposal? HINT | |
| All corporate employees of Ceredigion County Council | |
| Have those who will be affected by the proposal had the opportunity to comment on it? Please provide details. | |
| The policy has been subject to consultation with the recognised trade unions. Any suggested amendments have been considered and incorporated where appropriate. | |

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 included sustainable development, Welsh language and equality considerations wherever possible.

| Version Number | Author | Decision making stage <u>HINT</u> | Date Considered | Description of any amendments made <u>HINT</u> |
|-----------------------|--------------------|---|------------------------|--|
| V1 | Elizabeth Merriman | Scrutiny | 24/02/2025 | |
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Council Corporate Well-being Objectives

Which of the Council's Corporate Well-being Objectives does this proposal address and how? Click here to read a summary of our [Corporate Strategy 2022-27](#)

| | |
|--|---|
| Boosting the economy, supporting business, and enabling employment. | A key aim of this policy is to support employees through the provision of a safe and respectful working environment for all, free from harassment or bullying. By setting clear expectations for all employees in terms of conduct and providing avenues to access support to address unacceptable conduct, the Council will create and maintain a safe, healthy and professional working environment in which employees are able to focus upon their role and their contribution to the Council's strategic objectives. |
| Creating caring and healthy communities | As above |
| Providing the best start in life and enabling learning at all ages | As above |
| Creating sustainable, greener, and well-connected communities | As above |

National Well-being Goal: A Prosperous Wales

An innovative, productive, and low carbon society where everyone has decent work and there is no poverty.

Click [here](#) for information about a prosperous Wales.

Does the proposal contribute to this goal? Describe the positive or negative impacts. (Click [here](#) for information)

Through the implementation of this policy, alongside complementary policies, the key aim is to support and maintain a safe, respectful and healthy working environment for all employees. This should contribute to improved innovation and business performance and improved job satisfaction.

The changes in the policy also further strengthen the Council's commitment to Fair work and to employee's job satisfaction, part of which is being able to identify and address concerns in a constructive and timely framework.

What evidence do you have to support this view?

A working environment where an individual feels harassed, bullied or threatened is neither acceptable and decent nor does it encourage innovation or productivity. As the largest employer in the county, maintaining a workforce who are employed in well paid jobs across a variety of roles within a respectful and healthy working environment therefore has a profound effect. The majority of our employees live within the county and therefore contribute to the local economy and supporting local businesses.

Ceredigion Council People Survey 2024.

What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?

National Well-being Goal: A Resilient Wales

A society where biodiversity is maintained and enhanced and where ecosystems are healthy and functioning.

Click [here](#) for information about a resilient Wales.

Does the proposal contribute to this goal? Describe the positive or negative impacts. (Click [here](#) for information)

This revised policy will not contribute to enhanced biodiversity, improved ecosystems, waste and recycling or renewable energy generation.

What evidence do you have to support this view?

What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?

National Well-being Goal: A Healthier Wales

A society where people make healthy choices and enjoy good physical and mental health.

Click [here](#) for information about a healthier Wales.

Does the proposal contribute to this goal? Describe the positive or negative impacts. (Click [here](#) for information)

This policy, if implemented, will support employees to understand the expectations placed upon them to create and maintain a safe and respectful working environment, and to address problematic behaviour in a timely and supported fashion, ensuring employee's mental health and physical wellbeing is not negatively impacted by the conduct of others.

What evidence do you have to support this view?

Working relationships with others is one of the 6 key elements which the Health & Safety executive has identified as a core contributor to stress in the workplace, and as such a policy which seeks to address and prevent unacceptable behaviours amongst staff should make a significant contribution to this objective.

What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?

National Well-being Goal: A More Equal Wales

A society where everyone has an equal chance whatever their background or circumstances.

This section is longer because you are asked to assess the impact of your proposal on each group that is protected by the **Equality Act 2010**.

If you have identified no greater impact on the groups listed than on the general population, you should select 'None/Negligible'.

Click [here](#) for information about equality in Wales.

| | |
|--|-------------------|
| Do you think this proposal will have a positive or a negative impact on people because of their age? (Click here for information) | |
| Children and Young People up to 18 | None / Negligible |
| People 18-50 | None / Negligible |
| Older people 50+ | None / Negligible |
| Describe the positive or negative impacts. | |
| This policy will apply to equally to all employees regardless of their age | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy. | |
| What action(s) can you to take to mitigate any negative impacts? | |
| Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population? | |
| | |

| | |
|---|-------------------|
| Do you think this proposal will have a positive or a negative impact on people because of their disability? (Click here for information) | |
| Hearing Impairment | None / Negligible |
| Physical Impairment | None / Negligible |
| Visual Impairment | None / Negligible |
| Learning Disability | None / Negligible |

| | |
|--|-------------------|
| Long Standing Illness | None / Negligible |
| Mental Health | None / Negligible |
| Other | None / Negligible |
| Describe the positive or negative impacts. | |
| This policy will apply equally to all employees. | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy. | |
| What action(s) can you take to mitigate any negative impacts? | |
| Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population? | |
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| | |
|---|----------|
| Do you think this proposal will have a positive or a negative impact on people who are transgender? (Click here for information) | |
| Trans Women | Positive |
| Trans Men | Positive |
| Non-binary people | Positive |
| Describe the positive or negative impacts | |
| This policy will apply equally to all employees regardless of their gender. However, the Worker Protection Act protects people from sexual harassment against any gender and the revised policy provides greater clarity on the application of the policy and includes specific reference to sexual harassment which can include intrusive questions or remarks about a person's sex life, sexually explicit remarks or innuendoes and the use of demeaning, gender-specific terminology. | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy. | |
| Worker Protection (Amendment of Equality Act) Act 2023 | |

What action(s) can you to take to mitigate any negative impacts?

Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?

Do you think this proposal will have a positive or a negative impact on people with different sexual orientation? (Click [here](#) for information)

| | |
|------------------------------|----------|
| Bisexual | Positive |
| Gay Men | Positive |
| Gay Women/Lesbian | Positive |
| Heterosexual/Straight | Positive |

Describe the positive or negative impacts

This policy will apply equally to all employees regardless of their sexual orientation. However, the Worker Protection Act protects people from sexual harassment against any gender and the revised policy provides greater clarity on the application of the policy and includes specific reference to sexual harassment which can include intrusive questions or remarks about a person's sex life, sexually explicit remarks or innuendoes and the use of demeaning, gender-specific terminology.

What evidence do you have to support this?

The Dignity at Work Policy.

[Worker Protection \(Amendment of Equality Act\) Act 2023](#)

What action(s) can you to take to mitigate any negative impacts?

Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?

Do you think this proposal will have a positive or a negative impact on people who are married or in a civil partnership? (Click [here](#) for information)

| | |
|--|-------------------|
| People who are married | None / Negligible |
| People in a civil partnership | None / Negligible |
| Describe the positive or negative impacts | |
| This policy will apply equally to all employees regardless of their relationship status. | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy. | |
| What action(s) can you take to mitigate any negative impacts? | |
| Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population? | |
| | |

| | |
|--|-------------------|
| Do you think this proposal will have a positive or a negative impact on people who are pregnant or on maternity leave? (Click here for information) | |
| Pregnancy | None / Negligible |
| Maternity | None / Negligible |
| Describe the positive or negative impacts | |
| This policy will apply equally to all employees | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy. | |
| What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts? | |
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| Do you think this proposal will have a positive or a negative impact on people because of their ethnic origin? (Click here for information) |
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|--|-------------------|
| Asian / Asian British | None / Negligible |
| Black / African / Caribbean / Black British | None / Negligible |
| Mixed / Multiple Ethnic Groups | None / Negligible |
| White | None / Negligible |
| Other Ethnic Groups | None / Negligible |
| Describe the positive or negative impacts | |
| This policy will apply equally to all employees regardless of their ethnic origin | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy. | |
| What action(s) can you take to mitigate any negative impacts? | |
| Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population? | |
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|---|-------------------|
| Do you think this proposal will have a positive or a negative impact on people with different religions, beliefs, or non-beliefs? (Click here for information) | |
| Buddhist | None / Negligible |
| Christian | None / Negligible |
| Hindu | None / Negligible |
| Humanist | None / Negligible |
| Jewish | None / Negligible |
| Muslim | None / Negligible |
| Sikh | None / Negligible |
| Non-belief | None / Negligible |

| | |
|--|-------------------|
| Other | None / Negligible |
| Describe the positive or negative impacts | |
| This policy will apply to equally to all employees regardless of their religion, belief or non-belief. | |
| What evidence do you have to support this? | |
| The Dignity at Work policy. | |
| What action(s) can you to take to mitigate any negative impacts? | |
| Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population? | |
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|---|----------|
| Do you think this proposal will have a positive or a negative impact on men or women? (Click here for information) | |
| Men | Positive |
| Women | Positive |
| Describe the positive or negative impacts | |
| This policy will apply to equally to all employees. However, the Worker Protection Act protects people from sexual harassment and the revised policy provides greater clarity on the application of the policy, including specific reference to sexual harassment which can include inappropriate touching, serious assault, unwanted sexual advances, pressure for sexual favours and the use of demeaning, gender-specific terminology. It's likely that the policy will have more of a positive impact on women, who tend to experience more of this type of behaviour. We know that men also experience this type of behaviour. | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy. | |
| Worker Protection (Amendment of Equality Act) Act 2023 | |
| What action(s) can you to take to mitigate any negative impacts? | |
| Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between men and women? | |
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|---|-------------------|
| Do you think this proposal will have a positive or a negative impact on people from the Armed Forces Community? (Click here for information) | |
| Members of the Armed Forces | None / Negligible |
| Veterans | None / Negligible |
| Spouses | None / Negligible |
| Children | None / Negligible |
| Describe the positive or negative impacts | |
| This policy will apply to equally to all employees. | |
| What evidence do you have to support this? | |
| The Dignity at Work Policy | |
| What action(s) can you to take to mitigate any negative impacts? | |
| | |

Socio-economic Duty

Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, making it more difficult to access basic goods and services.

Family background or where a person is born still affects their life. For example, a child from a wealthy family often does better at school than a child from a poor family, even if the poorer child is more naturally academic. This is sometimes called socio-economic inequality.

| | |
|---|-------------------|
| Do you think this proposal will have a positive or a negative impact on people experiencing socio-economic disadvantage? | None / Negligible |
| Describe the positive or negative impacts | |
| This policy will apply to equally to all employees regardless of their socio-economic position. | |

What evidence do you have to support this?

The Dignity at Work Policy

What action(s) can you take to mitigate any negative impacts?

Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?

National Well-being Goal: A Wales of Cohesive Communities

A society with attractive, viable, safe, and well-connected communities.

Click [here](#) for information about cohesive communities.

Does the proposal contribute to this goal? Describe the positive or negative impacts. [HINT](#)

The key aim of this policy, alongside complementary policies, is to create and maintain a safe, respectful and professional working environment for all. As a large employer within the local community, holding employees accountable to these standards is a benefit not just for immediate colleagues but also shines a spotlight on acceptable and unacceptable behaviours towards others outside of the workplace, and is something which can therefore benefit the wider community.

What evidence do you have to support this view?

The Dignity at Work policy.

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

National Well-being Goal: A Wales of Vibrant Culture and Thriving Welsh Language

A society that that promotes and protects culture, heritage, and the Welsh language and which encourages people to take part in the arts, sports, and recreation.

Click [here](#) for information about culture and the Welsh language

Does the proposal contribute to this goal? Describe the positive or negative impacts.

The revised Dignity at Work policy will not result in promotion of culture and heritage or encourage more people to take part in arts, sports and recreation. However employees have the right to go through the dignity at work procedure in Welsh or English, this is part of our commitment to encourage staff to speak Welsh at every opportunity.

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?

With reference to the following, do you think this proposal will have a positive or negative effect on the Welsh language?

Click [here](#) for information

Opportunities for people to use the Welsh language

Positive

Treating the Welsh language, no less favourably than the English language

Positive

What evidence do you have to support this view?

The policy is available in Welsh and employees have the right to go through the dignity at work procedure in Welsh if they prefer this.

What action(s) can you take to increase the positive impact or mitigate any negative impact on the Welsh language?

National Well-being Goal: A Globally Responsible Wales

A society that considers how our actions might impact on other countries and people around the world.

Click [here](#) for information about global responsibility.

Does the proposal contribute to this goal? Describe the positive or negative impacts. HINT

This policy does not directly contribute to this goal.

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?

Strengthening the Proposal

If you have identified any negative impacts in the above sections, please provide details of any practical changes and actions that could help remove or reduce the negative impacts.

| What will you do? | When? | Who is responsible? | Progress |
|---|---------------|----------------------------|-----------------|
| Monitor and review the Policy for effectiveness | Every 3 years | People & Organisation | |
| | | | |
| | | | |
| | | | |
| If no action is to be taken to remove or mitigate negative impacts, please justify why. (If you have identified any unlawful discrimination then the proposal must be changed or revised.) | | | |
| | | | |
| How will you monitor the impact and effectiveness of the proposal? | | | |
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Sustainable Development Principle: 5 Ways of Working

Describe below how you have implemented the five ways of working in accordance with the sustainable development principle of the Well-being of Future Generations (Wales) Act 2015

| | |
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| <p>Long term Balancing short-term needs with long-term need and planning for the future.</p> <p><u>HINT</u></p> | <p>Through the implementation of this policy, alongside complementary policies, the key aim is to support the creation and maintenance of a safe, respectful and professional working environment for the workforce both now and in the long term. As part of the long-term commitment to these principles the policy will be reviewed on a biennial basis to ensure that it reflect the needs of our changing workforce.</p> |
| <p>Collaboration Working together with other partners to deliver.</p> <p><u>HINT</u></p> | <p>Using the excellent working relationships we have with our recognised trade union partners collaboration on this policy has taken place leading to the development of this document. Following the adoption of these changes the policy will be embedded as part of the Ceredigion Manager's Training programme and will also form part of the key information shared during all corporate induction events to ensure Managers are aware of their responsibilities.</p> |
| <p>Involvement Involving those with an interest and seeking their views.</p> <p><u>HINT</u></p> | <p>We have not consulted directly with staff on this policy. However, we have consulted with our recognised trade union partners. This has allowed the opportunity for them to comment on the development of the policy on behalf of their members, i.e. our employees.</p> |
| <p>Prevention Putting resources into preventing problems occurring or getting worse.</p> <p><u>HINT</u></p> | <p>Supporting safe, respectful and professional working relationships amongst colleagues in a pressurised environment is challenging and this is unlikely to change in the near future. The key aim of this policy, alongside complementary policies, is to ensure employees understand the expectations places upon all employees in terms of their professional conduct, and that all have easy and immediate access to support to address problems as and when they arise.</p> |


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| <p>Integration Considering the impact of your proposal on the four pillars of well-being (social, economic, cultural and environment) the objectives of other public bodies and across service areas in the Council.</p> <p><u>HINT</u></p> | <p>We have not identified any negative impacts on the four pillars of well-being or on objectives of other public bodies and other service areas. Through the implementation of this policy, alongside complementary policies, the key aim is to support the creation and maintenance of a safe, respectful and professional working environment for all employees as part of a skilled and committed workforce.</p> |
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Risk

Summarise the risk associated with the proposal.

| | | | | | |
|---|-------------------|--|--------------------------|---|-------------------|
| | 1 | 2 | 3 | 4 | 5 |
| Impact Criteria | Very Low | Low | Medium | High | Very High |
| Likelihood Criteria | Unlikely to occur | Lower than average chance of occurring | Even chance of occurring | Higher than average chance of occurring | Expected to occur |
| Risk Description | Impact | | Probability | Score (Impact x Likelihood) | |
| If the Policy is not adopted the Council's duty to prevent sexual harassment and to support a respectful and safe working environment may not be met. | 4 | | 3 | 12 | |
| | | | | | |

Sign Off

| Position | Name | Signature | Date |
|-------------------------------|--------------------|--|-------------------------------|
| Corporate Manager | Elizabeth Merriman |  | 24/02/2025 |
| Corporate Lead Officer | | X _____ | Click or tap to enter a date. |

| | | | |
|---------------------------|--|---------|-------------------------------|
| Corporate Director | | X _____ | Click or tap to enter a date. |
| Portfolio Holder | | X _____ | Click or tap to enter a date. |