

## EMPLOYEE WELLBEING POLICY

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| <b>Document Type:</b>             | Policy                                             |
| <b>Reference:</b>                 | WOD 29                                             |
| <b>Author:</b>                    | Strategic Lead for Wellbeing & Employee Experience |
| <b>Executive Sponsor:</b>         | Executive Director for People                      |
| <b>Approved By:</b>               |                                                    |
| <b>Approval / Effective Date:</b> |                                                    |
| <b>Review Date:</b>               |                                                    |
| <b>Version:</b>                   | 1                                                  |

### Target Audience:

|                                                                       |                                                                                      |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>People who need to know about this document in detail</b>          | Author/Owners of this procedure.                                                     |
| <b>People who need to have a broad understanding of this document</b> | Board Members, Management Board, Senior Leaders, Board Committees.                   |
| <b>People who need to know that this document exists</b>              | Employees of Cwm Taf Morgannwg University Health Board and its hosted organisations. |

### Integrated Impact Assessment:

|                                                                             |                                                                                                                                                       |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Equality Impact Assessment Date &amp; Outcome</b>                        | <b>Date:</b> 02.09.2022<br><b>Outcome:</b> This policy has been screened for relevance to Equality. No potential negative impact has been identified. |
| <b>Welsh Language Standard</b>                                              | Yes - If Standard 82 applies you must ensure a Welsh version of this policy is maintained                                                             |
| <b>Date of approval by Equality Team:</b>                                   | 05.09.2022                                                                                                                                            |
| <b>Aligns to the following Wellbeing of Future Generation Act Objective</b> | Ensure sustainability in all that we do, economically, environmentally and socially                                                                   |



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### Disclaimer:

If the review date of this Policy has passed, please ensure that the version you are using is the most up to date version either by contacting the author or email [CTM\\_Corporate\\_Governance@wales.nhs.uk](mailto:CTM_Corporate_Governance@wales.nhs.uk)

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## 1. INTRODUCTION

- 1.1 Cwm Taf Morgannwg University Health Board (CTMUHB) was established on 1<sup>st</sup> April 2019. CTMUHB provides quality healthcare to more than 450,000 people principally covering the Merthyr Tydfil, Rhondda Cynon Taf and Bridgend Local Authority areas.
- 1.2 CTMUHB is responsible for delivering healthcare through three acute hospitals, six community hospitals and a network of health parks, health centres, clinics and facilities for patients with mental health and learning disabilities.
- 1.3 CTMUHB is one of the largest employers within the local area. It is estimated that 85% of CTMUHB employees live in the Health Board region. In delivering its role as healthcare provider, CTMUHB also acknowledges its responsibility to promote the health and wellbeing of employees.
- 1.4 The purpose of this document is to outline CTMUHB's policy on staff wellbeing. This policy provides a summary of the wellbeing services available to staff, and how this meets CTMUHB's organisational commitment to the health and wellbeing of its staff as well as its legislative and Department of Health and Social Care, Welsh Government, NICE guidance requirements etc.

## 2. POLICY STATEMENT

- 2.1 *CTM 2030: Our Health Our Future* is a 10-year organisational strategy to ensure that all age groups within Cwm Taf Morgannwg have the best opportunity to live happy and healthy lives and access to high-quality services that are affordable, efficient, sustainable and above all, safe. This policy relates to *CTM 2030: Our Health Our Future* in the following ways:

| Strategy aim    | Link to employee wellbeing                                                                                                                                                                                                                           |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Creating health | Wellbeing is a holistic concept that encourages a focus on both mental and physical health. Promoting staff wellbeing can help CTMUHB to be a healthy organisation and provides the opportunity to address health inequalities between staff groups. |
| Improving care  | There is a well-evidenced link between high staff wellbeing and better patient care and experience outcomes. Maintaining and improving staff                                                                                                         |

|                       |                                                                                                                                                                                                                                                                   |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | wellbeing is of critical importance to the sustainability and performance of CTMUHB.                                                                                                                                                                              |
| Inspiring people      | A focus on staff wellbeing promotes CTMUHB's values of listen, learn and improve; treating everyone with respect and working together as one team. A staff wellbeing policy is a policy for all – and this includes a focus on promoting diversity and inclusion. |
| Sustaining our future | Becoming a green organisation helps promote staff wellbeing in the long term. Financial wellbeing is a key aspect of staff wellbeing, as is the workplace environment.                                                                                            |

- 2.2 CTMUHB is committed to protecting and promoting the wellbeing of its staff. CTMUHB is committed to providing a robust wellbeing offer, which is available for all employees.
- 2.3 The Health Board recognises that it has a responsibility towards safeguarding and promoting the health, safety and welfare of employees and others that work within the Organisation and any of the employees that it serves via any Service Level Agreements (SLAs) under the Health and Safety at Work Act 1974.
- 2.4 This policy outlines the responsibilities of CTMUHB concerning staff wellbeing and enables employees to understand the services available to protect and promote their own wellbeing.
- 2.5 There is a clear rationale for protecting and promoting staff wellbeing as set out in the 2015 Wellbeing of Future Generations Act, the 2018 Parliamentary Review of Health and Social Care in Wales and the 2019 long-term plan for health and social care (A Healthier Wales).

### 3. SCOPE OF POLICY

3.1 The Policy will be applicable to all directly employed employees of the Health Board including temporary staff and student placements. This policy is applicable to all employees, regardless of age, sex, gender, sexual orientation, race or any other protected characteristic or personal circumstances.

## **4. AIMS AND OBJECTIVES**

3.1 The aims and objectives of this policy are to:

- Acknowledge the link between productive, healthy working conditions and employee wellbeing
- Emphasis the importance of employee wellbeing across all levels of the organisation and acknowledge that staff health and wellbeing lie at the heart of what we do
- Raise awareness and provide guidance on issues relating to health and wellbeing in recognition of our role in improving employee health
- Contribute to the development of organisational culture, practices and work environments where the wellbeing of all its employees are prioritised and valued
- Promote an approach to employee wellbeing at work that is proactive and preventative rather than just reactive and treatment focused
- Help develop a culture that is supportive and non-judgmental of people experiencing menopause related symptoms, stress or mental health problems and reduce the potential for discrimination and stigma in relation to these challenges

## **5. RESPONSIBILITIES**

5.1 Employees are responsible for:

- Their lifestyle choices
- Liaising with their line manager, the Staff Wellbeing Service or Occupational Health if they need support with a health issue and referring themselves to Wellbeing Services when appropriate.
- Seeking approval from their line manager or leader, to attend a Wellbeing Service intervention during working hours. This is not required if staff would prefer to access the service in their own time.
- For attending appointments and participating in wellbeing initiatives
- Completing the CTMUHB staff wellbeing survey and the NHS staff survey

5.2 Executive board are responsible for:

- Providing leadership regarding employee wellbeing and promoting an

understanding of the positive link between employee wellbeing and the quality of care we can provide our patients

- Ensuring employee health is integrated in organisational goals and objectives
- For valuing the strategic importance and benefits of a healthy workplace
- For encouraging and providing an actively consistent approach to employee wellbeing
- Identifying a clinical lead for employee wellbeing
- Communicating clearly with the organisation about what is possible practical and affordable with regard to supporting employee wellbeing

### 5.3 Managers and Team Leaders are responsible for:

- Creating a supportive environment that enables staff to be proactive to protect and enhance their wellbeing
- Making reasonable adjustments in the workplace following advice from Occupational Health, Health and Safety and Wellbeing Service in line with the Equality Act 2010
- Promoting an understanding of the positive link between staff wellbeing and the quality of patient care
- Taking an interest in their staff's wellbeing, including natural consequences of ageing such as the menopause, and talking in confidence about these issues with staff in general and specifically at appraisal and at all return to work interviews following a period of absence
- Being proactive in supporting and encouraging staff to improve their wellbeing and to act as a positive role model for health and wellbeing
- Supporting staff and referring to, or encouraging staff to refer themselves to the Employee Wellbeing Service and/or Occupational Health as appropriate, giving them time to attend and encouraging them to attend
- Promoting awareness of CTMUHB wellbeing services amongst staff on maternity leave, special leave or long-term sickness, and supporting staff to engage with services where appropriate.
- Encouraging staff to complete CTMUHB staff wellbeing surveys and the NHS staff survey

### 5.4 People Services are responsible for:



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- Incorporating employee wellbeing within all relevant people services policies
- Promoting an understanding of the positive link between staff health and wellbeing and the quality of patient care
- Taking an interest in staffs health and wellbeing and encouraging managers and leaders to talk in confidence about it with staff in general and specifically at appraisal and at all return to work interviews following a period of absence
- Encouraging a focus on employee wellbeing in job adverts

#### 5.5 Employee Wellbeing service are responsible for:

- Providing a stepped care approach to emotional, physical and financial wellbeing where staff are offered a range of interventions in line with their level of need.
- Providing training, consultation and support to line managers and leaders to equip and enable them to support the emotional wellbeing of their staff.
- Providing peer support training to assist in the development of supportive workplace cultures around wellbeing
- Recruiting, training and supporting a network of Wellbeing Activist who can assist in the creation and maintenance of bespoke wellbeing initiatives within departments.
- Regularly assessing and adapting the wellbeing services provided in line with changing staff needs.
- Ensuring the service is accessible to all staff including accessing whether specific circumstances require an intervention to be offered out of hours when not doing so would prevent staff from being able to access support.

#### 5.6 Occupational Health Service are responsible for:

- Assessing CTMUHB employees at the recruitment stage ("occupational health check") to advise as to whether employees are sufficiently fit and healthy to be able to carry out the role they are employed (or engaged) to do
- Proactively promoting employee health and wellbeing in alignment with wider public health and health promotion strategies
- Providing advice regarding fitness to return to work following a management referral



- Providing advice on reasonable adjustments to employees and their manager / leader
- Providing advice on the effect of work on health and make recommendations in relation to an individual's return to work following sickness
- Encouraging employees to access the CTMUHB wellbeing service where appropriate
- Adopting the biopsychosocial model of care, which takes into account the interactions of biological, psychological and social factors on an individual's health and wellbeing. Recognising that employee health and wellbeing is more than just the absence of disease and may also be affected by membership to a 'protected' group
- Ensuring compliance with the occupational health aspects of Health and Safety legislation, Department of Health and Social Care and NHS Executive Standards.

## 6. DEFINITIONS

|                   |                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Burnout</b>    | Burnout is a closely related concept to wellbeing because higher levels of burnout are closely associated with lower levels of wellbeing in healthcare staff. In the healthcare setting, burnout can be defined as negative work-related attitudes made up of three facets: emotional exhaustion with work, depersonalization or disengagement from patients, and low personal accomplishment <sup>1</sup> . |
| <b>Disability</b> | A person is defined as disabled if they have a mental or physical impairment that has a substantial long-term (i.e. more than 12 months) effect on their normal day-to-day activities.                                                                                                                                                                                                                       |
| <b>Health</b>     | A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity <sup>2</sup> .                                                                                                                                                                                                                                                                                 |
| <b>Menopause</b>  | Menopause is a natural part of ageing for women, usually between 45 and 55 years of age. Over a quarter of staff in CTMUHB currently fall in this age bracket.<br><br>30-60% of women experience intermittent physical and/or psychological symptoms, which, in some cases, can adversely affect the quality of both                                                                                         |

<sup>1</sup> Johnson et al. (2018)

<sup>2</sup> World Health Organisation (1948). World Health Organisation Constitution. Available from: <https://www.who.int/about/governance/constitution>

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | personal and working life. Employers must recognise that women of menopausal age may need specific considerations and that clear processes are required to support women who are having difficulty coping with the symptoms.                                                                                                                                                                                                                                                                      |
| <b>Occupational therapy</b> | Occupational Therapy is the treatment of people, with physical and mental illness or disabilities, through specific selected occupations for the purpose of enabling individuals to reach their maximum level of function and independence in all aspects of life. In partnership with the individual, the occupational therapist assesses the physical, psychological and social functions, identifies areas of dysfunction and involves the individual in a structured programme of activities. |
| <b>Presenteeism</b>         | Being at work while in ill health <sup>3</sup> .                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Stress</b>               | An adverse reaction people have to excessive pressure or other types of demands placed upon them <sup>4</sup>                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Wellbeing</b>            | Wellbeing is a holistic concept that encompasses facets of mental health, physical health, and stress <sup>5</sup> .                                                                                                                                                                                                                                                                                                                                                                              |

## 7. IMPLEMENTATION / POLICY COMPLIANCE

7.1 CTMUHB will measure employee wellbeing directly and comprehensively across all relevant dimensions in order to develop and deliver a robust approach that is based on facts, needs and the priorities of staff. CTMUHB will measure staff wellbeing through the following channels:

### 7.1.1 People Services information

- ESR data (staff demographics, sickness absence and staff turnover)
- Exit interviews
- Grievance/ Disciplinary/ Capability or Dignity at Work cases
- Ill health retirements (numbers, reasons, clusters)
- Work performance in terms of output, quality of work and efficiency

<sup>3</sup> Blake H, Yildirim M, Wood B, Knowles S, Mancini H, Coyne E, Cooper J. (2020) COVID-Well: Evaluation of the Implementation of Supported Wellbeing Centres for Hospital Employees during the COVID-19 Pandemic. Int J Environ Res Public Health. 2020 Dec

<sup>4</sup> Health & Safety Executive (2008). Working together to reduce stress at work. available from: <https://www.hse.gov.uk/pubns/indg424.pdf>

<sup>5</sup> Johnson et al. (2018) Mental healthcare staff well-being and burnout: A narrative review of trends, causes, implications, and recommendations for future interventions

- Incident and accident reporting
- Numbers of complaints about staff behaviour and attitude received from patients
- Management referral rates to the Staff Wellbeing Service and Occupational Health
- The pace, extent and management of organisational change
- NHS Wales staff survey results
- CTMUHB Wellbeing survey

#### 7.1.2. Staff Wellbeing Service information

- Activity numbers
- Survey results
- Any other feedback on services
- Organisational health reviews and team interventions

#### 7.1.3 Occupational health service information

- Activity numbers
- Occupational health check results
- Any other feedback on services

### 7.2 The following wellbeing services are available to staff:

#### 7.2.1 Employee Wellbeing Service

- The Employee Wellbeing Service provides a stepped care approach to emotional wellbeing. This ranges from preventative initiatives to enhance wellbeing, to low intensity interventions for those beginning to struggle with emotional wellbeing issues, through to the provision of and signposting to higher intensity interventions for those with difficulties that are more complex.
- Wellbeing services are aimed at supporting staff to support themselves and to access the appropriate services to meet individual needs.
- The wellbeing service aims to upskill managers, leaders and colleagues to support and enhance the wellbeing of others.

- The Employee Wellbeing Service provides interventions to promote healthy lifestyle choices, weight management, increased activity and support for anyone impacted by the Menopause, whether personally or indirectly. The Wellbeing service also provides a separate financial wellbeing care pathway, which signposts staff to a range of relevant sources of information and assistance depending on the level of financial need.
- The Employee Wellbeing Service seeks to provide an ever evolving range of bespoke interventions to different staff groups. This is based on specific wellbeing needs identified via feedback from staff, including the Employee wellbeing activist network.

### 7.2.2 Employee wellbeing activists

- Employee wellbeing activists (Activists) are CTMUHB employees who have an empathetic, compassionate approach to others and a particular interest in promoting and supporting staff wellbeing within the services where they work.
- Activists and the Wellbeing Service engage in a two-way information exchange. Firstly, the Activists share their knowledge, skills and learning in their own areas to inform the Wellbeing Service of unmet needs, examples of good practice that could be replicated elsewhere and they help to shape future Wellbeing Service initiatives going forward. Secondly, the Wellbeing Service provides training, supervision, support and information to help the Activists support themselves, and their colleagues, to publicise Wellbeing events and to develop in house wellbeing activities bespoke to their departments.

### 7.2.3 Occupational Health

- The CTMUHB Occupational Health service engages with staff from the recruitment stage (pre-employment) right up until they leave the organisation.
- CTMUHB staff are able to self-refer into occupational health services, be referred by a manager or be contacted by the occupational health service due to a Datix report.
- CTMUHB occupational health services include occupational physiotherapy, occupational nursing and a health intervention team. The CTMUHB occupational health service provides support and/or guidance to staff to promote wellbeing in a number of areas. This includes:
  - Guidance for managers and leaders
  - Guidance on infection and illness
  - Guidance on managing a chronic illness

- Responding to incidents at work
- Health promotion material
- Guidance for pregnant women
- Reducing and preventing staff sickness absence by:
  - o Providing confidential support and guidance to employees regarding their health and fitness for work.
  - o Signposting employees to the full range of services available for support and assistance.
  - o Providing written advice to managers and leaders regarding the impact of the employee's illness on their fitness to work.
  - o Providing advice to managers and leaders on any reasonable adjustments to the workplace or an employee's job that may support them in attending regularly for work and/or returning to work after a period of sickness.
  - o Providing advice on rehabilitation and how employment may be matched to employee capability following illness. This may include assessment of the workplace.
  - o Accessing advice and support for the employee from other professionals, as the need arises and with the agreement of the employee.
  - o Working with the employee and manager and where relevant, the trade union representative, to facilitate a return to work as soon as possible following a period of sickness.

#### 7.2.4 Chaplaincy and Spiritual Care

- CTMUHB Chaplains are available to provide spiritual, pastoral and religious care for staff, carers and patients on a one-to-one basis. The Chaplaincy service is available for everyone, regardless of an individual's faith or belief system. Access the service via Switchboard.
- The CTMUHB Chaplaincy service provides shared multi-faith spaces, which are set aside for prayer, meditation, quiet reflection or a space to simply 'be'. The rooms are available to use at all times of the day or night.
- The CTMUHB Chaplaincy Service provides teaching to staff on spiritual care. This will help staff to understand their own spiritual needs and thus facilitate their own personal wellbeing as well as appropriately identifying the spiritual needs of patients.
- The CTMUHB Chaplaincy service provides public services and prayer meetings on a regular basis (weekly, fortnightly or monthly) information

can be found via 'Chaplaincy and Spiritual Care' on SharePoint.

- For staff suffering bereavement chaplains will offer individual or team support. If a death in service occurs, we can provide condolence books, and arrange memorial services as and when appropriate for departments.

#### 7.2.5 Arts and Health Coordinator

- The CTMUHB Arts and Health Coordinator and team provides an extensive range of arts and health interventions for CTMUHB staff, patients and local community, both in-person and online.
- The Arts and Health Coordinator provides a programme of innovative, transformative and holistic creative interventions to promote health and wellbeing. This programme is constantly developing, however examples of focus areas for staff include:
  - Self-care and self-empowerment
  - Mindfulness
  - Promoting wellbeing through diverse creative workshops
  - Commissioning freelance artists to facilitate wellbeing interventions
  - Commissioning art to improve the physical environment of CTMUHB sites
- The Arts and Health Coordinator oversees a network of over 30 staff Arts and Health Champions who assist in leading and promoting arts for health and wellbeing. Examples of the work of Arts and Health Champions include:
  - Publicising arts and health initiatives on social media and the staff SharePoint
  - Developing creative ways of working with CTMUHB Volunteers
  - Establishing a staff choir
  - Joint design and facilitation of a series of creative workshops exploring 'finding hope in loss and bereavement'
  - Encouraging photography for wellbeing being displayed within wards and hospital settings

#### 7.3 Support sites

Wellbeing: <http://ctuwb-intranet/dir/Wellbeing/SitePages/Home.aspx>

Occupational health: <http://ctuhb-intranet/dir/OccHealth/SitePages/Homepage.aspx>

People Services: <http://ctuhb-intranet/dir/HR/default.aspx>

Chaplaincy: <http://ctuhb-intranet/dir/CSC/SitePages/Home.aspx>

Arts and wellbeing: <http://ctuhb-intranet/dir/AHW/SitePages/Home.aspx>

## 8. EQUALITY IMPACT ASSESSMENT STATEMENT

This policy has been screened for relevance to Equality. No potential negative impact has been identified.

## 9. REFERENCES

- Blake H, Yildirim M, Wood B, Knowles S, Mancini H, Coyne E, Cooper J. (2020) COVID-Well: Evaluation of the Implementation of Supported Wellbeing Centres for Hospital Employees during the COVID-19 Pandemic. Int J Environ Res Public Health. 2020 Dec
- Health & Safety Executive (2008). Working together to reduce stress at work. available from: <https://www.hse.gov.uk/pubns/indg424.pdf>
- Johnson et al. (2018) Mental healthcare staff well-being and burnout: A narrative review of trends, causes, implications, and recommendations for future interventions
- World Health Organisation (1848). World Health Organisation Constitution. Available from: <https://www.who.int/about/governance/constitution>

## 10. GETTING HELP

Information on how to access Wellbeing support can be obtained from the Employee Wellbeing internet site at <https://ctmuhb.nhs.wales/staff/> or by emailing the service at [ctm.gwasanaethaulles@wales.nhs.uk](mailto:ctm.gwasanaethaulles@wales.nhs.uk) or [CTM.WellbeingService@wales.nhs.uk](mailto:CTM.WellbeingService@wales.nhs.uk)

## 11. RELATED POLICIES

- Occupational health and wellbeing
- Managing attendance at work

- Pregnancy loss
- All Wales Menopause policy
- NHS Wales Guidance for Managers on Supporting Employees on
- Long Term Sickness Absence with a diagnosis of Post-COVID-19 Syndrome
- Alcohol and substance misuse
- All Wales respect and resolution
- Equality and diversity
- Domestic abuse violence against women and sexual violence
- Flexible working
- Supporting employees with terminal illness

## **12. INFORMATION, INSTRUCTION AND TRAINING**

Health and Wellbeing is included within the Appraisal training for Managers and Management of Attendance Training, which is available for all managers and leaders. Health and Wellbeing is also included within Making Every Contact Count training – Having Healthy Lifestyle Conversations.

All staff should be aware of the staff wellbeing policy via internal mechanisms such as corporate and departmental inductions.

## **13. MAIN RELEVANT LEGISLATION**

- Health and Safety at Work Act 1974
- Working Time Regulations 1998
- Management of Health and Safety at Work Regulations 1999
- Control of Substances Hazardous to Health Regulations (COSHH) 2002
- Health and Safety Miscellaneous Amendments Regulations 2002
- New and Expectant Mothers at Work 2002
- Personal Protection Equipment at Work Regulations 1992
- The Manual Handling Operations Regulations 1992 as amended 2002
- Equality Act 2010



- Health and Safety (Sharps Instruments in Healthcare) Regulations 2013
- Well-being of Future Generations (Wales) Act 2015
- General Data Protection (GDPR) and the Data Protection Act 2018
- Agenda for Change Terms and Conditions of Service