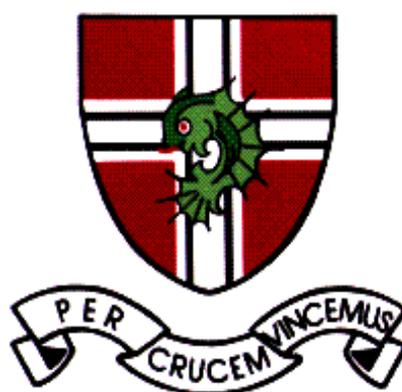


# **St John Fisher Catholic Voluntary Academy**



## **Policies and Strategies to Promote Staff Wellbeing and Work-Life Balance**

**March 2016**

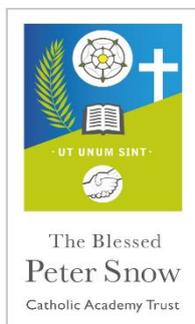
Resources Committee

## **Policies, Procedures and Guidance**

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## 1. **Introduction**

### 1.1 **The Blessed Peter Snow Catholic Academy Trust**



The Catholic Voluntary Academies which form the Blessed Peter Snow Catholic Academy Trust are distinctive as we provide grounding in the Catholic Faith for all our children. The special character of our Catholic academies is the quality of the religious teaching, integrated into the overall education of our children. Our beliefs, which are Gospel centred, affect the way we live, making our academies living examples of Christ and His teachings.

*"Education is not and must never be considered as purely utilitarian. It is about forming the human person, equipping him or her to live life to the full – in short it is about imparting wisdom. And true wisdom is inseparable from knowledge of the Creator." (Pope Benedict XVI, Address to Teachers and Religious, Twickenham, September 2010).*

**Our Academies therefore operate and are informed by the following four key principles of Christian formation:**

- **Places of Discipleship**
- **Places where Communities are created**
- **Places of Learning**
- **Places where we treasure God's World**

**In light of the above principles, the Trust aims to:**

- ensure secure, welcoming and engaging environments in which all individuals learn to value and respect both themselves and others
- provide all individuals with the opportunities to achieve excellence, to develop their full potential as human beings and to encourage and challenge them to do so
- uphold the unshakable belief in the unique potential of each child, student and member of staff
- provide a curriculum that initiates students into the knowledge, values, attitudes and skills they need to become mature Christian adults in their personal, social, family and working lives.

St John Fisher Catholic Volunaty Academy is committed to ensuring the health and wellbeing of all staff to enable them to perform to the best of their

abilities and enjoy a happy and fulfilled work/life balance. The purpose of this policy is to provide a framework for implementing procedures to address this.

We recognise that helping our employees to manage work and their personal commitments and aspirations is:

- Good for them
- Good for the Academy and students.

## **1.2 How?**

### **Good for them:**

Family friendly and flexible working arrangements can help parents and carers to spend more time at home as well as providing financially for their families. Not all our employees have family responsibilities; however it is just as important for them to balance work demands with enough time and energy for other parts of their lives.

### **Good for the Academy and students:**

These arrangements can help us achieve Excellence by:

- Reducing absenteeism and stress levels
- Lowering recruitment costs by reducing turnover
- Improving productivity by improving morale and loyalty
- By attracting a bigger pool of prospective new employees. We believe that managing our employees creatively and flexibly will make St John Fisher Catholic Voluntary Academy an employer of choice.

## **1.3 What This Document Offers**

On the following pages are listed policies, guidance and strategies. The Academy Council have adopted these as we believe that they will support our aim to ensure a good balance between work and other parts of their lives. Many of the policies/procedures are those produced by Kirklees Local Authority

## **2. Working Conditions**

### **2.1 Working Conditions**

We will provide the following:

- Clear job descriptions
- A pleasant working environment where staff feel safe and secure
- A supportive Positive Behaviour Policy
- An Equal Opportunities Policy
- Opportunities for consultation and involvement in the decision-making process
- Non-contact and PPA time for teachers proportionate to the position of responsibility

- A Staff Handbook and Faculty Handbook
- A calendar of events/meetings to assist forward planning, clarifying who should/can attend meetings
- Clear, effective lines of communication at all levels
- Staff who are well-matched to their job and who receive appropriate professional development.

## **2.2 High Quality Facilities**

We will endeavour to provide the following:

- A "safe haven" room, a work room with suitable ICT equipment, good quality furniture and storage fit for purpose
- Access to a suitably equipped kitchen and coffee/tea making facilities. Refrigeration and cooking of food should also be possible.
- Access to clean, chilled drinking water
- Separate, modern toilets and washrooms, including a shower and facilities for drying clothes
- Secure lockers
- Secure locks on entry to the staff room.

## **2.3 Supportive Environment**

We will deliver a supportive environment by providing:

- A prompt induction programme for all new staff
- An experienced member of staff to support a new colleague
- A Teacher Tutor and member of SMT with responsibility for welfare
- Access to external support e.g. a counsellor, helpline....
- A commitment to staff wellbeing from the Academy Councillors, Headteacher, Senior Management Team and Line Managers
- Clear performance management targets which should be agreed annually.

## **3. Leave Arrangements**

### **3.1 Maternity Leave**

#### **Summary**

Support and leave for pregnant employees.

#### **Eligibility**

All pregnant employees, regardless of their length of service, are entitled to a range of support during and after pregnancy. These include:

- Paid time off for ante-natal classes
- Paid time off for doctor / clinic appointments
- Reasonable adjustments to workload and working arrangements

- Information on maternity entitlements and responsibilities
- Maternity leave - see below
- Right to return to the same or similar job

### **Further information**

Full details of employee eligibility, entitlement to pay and notification requirements are provided in the Maternity Pack available from Kirklees Local Authority, our current HR Support provider.

### **Leave entitlement**

Up to 52 weeks leave.

## **3.2 Parental Leave**

### **Summary**

The Parental Leave Policy covers the right for parents to take unpaid time off work to look after a child or make arrangements for the child's welfare.

### **Eligibility**

Employees with a child under the age of 5, a disabled child under the age of 18, adopted child under the age of 18.

### **Further Information**

Full details of employee eligibility are provided in the Parental Leave Policy available from the Local Authority.

### **Leave entitlement**

There is no set maximum or minimum, the amount of time taken as leave is agreed between the headteacher and employee and subject to the needs of the Academy and individual circumstances.

## **3.3 Ordinary Paternity leave**

### **Summary**

A pregnant woman can nominate an Academy employee to support her during the birth of her child.

### **Eligibility**

Any nominated carer of a pregnant woman at or around the time of birth

### **Further Information**

For further information refer to the Paternity Leave procedures

### **Leave entitlement**

2 weeks leave

## **3.4 Additional Paternity Leave**

**Summary:**

If you are a new dad and your partner is returning to work or has returned to work, you could have the right to up to 26 weeks' Additional Paternity Leave and pay.

**Eligibility**

You may qualify for Additional Paternity leave and pay in the following circumstances.

You are the father of a child.

Your wife, partner or civil partner is pregnant and due to give birth.

You and your partner receive notification that you are matched with a child for adoption.

Your spouse, civil partner or partner is adopting a child from overseas.

Other terms and conditions apply.

**Further Information**

Please refer to the Paternity leave procedures

**Leave Entitlement**

Up to 26 weeks leave.

### 3.5 Adoption Leave

**Summary**

Employees who are in the process of adopting a child/teenager are entitled to a mix of paid and unpaid leave to accommodate the settling in period for the new family.

**Eligibility**

Any employee (man or woman) who is undertaking an adoption is eligible; however the provision cannot be applied to both adoptive parents.

**Further information**

Full details of employee eligibility, entitlement to pay and notification requirements are provided in the Local Authority policy for Adoption Leave.

**Leave Entitlement**

Up to 52 weeks leave is possible.

### 3.6 Compassionate Leave

**Summary**

Special leave of absence for compassionate reasons is at the discretion of the headteacher. The Compassionate Leave Policy is designed to assist employees in helping them balance the demands of home and work responsibilities at times of urgent and unforeseen need.

**Eligibility**

All employees may be granted special leave of absence.

**Further information**

Please refer to the Compassionate Leave Policy

**Leave entitlement**

There is no set maximum or minimum, the amount of time taken as leave is agreed between the headteacher and employee and subject to the needs of the Academy and individual circumstances. A maximum of 6 days paid time off in any one leave year can be allowed before the Headteacher needs to get formal approval from the Academy Council for further paid leave.

**3.7 Time off for Dependants****Summary**

The Time off for Dependants Policy gives all employees the right to a reasonable amount of time off from work to deal with unexpected or sudden emergencies involving a dependent or to make necessary longer term arrangements for their care.

**Eligibility**

All employees

**Further information**

Please refer to the Time off for Dependants Policy

**Leave entitlement**

There is no set maximum or minimum, the amount of time taken as leave is agreed between the manager and employee and subject to the needs of the Academy and individual circumstances. The leave may be paid, unpaid or employees could use annual leave or flexible working arrangements in agreement with the headteacher.

**3.8 Leave arrangements under the Domestic Violence Policy****Summary**

Paid time off for employees experiencing Domestic Violence.

**Eligibility**

Any employee who discloses that they are experiencing domestic violence.

**Leave entitlement**

Paid leave should be granted to employees in order to help them deal with the situation or visit their solicitor or other support agency.

**Further information**

Please refer to Kirklees Corporate Policy and Practice on Domestic Violence, or the Headteacher. Support is available through Employee Healthcare.

**3.9 Extended Leave****Summary**

The Extended Leave Policy has been introduced to help employees achieve work life balance. Extended leave is an agreed period of unpaid leave for employees who wish to take a block of time away from work.

**Eligibility**

Employees must have 1 year's continuous service with the Academy.

**Leave Entitlement:**

Up to 52 weeks. The Headteacher/Academy councillors will be mindful of the Compassionate Leave/Special Leave documents of the Local Authority.

Where employees are expected to take leave in Academy closure periods then these periods should be used for extended leave periods.

**Further information**

Full details about the impact that leave may have on any accrued rights through length of service, e.g. holiday and sickness pay can be found in the Extended Leave Policy.

**3.10 Unpaid Leave****Summary:**

The headteacher/ governors may allow unpaid leave for some circumstances not covered by the other categories in this document.

**Eligibility**

All employees can request unpaid leave. There is not an entitlement to this leave but the Headteacher/Academy councillors will consider reasonable requests and make a decision based on the needs of the Academy and the individual's circumstances.

**Leave entitlement**

There are no formulae set down for how long an employee should be granted off work. The Headteacher/Academy councillors will need to consider the request for leave and make a reasonable decision about the length of time off.

### **3.11 Religious and Cultural Leave**

#### **Summary**

All employees can make requests for time off for the purpose of observing a religious festival and such requests should be viewed sympathetically.

#### **Eligibility**

All employees.

#### **Leave entitlement**

Teachers are entitled to paid leave of absence not exceeding 3 days annually to attend a religious ceremony or observe a religious festival. For all other Academy employees, such time off should normally be taken from an employee's annual leave/flexi-time/time off in lieu or unpaid leave.

Where an employee wishes to make a religious pilgrimage, extended leave arrangements will apply.

### **3.12 Service with an authority**

#### **Summary**

Employee's attending meetings and other duties as a member of a local, regional or public authority.

#### **Eligibility**

The following are examples; justice of the peace, member of a local authority, member of a police authority, member of any statutory tribunal member of a relevant health body, member of the managing or governing body of an educational establishment, member of the governing body of a further or higher education corporation.

#### **Leave entitlement**

Paid / unpaid leave of absence where such duties fall within the employee's normal working day, subject to adequate prior notification to the headteacher.

### **3.13 Other Leave**

Details of other leave can be found on the Local Authority website. Local authority agreements adopted by the Academy council include the following.

Election duties

Time off to attend interviews

Trade Union annual conferences

Examination & study leave / Award ceremonies

Leave to work for employers organisations (or similar) including business partnerships

Blood donations and other medical donations

Dental, medical and hospital leave

Reserved forces

High Office

Inclement Weather and other disruptions

Elective Surgery (cosmetic surgery)

Jury Service / Public services.

Jurors are required to inform their Personnel/Payroll teams prior to commencing jury service and are also required to declare any reimbursement received in respect of 'financial loss'.

Trade Union National Presidential duties

Trade Union Representative on Government Commissions or Committees.

Magisterial duties e.g. JP, witness (subject to provisions outlined below).

Witnesses at internal hearings and appeals will only be given paid time off where the chair has agreed that they need to attend. Reasonable preparation time will also be granted.

Meetings of managing or governing bodies of educational establishments.

Membership of a Statutory Tribunal e.g. Employment Tribunal, Referral Panel, Youth Offending Panel

Trade Union duties in accordance with the ACAS Code of Practice.

### **3.14 Standard Procedures**

For leave arrangements up to and including six days the Headteacher would normally take decisions without reference to the Governing Body. For periods beyond this, the Academy Council's Resource Committee would normally decide.

## **4. Flexible Working Arrangements**

### **Summary**

There is an increasing requirement for staff to work in more efficient and flexible ways. There are many different approaches to flexible working and the Flexible Ways of Working policy details these.

### **Eligibility**

Employees with caring responsibilities have a right to request flexible working however the Academy Council have extended this right to all employees.

Examples of flexible arrangements are given below.

### **4.1 Annualised and Averaged Hours**

#### **Summary**

These arrangements can be used to manage staffing levels where there are peaks and troughs in demand. For annualised hours, the number of hours to be worked for the whole year are calculated (for example, weekly hours multiplied by 52.15 weeks, less holiday hours). Averaged hours is a variation on annualised hours where the hours of work are averaged over a lesser, pre-determined period, for example, 8 weeks, 3 months etc.

Agreement is then reached between the employee and the Headteacher about when the hours will be worked. This may include evenings and weekends, term time only, at home or at the usual workplace. The hours to be worked may vary on a daily, weekly, monthly, quarterly or seasonal basis. However, employees will usually receive the same amount of pay in every pay period (i.e. equalised pay).

### **Who qualifies?**

All employees are eligible to discuss an annual or average hour's arrangement with the Headteacher.

### **Arrangements**

The Headteacher subject to Academy Council's approval is free to negotiate any arrangement he feels is reasonable. Particular attention must be given to the arrangements for pay and the contractual hour's agreement – this may have a significant impact if the employee is on annual leave or sick leave. The contract of employment needs to clearly state the arrangement for the annualised/averaged hours. This includes giving notice to change the working hour's rota.

The arrangements for averaged hours would usually be made on a short-term basis to manage spare capacity because of fluctuations in workload beyond the Headteacher's control. This arrangement may be piloted before committing to an annual hours contract.

### **Examples**

- A rota shared between a group of employees
- Extra hours/days worked at peak periods, for example, year end Summer/winter working (usually appropriate for outdoor workers)
- Short term arrangement to work an extra 2 hours per day for 2 weeks, then 2 hours per day less than usual over the following 2 weeks.

#### An example of an Annual hours calculation for non-teaching staff:

37 hours per week multiplied by 52.15 weeks = 1929.55

less 37 hours multiplied by 6.5 weeks = 240.5  
(holiday hours, i.e. 4 weeks annual leave  
plus 2.5 weeks public and discretionary  
holidays)

leaves 1689.05 hours to be worked over 12 months.

## **4.2 Part time hours**

**Summary**

This is where the duties of a job can be undertaken in 30 hours or less. The postholder may undertake their particular duties on specified days/weeks/months.

**Who qualifies?**

All employees are eligible to be considered for part-time working and should discuss any proposals with the Headteacher.

**Arrangements**

The Headteacher and Academy Council are free to agree any arrangement they feel is reasonable. However, where a full-time employee wishes to reduce their hours, this will normally be managed through the Job Share scheme.

**4.3 Term-time working or part year contracts****Summary**

Term-time working may be full-time or part-time and it gives an employee a contractual right to unpaid leave of absence during Academy holidays. The contractual right to unpaid leave ensures continuity of service for calculation of holidays and other entitlements.

**Who qualifies?**

All employees are eligible to request a term-time work contract. The needs of Academy users must be carefully considered by the Headteacher and Academy Council to ensure such a contract does not have a negative impact. This does not apply to teaching staff.

**Examples:**

- An employment contract to work term time only to correspond with the relevant Academy(s) term dates of the employee's children;
- A tool for the Academy to manage the cost of full year contracts while it is closed;
- Retainer pay (half of full pay) may be considered for former manual workers for the period, when the employee is not working. Again, there will be continuity of service;
- The annual salary can be paid over 12/13 weekly payments to ensure regular income;
- An agreement can be made to ensure that annual leave is taken during Academy holidays only. The annual leave of a term time employee is pro rated.

**4.4 Academy hours contracts****Summary**

Academy hours contracts are constructed around the Academy day and are often term time only. Where Academy time arrangements are agreed, the Headteacher and Academy Council must consider service delivery and what will happen with any hours that are not covered.

### **Who qualifies?**

All employees are eligible to request an Academy hours' contract. The needs of Academy users must be carefully considered to ensure such a contract does not have a negative impact.

### **Arrangements**

Where a request from an individual employee is received, the Headteacher and Academy Councillors will need to consider the operational requirements to enable teachers on Academy hours' contracts sufficient directed and preparation time to carry out their duties effectively. It is therefore unlikely that Teachers will be granted such arrangements.

## **4.5 Job Share**

### **Summary**

The Job Share Scheme allows for all jobs to be shared between two (or very occasionally more) people. Each job sharer undertakes the full range of duties for the job and each person is paid the same or a similar rate of pay. Job share arrangements may only be refused if there will be detriment to Academy students, users or colleagues. Job share arrangements might include working the same days each week, or perhaps one week on, one week off.

### **Who qualifies?**

All employees are eligible to be considered for a job share arrangement.

### **Arrangements**

The Headteacher and Academy Council are free to agree any arrangement they feel is reasonable, having fully considered the Job Share Scheme.

### **Examples:**

- Split day – one sharer works mornings, the other works afternoons
- Split week – one sharer works the first half of the week, the other the second half of the week
- Alternate days
- Alternate weeks.

### **Further information**

Full details for teaching staff can be found in the Local Authority Job Share for Teachers policy **or** in respect of Support Staff, the Council's Job Share policy.

## **4.6 Voluntary Reduced Work Time (V-time)**

## **Summary**

V-Time is a term that has been used to describe a scheme to allow employees to reduce their hours on a voluntary basis by trading income for time off. Any employee can request a voluntary reduction in their standard working hours. The decision as to whether a V-Time arrangement can be agreed will depend upon the practicality of reducing an employee's hours to the degree requested, and for the length of time involved.

## **Who qualifies?**

All employees are eligible to apply for a voluntary reduction in hours.

## **V-time arrangements**

V-Time can involve either a permanent reduction in hours involving a permanent change in the contract of employment, or a temporary reduction in hours involving a short or long term temporary change to the contract.

## **Examples**

- Hours reduced from 5 to 4 days per week for one year on return from Maternity Leave;
- Hours reduced from 5 to 3 days per week for 2 months to look after a sick relative;
- Hours reduced from 7.24 to 5.30 per day to collect children from Academy;
- Hours reduced from 7.24 to 6.24 to care for an elderly relative;
- Hours reduced from 5 to 4 days per week for 6 months prior to retirement;

The reason why the employee has requested a reduction in hours will not normally be taken into account when considering a voluntary reduction in hours. However, particular consideration will be given in the following circumstances:

- When an employee's position is being considered under the provisions of the DDA.
- When a woman is returning from Maternity Leave.

## **Re-allocation of hours**

When considering a request for V-Time, the Headteacher and Academy Council will need to consider the effects on the service. They will then have to be satisfied that the nature of the work allowed for the reduction in hours, or that other arrangements could be implemented to ensure that the required work could be done. The options are, therefore, likely to be:

- That the nature of the work is such that there is no need for a re-allocation of work or hours;
- That the work is re-allocated as necessary, without the need for compensatory hours or pay. Where this is agreed, it must be in

consultation with those employees affected, and where appropriate, trade union representatives.

If it is considered that the hours need to be replaced, and are either replaced on a permanent or temporary basis, this would normally be done under the Job Share scheme (i.e., this would not be a VTime arrangement).

### **Responsibility points**

The V-time guidelines can also be applied to teachers seeking to temporarily suspend those additional responsibilities linked to responsibility points.

## **4.7 Compressed working week**

### **Summary**

This is an arrangement whereby the standard working week is compressed into less than 5 (usually 4) days. This means the person works the same number of hours over longer days, but fewer days, each week.

### **Who qualifies?**

All employees are eligible to request a compressed working week. The Headteacher and Governors will consider the effects on the Academy and its smooth operation in giving a response.

### **Examples:**

- 4-day working week with the employee absent on the same day every week (probably the day that has least impact on service delivery)
- 4-day working week with the employee not working on a variety of different days (depending upon the needs of the Academy);
- 4.5 day working week to allow the employee to undertake other commitments (e.g. caring or personal development not related to work).

## **4.8 Standard Procedures**

In keeping with the current practice, all arrangements made under sections 4.1 – 4.7 of this document will need to be approved by the Academy Council's Resources Committee.

## **5. ROLES AND RESPONSIBILITIES**

The Academy Council recognises the importance of staff and wellbeing and work-life balance and will therefore review the policy regularly.

The Headteacher and Senior Leadership Team will make every effort to nurture an ethos which supports staff health and wellbeing. This will be achieved by acknowledging the need to have a sensible work/life balance and providing an open door policy to address issues that arise.

Heads of Faculty/Directors of Study will make every effort to nurture an ethos which supports staff health and wellbeing. This will be achieved by acknowledging the need to have a sensible work/life balance and providing an open door policy to address issues that arise.

Staff at St John Fisher Catholic Voluntary Academy are supportive of each other and take account of the guidelines provided in this policy.

The Academy will regularly consider the need to apply for quality standards such as Investors in People which was held from 2002 until 2015.

## **6. INFORMATION, ADVICE AND SUPPORT**

### **6.1 Employee Networks**

Employee Networks that are active are:

#### **Black & Minority Ethnic Employee Network**

email: [bmenetwork@kirklees.gov.uk](mailto:bmenetwork@kirklees.gov.uk)

#### **Disabled Peoples Network**

email: [DEN@kirklees.gov.uk](mailto:DEN@kirklees.gov.uk)

#### **Green Employee Network**

email: [greenemployee.network@kirklees.gov.uk](mailto:greenemployee.network@kirklees.gov.uk)

#### **Kirklees Bicycle Users Group**

email: [kbug@kirklees.gov.uk](mailto:kbug@kirklees.gov.uk)

#### **Lesbian, Gay & Bisexual Network**

The contact for this network is 01484 224295.

#### **Youth Network**

email: [youth.network@kirklees.gov.uk](mailto:youth.network@kirklees.gov.uk)

#### **Working Carers Support Network**

email: [wcsn@kirklees.gov.uk](mailto:wcsn@kirklees.gov.uk)

### **6.2 Useful contacts**

#### **Human Resources**

01484 221000

#### **Payroll Personnel Admin Unit**

01484 221000

#### **Equal Opportunities Contacts:**



### **Equality Impact Assessment**

<b>School</b>	<b>St John Fisher Catholic Voluntary Academy</b>
<b>Date</b>	<b>January 2016</b>
<b>Lead member of staff</b>	<b>K Higgins - Headteacher</b>
<b>Other involved staff/role</b>	

#### **Proposed Plan**

Background/ how this proposal has come about

Reason for proposal – to introduce new practice/provision  
to change or reduce practice/provision  
to remove practice/provision

Main stakeholders

Any legislation or guidance that informs the proposals

Review and update of current policy.

#### **Is the proposal likely to have an adverse impact on compliance with the Equality Duty?**

Eliminating unlawful discrimination, harassment and victimisation

**N**

Promoting equality of opportunity

**N**

Fostering good relations

**N**

Please explain

Policy devised to be positive in regard to the above features.

#### **Consultation Process**

With whom do you plan to consult?

How?

Where is the evidence of the consultation?

Resources Committee, Full Academy Council and possibly Trustees. Most elements of policy have been considered by Unions/Professional Association through the LAs local arrangements.

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### Potential Issues

<b>Characteristic</b>	<b>Impact of proposal (specify if impact is to pupil, parent/carer, staff, governor, other)</b>	<b>Positive Negative Neutral</b>	<b>Can barrier be removed? Y/N</b>
Disability		<b>Positive</b>	
Race		<b>Neutral</b>	
Sex		<b>Positive</b>	
Gender reassignment		<b>Positive</b>	
Pregnancy, maternity		<b>Positive</b>	
Religion/belief		<b>Positive</b>	
Sexual orientation		<b>Positive</b>	
Marriage, civil partnership		<b>Positive</b>	
Age		<b>Positive</b>	

Explain in more detail

There should be no negative impact on any of the above groupings however, there may well be positive impact for a number of staff in each of the categories highlighted.