



## Work-Life Balance – A Guide to Getting it Right!

Balancing work with the rest of our lives is something that we all have to do and there's no doubt that the way our working lives are organised makes a difference to how we manage our lives and how we feel about work.

Work-life balance is not just about families and childcare, it is about striking the right balance between what we can achieve at work and at home and being fresh enough to give our best to all the areas of our lives. It's necessary for us all, at whatever stage in our lives.

For some employers, there are options for flexibility in working patterns and for others it's about offering flexible benefits - such as childcare information or vouchers, and personal development opportunities. Whatever an employer chooses, by offering work-life balance options for their employees, they are demonstrating that their employees are their most valuable asset.

This guide has been designed to be used by employers and employees alike, as an at-a-glance summary of the options available. It has been produced by the Children's Information Bureau in Wrexham in partnership with Wrexham and Flintshire's Employers for Childcare and Work-Life Balance group and Children's Information Services across Wales with funding from the European Social Fund EQUAL Programme.

If you would like to know more about how you can make work-life balance work for you, then contact the Work-Life Balance Information Officer at the Children's Information Bureau on 01978 298342/292094 or your local Children's Information Service. You will find a list of Children's Information Services at the back of this guide.





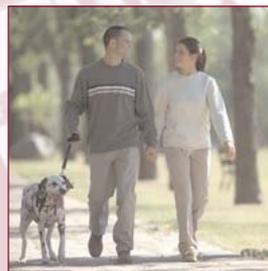
## Flexible Working Arrangements

One of the key elements to achieving effective work-life balance within any organisation is the concept of flexibility. If employees are able to organise their hours more flexibly they become more **motivated**, more **productive** and **absence levels are reduced**. Flexible working enables employees to handle emergencies, deal with their carer responsibilities and make time for those special events that happen in their lives. It also allows employees time to study and develop other aspects of their lives, which mean that they can **contribute in a more effective way** to the goals of the organisation.

### Benefits to Employers

Offering flexible working options to employees enables an employer to:-

- ✓ Improve customer service by extending the working day
- ✓ Increase the return rate following maternity leave, thereby reducing training and recruitment costs
- ✓ Meet variable and seasonable fluctuations
- ✓ Reduce absenteeism and sickness rates
- ✓ Increase output, as employees are more creative, more energetic and less stressed during the hours they work
- ✓ Improve punctuality
- ✓ Empower employees to take responsibility for their work load





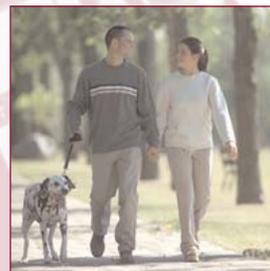
## The Options

1. Part-time working - there is no set pattern to part-time working. It may involve a later start and earlier finish time than a full-time position, working mornings or afternoons only, fewer working days in the week or any other arrangement of working time whereby the employee is contracted to work less than normal basic full-time hours.

- ✓ Review existing processes and procedures - increase efficiency
- ✓ Can better meet peaks and troughs of work demand
- ✓ Can retain trained and valued staff who cannot work full-time
- ! There can be extra costs and logistical problems associated with two part-timers rather than one full-timer

2. Compressed working hours - allows employees to work their total number of agreed hours over fewer working days. Often, a five day working week is compressed into four days.

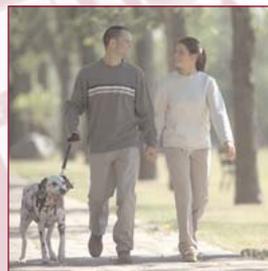
- ✓ Can help with recruitment and reduce overtime, labour turnover and absenteeism
- ✓ Can provide longer weekend and increased leisure opportunities
- ! Longer daily work periods of compressed working weeks can increase fatigue
- ! Employers are advised to ensure that any proposed compressed hours arrangements meet the Working Time Directive





3. Flexi-time - allows employees to vary their working hours within specified limits from day to day and week to week and a certain number of hours can be carried forward from one period to another with the option of flexi-leave for time accrued.

- ✓ A great vehicle for tailoring working patterns to meet organisational requirements, covering the peaks and troughs of the workload.
- ✓ Works well for full-time office based employees, who are not tied to shift patterns or production lines.
- ✓ Can give greater freedom to organise working lives to suit personal needs.
- ✓ Travelling can be cheaper and easier if it is out of peak time
- ! In smaller organisations, it may be difficult to provide cover during non-core hours.
- ! Employees may work unsupervised during early or late times
- ! A different management style may be needed to manage this level of flexibility and so some management training may be required



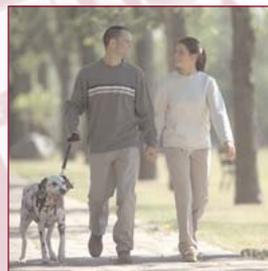


4. Staggered hours - this is a variation of the theme of flexi-time, where employees have flexible start and finish times, although they do not usually reduce their normal working hours and do not accrue 'extra' hours.

- ✓ Can be an effective means of covering longer opening hours

5. Job Sharing - involves two people carrying out the work which would normally be done by one person. The work is not split but shared. There is no set model for managing time which may involve working a set number of hours each day, each week or alternative week.

- ✓ For employees, it offers the opportunity to follow their chosen career with the option of reduced hours
- ✓ For the employer, it provides plenty of scope for fresh ideas and the right skills, knowledge and experience to get a full time job done.
- ✓ Employers have found that they experience a continuity of cover, higher productivity, lower absenteeism and a reduction in staff turnover
- ! If one job sharer leaves, it may be difficult to find someone to complement hours of remaining sharer
- ! Requires clear lines of communication and shared responsibility between the two job sharers





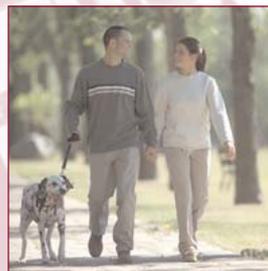
6. Shift swapping - enables employees to negotiate their working times by re-arranging shifts amongst themselves with the proviso that the required shifts must be covered.

- ✓ Increase sense of empowerment for employees
- ✓ Increase team spirit
- ! Ensure less confident team members secure "fair" shifts

7. Self-rostering - allows employees to nominate the shifts which they would like to work, leaving employers to compile shift patterns which match the individual preferences to required staffing levels.

8. Time off in lieu (TOIL) or banked hours - this allows employees to take time off to compensate them for extra hours worked.

- ✓ Can be cost effective as saves overtime payments
- ! Employee may want to take TOIL at a time inconvenient to the employer



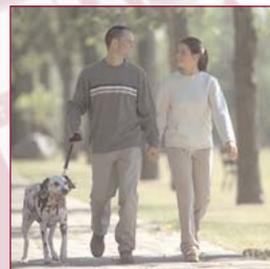


9. Term-time working - enables an employee to remain on a permanent contract but also be able to take paid or unpaid leave during school holidays

- ✓ Having this option available to parents or carers is vital when an employer is aiming to retain valued employees.
- ✓ It will also attract parents back to work who might otherwise take a complete break from employment or go to work for another employer who offers this option.

10. Voluntary reduced work time ('V' time) - this is a voluntary arrangement whereby an employee reduces the number of hours worked for an agreed period with a guarantee that full-time employment will be available again at the end of this period.

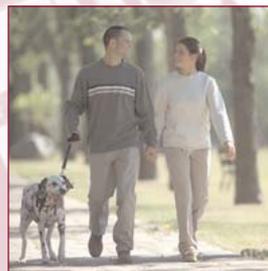
- ✓ Employees who have elderly or infirm dependants or who are caring for a sick or special needs child may welcome this option to re-distribute the workload within the team and offer development opportunities to other employees.





11. Annualised hours schemes - this works on the principle that employees work a total number of hours in a year and that these hours can be varied to meet both production demands and also employee's personal needs. The employee's salary is usually paid in equal instalments regardless of the amount of time the employee has worked that period.

- ✓ Employers have found that by introducing annualised hours schemes they have reduced or even eliminated overtime payments and removed the need to employ agency or temporary staff.
- ! When moving to an annualised hours scheme employers should consider that they may need to initially compensate employees with a one-off cash inducement or lump sum related to past overtime earnings; or increase the basic hourly rate to maintain their employees level of earnings.
- ! Check compliance with Working Times Regulations and Directive.



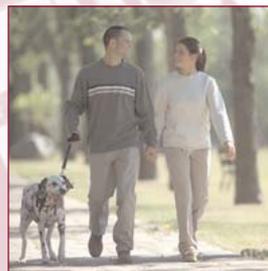


12. Working from home - using the home as a base has become more popular over the last few years and with technological advances, this option is becoming increasingly feasible for an ever-growing section of employees.

- ✓ Can reduce costs by providing savings on office space and other facilities
- ✓ Improved productivity
- ✓ Working from home has obvious work-life balance benefits and many employees have found it enables them to cope better with their caring responsibilities
- ! Employees may feel socially isolated
- ! Ensure robust Health & Safety checks in place

13. Career breaks - extended periods of unpaid leave and most frequently used for child care. Employees are required to resign but are given a commitment by employers that they will be allowed to return.

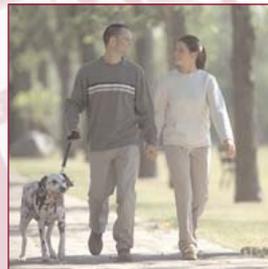
- ✓ Allows the employee the flexibility to take a break, to look after a dependant, who may have long-term needs, or to pursue family or individual travel plans or an ambition for longer-term study
- ✓ Represents an option to retain a valued employee who may otherwise leave
- ✓ It also gives an employer the opportunity to enhance the skill base and experience of their employees.
- ! There may be some problems in keeping skills up-to-date and re-employing returners if business is poor





14. Sabbatical - a form of career break or extended leave with pay which some large companies use to reward employees for long service.

- ✓ A sabbatical can offer the employee invaluable experiences that they would not necessarily be exposed to, within their own organisation; and it is hoped that they will return with new and vital ideas for organisational growth.
- ✓ It also offers the employer a chance to develop other members of the team to consider secondment opportunities for employees from other areas of the organisation.
- ! Clarity regarding right to return and on what conditions is needed, employers are advised to take legal advice before agreeing to any form of sabbatical.





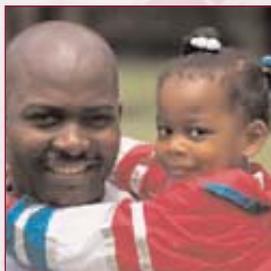
## Childcare Support

Childcare is important to all of us because the UK economy depends upon working parents. In Wales, more than 46% of the workforce are parents of dependant children. The Childcare Strategy for Wales is creating new opportunities for employers to help with childcare needs and your local Children's Information Service is working together with employers to make the vision a reality.

## Benefits to Employers

Employers will benefit from helping their employees to obtain the right childcare for their needs by:-

-  Increasing productivity
-  Increasing flexibility
-  Retaining valuable employees
-  Improving their recruitment options by having access to a wider base of experienced and trained staff
-  Improving the motivation and loyalty of employees who value childcare support from their employer very highly
-  Reducing absenteeism, especially stress related and unforeseen absence
-  Improving their company image and becoming the "Employer of Choice"





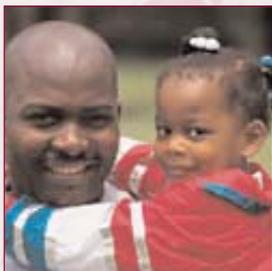
Some of the options do not cost a lot of money or take up too much management time and providing this type of assistance means that you will save money in the long run. Not only will employees with children benefit but employees, who are planning to have children at some stage, are also likely to take notice when they are making decisions about where to work.

## Finding out the facts

Before you begin supporting your employees with childcare responsibilities, it is vital to find out the facts from your employees about what level of support they need. What really affects them and what is the knock-on effect for your business?

Methods for obtaining views, opinions and information are:-

-  Informal chat
-  Confidential survey
-  Analysis of staff records on sickness/absence
-  Ideas box/suggestion scheme
-  Performance appraisal reviews
-  Exit interviews





All of these methods have advantages and disadvantages and will provide you with information but some may be more qualitative than quantitative. Your Children's Information Service can provide you with a **free** and confidential survey, which you can use with your employees. The information will be analysed in order to provide you with the information that you need to move forward.

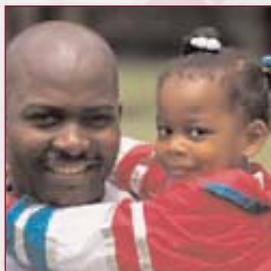
## Generating change

Once you have established the level of support that you think you can achieve and successfully manage, it is important to involve your employees and brief your line managers, to ensure that everyone is aware of the various options.

### Providing Childcare Information

This is a low cost option which will take up little management time; and yet providing up to date and accessible information on childcare services is one of the most useful ways that employers can support their employees to meet their childcare needs.

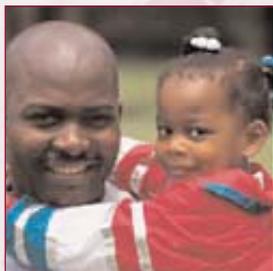
The Children's Information Service provides free information on the whole range of children's services in your local area e.g. childminders, playgroups, day nurseries, out-of-school clubs, holiday playschemes, leisure activities, health and education services, children and young people's organisations.





Employers can signpost employees to the Children's Information Service by displaying leaflets, giving the contact numbers, ensuring that all new recruits know about the service and that all recruitment literature mentions that you are a supporter of the facility. You may even like to name a person within your organisation who will act as a liaison between your employees and the Children's Information Service.

Please see "Choosing Childcare in Wales" booklet for information on types of childcare, financial help with childcare costs and other useful contacts - contact your Children's Information Service for a copy.





## New Deal for Lone Parents

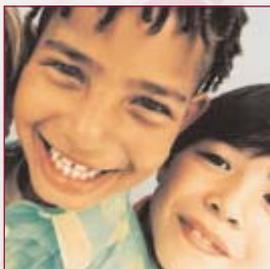
New Deal for Lone Parents (NDLP) is a voluntary programme which is open to all Lone Parents out of work or working less than 16 hours and whose youngest child is under 16 years old.

NDLP is part of the government's Welfare to Work Initiative and is designed to:

- Help and encourage lone parents to improve their prospects and living standards by taking up paid work.
- Improve job readiness of lone parent to increase their employment opportunities.

*Lone Parents will have a Personal Advisor, who will offer a package of advice and support, tailored to meet the needs of each lone parent. This will include:*

- Help lone parents through the first steps of applying for and finding the right job for them
- Explain what benefits are available when they move into work
- Offer specialist employment advice if they have a disability
- Help them to identify any necessary training opportunities
- Help them identify registered childcare



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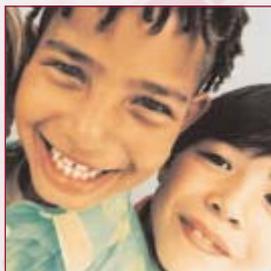
- Help lone parents with expenses to attend meetings, job interviews, or training they arrange, including fares and registered childcare costs
- Providing an in-work support service to help lone parents moving from benefit into employment

**What's in it for Employers:**

New Deal for Lone Parents provides access to an untapped source of enthusiastic people with a range of experience and skills. It provides a pool of job-ready, reliable and keen applicants to help fill vacancies - especially part-time jobs.

Contact: New Deal on Freephone 0800 868 868 or [www.newdeal.gov.uk](http://www.newdeal.gov.uk)

For more information ask at you local Jobcentre/Jobcentre Plus office.



Part of the Department for Work and Pensions





## An Implementation Checklist

### Employer Checklist

For an employer contemplating implementing work-life balance options for their employees, it is important to consider the following:-

- 📄 Is this option open to all employees?
- 📄 Who will be the 'champion' for work-life balance within the organisation - ideally this should be someone within senior management
- 📄 What are the costs of implementation?
- 📄 What level of involvement will employees have in drawing up the guidelines for the option and in planning any of the changes?
- 📄 To what extent will implementing the options for work-life balance change the role of the manager and how will management training needs be handled?
- 📄 How will the option be evaluated?
- 📄 How will you measure its success?
- 📄 How will you support managers who deal sympathetically with such requests?





## Employee Checklist

Making the case for work-life balance has often been employee led; in fact some of the most innovative solutions that organisations have implemented have come from employees themselves.

When you make a request for a better work-life balance to your employer consider how you are going to persuade your employer that this is the best option for you, and also for the organisation as a whole. Focus on the feasibility of your request rather than the reason for it and maintain open channels of communication to avoid a confrontation.

To enable you to put your business case together for new ways of working, consider the following:-

- 📅 How will this different way of working affect the service that you provide?
- 📅 What cover needs to be provided for when you aren't available?
- 📅 How will all of the main duties of your job get done?
- 📅 What will the impact be on your colleagues/team as a result of this new way of working?
- 📅 What are the direct business benefits?





## Legislation Affecting Work-Life Balance

### Part-time workers (Prevention of less favourable treatment) Regulations 2000

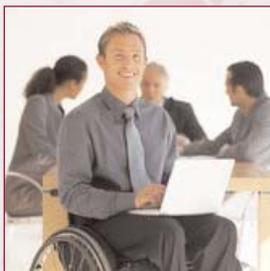
This provision ensures that part time workers are treated no less favourably, in their terms and conditions of employment, than their comparable full-time colleagues.

- Part-time employees are entitled to the same hourly rate of pay for normal hours and overtime as comparable full time employees (only if working above full time hours). Part-time employees should have the same access to pension schemes, to annual leave and maternity/paternity leave, sick pay and access to training and promotion.
- Part-time employees should not be selected for redundancy on the grounds that they are part-time.
- Leave entitlement, including bank holidays, should be calculated on a pro-rata basis.

### Working Time Regulations 1998

In October 1998, the Government introduced the Working Time Directive, giving employees protection against working excessive hours.

- Worker's time cannot exceed an average of 48 hours/week for each seven day period normally calculated over a standard 17 week reference period (unless another reference period is agreed) and employees are





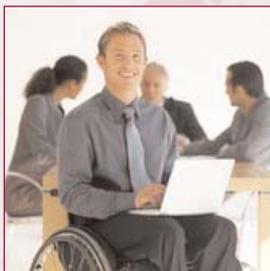
protected by regulations which govern daily and weekly rest breaks during day and night shifts. (20 minute break must be taken in any 6 hour shift).

- Employer's duties are to offer holiday entitlement to ensure that every worker can take four weeks holiday each year (pro-rata if part-time).
- An employee may opt-out (by signing an agreement saying he/she does not wish to be protected in this way), however, there is protection for individual employees from dismissal or detriment if they refuse or withdraw their opt-out.

### Parental Leave

The right to parental leave entitles employees with parental responsibility (mothers, fathers and those who have obtained formal parental responsibility for a child under the Children Act) to take parental leave, to care for each child born. Parents may take leave as soon as the child is born or placed for adoption, or as soon as they have completed one year's service (whichever is the later).

- Employees are entitled to 13 weeks unpaid parental leave for each child, to be taken in blocks or multiples of one week and no more than 4 weeks can be taken in any one year.
- 21 days notice must be given to the employer of the intention to take leave.





- In the case of children with registered disability, parents can take 18 weeks leave up to the child's 18th birthday and leave does not have to be taken in blocks of weeks, and with multiple births, each parent can take 13 weeks for each child.
- Parental leave is taken to care for the child, which can include making arrangements for the good of the child. It may just be to allow a parent to spend more time with a young child, or to check out new schools, to spend time with a child that has been hospitalised, or to settle a child into new childcare arrangements.
- Parental leave may be unpaid or paid dependent on the organisation .

### **Time off for dependants**

Employees have the right to take a reasonable time off work to deal with an emergency involving a dependant, without being victimised.

- A dependant is the partner, child or parent of the employee, or someone who lives with the employee as part of their family. It can also mean a person who relies on the employee as their primary carer or the only person available to help in an emergency.
- Time off for dependant leave may be unpaid, or paid depending upon the employer. The employee needs to tell their employer as soon as possible why they are taking time off.





## The Employment Act 2002

The Employment Act 2002 introduced new employment legislation specifically to help working parents. Since 6th April 2003, parents with young and disabled children have had more choice and more support than ever before to balance childcare and work in ways that benefits everyone: employers, employees and their children.

- Parents with children aged under the age of 6, and disabled children under the age of 18, have the legal right to request flexible working.
- Maternity pay increased. Subject to their level of earnings, all new mothers are entitled to 6 months paid leave and can take another 6 months unpaid leave, if they qualify. Mothers who have not earned enough to qualify for statutory maternity pay may be entitled to Maternity Allowance.
- New fathers have the right to two weeks paid paternity leave at a rate equivalent to statutory maternity pay.
- Parents who adopt also have new rights, similar to maternity and paternity pay and leave.
- The process for maternity, paternity and adoption leave has been simplified to make it easier for companies to handle applications.





### **Work and Families Act 2006**

The Government will be adding to The Employment Act 2002 with the implementation of the Work and Families Bill. Key measures include;

- Extended maternity and adoption pay from April 2007.
- Offer fathers additional paternity leave, some of which may be paid, from April 2007.
- Extend the right to request flexible working to carers of adults from April 2007.

### **Employment Equality (Religion or Belief) Regulations 2003**

Gives protection against discrimination and harassment on the grounds of religion or belief.

### **Race Relations Act 1976**

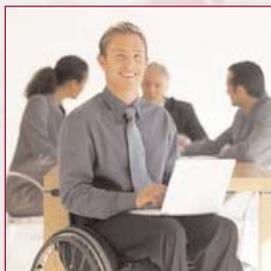
Makes it unlawful to discriminate, either directly or indirectly, against an individual on grounds of race, colour, nationality (including citizenship) or ethnic or national origin. Individuals are protected from discrimination, victimisation and harassment.





## Disability Discrimination Act 1995 (DDA)

Makes it unlawful to discriminate on the grounds of disability and imposes a duty on employers to make reasonable adjustments to practices, policies, procedures and premises in order to ensure that the disabled person is not at a substantial disadvantage. Individuals are protected from discrimination and victimisation in recruitment, terms and conditions of employment, training, promotion, transfer and dismissal.





## CASE STUDY 1

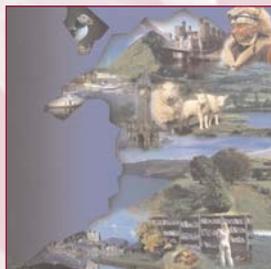
### Countryside Council for Wales (CCW)

CCW is the Government's statutory adviser on sustaining natural beauty, wildlife and the opportunity for outdoor enjoyment in Wales and its inshore waters. Chwarae Teg, funded by the Welsh Assembly Government, offered their consultancy services to review and improve CCW's work-life balance (WLB) policies.

The key issues that CCW wanted to address as part of this project were:

- Wider understanding amongst all staff of what is available
- Employer of choice
- Culture Change
- Retention/Recruitment
- Morale
- Sickness absence

At the very beginning, the message was that WLB was for all staff regardless but that there should be tangible benefits for the business.



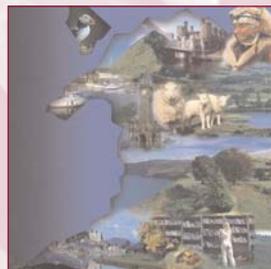


This was initiated by raising awareness of the senior management team and unions of the benefits of WLB. Every team or individual was given a questionnaire that asked whether they felt that service needs were being met by CCW working patterns and what working patterns would assist staff to find their own WLB. A business case was then created from these answers.

Each business case identified what the current problem was, what the solutions were and how problems, arising from the proposal would be dealt with. The answers came from the staff themselves. They were encouraged to think creatively and include various options to satisfy staff and service needs - they took ownership for their project.

50+ projects have been piloted to date. These projects include:

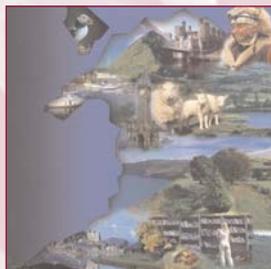
- Removal of core hours with self-rostering implemented
- Extension of the working day to promote staggered working and extended opening hours
- Term-Time Working
- Purchase of Additional Leave
- Phased Return from Maternity leave
- Compressed Working
- Designated Home Worker





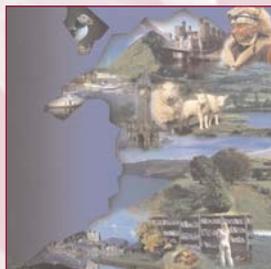
## Outcome & Achievements

- ✓ Turnover is lower than pre-project and sickness absence is starting to reduce
- ✓ Because less staff leave, less money is spent on training and recruitment costs
- ✓ Publicising our WLB approach when advertising jobs helps to attract good quality staff
- ✓ Staff want to work for us because we have a reputation as a 'good Employer'
- ✓ As many men as women benefiting from our policies
- ✓ We have the Level 5 Green Dragon Award, the first in Wales. WLB can contribute to sustainability in that if managed properly, it can reduce travel to work and save on office heating and space
- ✓ Staff on projects have felt empowered by the self-rostering approach. They also feel more committed to an employer that shows how much it values staff
- ✓ WLB is seen as positively influencing employee health, especially in reducing stress
- ✓ Staff report that Workload Management is no longer an issue when working flexibly





- ✓ Having the policies in place ensures sustainability
- ✓ We have a good system now for flexible working requests using the questionnaire and business case document
- ✓ All staff have got the message that WLB is for all and here to stay
- ✓ WLB is promoted internally on a regular basis through Newsletter and the Intranet





## CASE STUDY 2

### Bridgend County Borough Council (BCBC)

The local authority employs nearly 8000 staff. There is a large female workforce, mainly working part-time. Chwarae Teg, funded by the Welsh Assembly Government, offered their consultancy services to review and improve BCBC's work-life balance (WLB) policies.

The key issues to address were:

- To allow staff to balance work to domestic obligations
- To build upon the effective industrial relations climate that exists in Bridgend County Borough Council
- To build upon some of the supportive initiatives already adopted, ie special leave, job share.
- To assist the organisation to move from a 9-5 culture to one which meets the requirements of a more demanding and enquiring public.
- To reinforce the commitments within their Equal Opportunities Strategy.
- To be able to retain and attract quality employees to the organisation.
- To invest in work life balance initiatives as a means to delivering a better quality service.





It was decided that prior to any production of an 'action plan' to progress the Council's work-life strategy there was an essential requirement to engage with as many as stakeholders as possible.

In order to ensure a corporate and consistent approach to the project, a cross directorate Work-Life Balance group was established including 'work-life' balance champions from each of the Council's Directorates, Trade Union representatives, the Chwarae Teg pilot officer and at the early stages Member attendance.

The Council held a view that the role of trade unions within the overall work-life balance strategy was essential. To this effect an accredited one-day training course was delivered by the Wales TUC to all trade union representatives.

It was the firm resolve that personal engagement with staff was a particularly important exercise to undertake in order that an effective





work-life action plan could be produced. This was achieved through the following:

- Focus Groups
- Training for focus group facilitators
- Communication
- Questionnaires

### Outcome & Achievements

- ✓ Working from Home Policy & Pilot Programme
- Awareness programmes "Commencing Homeworking" undertaken with Pilot Volunteers and Line Managers.
- ✓ Review of Council's Corporate Flexitime Policy
- Removing barriers which negate against flexible working i.e. elimination of core hours - extended bandwidth
- Revised scheme introduced September 05 for 12 month pilot
- Increased the amount of accrued flexi leave that can be take in any 4 week accounting period
- Increased the credit that can be carried over from one accounting period to the next
- ✓ Childcare Provision (Childcare Voucher Scheme)
- Scheme available to employees





- ✓ Special Leave Arrangements
- Revised policy established
  
- ✓ Informing all new employees of Council's work-life balance programme and policies
  
- ✓ Incorporating of Council's WLB initiatives as part of employment advertising job packs
- Candidates applying for posts were influenced by policies and procedures in relation to WLB issues
  
- ✓ Communications
- Staff have indicated that the invite to attend focus groups engagement on WLB issues has given them a feeling of being valued as well as the opportunity to contribute to policy development
  
- ✓ External recognition
- The Wales Audit Office have commented that the Council's Work-Life Balance strategy has been a fundamental support to the more effective management of attendance across all council services





## Useful Contacts

**ACAS** - Detailed employment rights - help and support for employees and organisations

3 Purbeck House, Lambourne Crescent, Llanishen, Cardiff, CF14 5GJ

Tel: 08457 474747      [www.acas.org.uk](http://www.acas.org.uk)

**Business Link** - Information for SME's - online tool to choose right type of flexible working and factsheets available. See website for local area.

Tel: 0845 600 9006      [www.businesslink.gov.uk](http://www.businesslink.gov.uk)

**Children in Wales** - National umbrella children's organisation in Wales. Website has useful information and links

25 Windsor Place, Cardiff, CF10 3BZ

Tel: 029 2034 2434      [info@childreninwales.org.uk](mailto:info@childreninwales.org.uk)

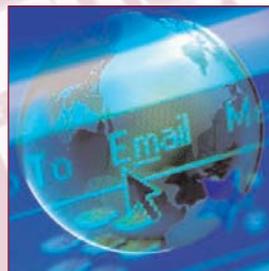
[www.childreninwales.org.uk](http://www.childreninwales.org.uk)

**Chwarae Teg** - Working in partnership with Welsh Assembly Government to promote economic development of women in Wales- official WLB website, business benefits, getting started, case studies

Anchor Court, Keen Road, Cardiff, CF24 5JW

Tel: 029 2047 8912      email: [Hayley.dunne@chwaraeteg.com](mailto:Hayley.dunne@chwaraeteg.com)

[www.wlbinwales.org.uk](http://www.wlbinwales.org.uk)





**CIPD** - Factsheet and information summarising WLB and benefits

151 The Broadway, London, SW19 1JQ

Tel: 020 8612 6200 via website: [www.cipd.co.uk/subjects/wrkgtime](http://www.cipd.co.uk/subjects/wrkgtime)

**Daycare Trust** - National childcare charity - advice for employers and employees

21 St.George's Road, London, SE1 6ES

Tel: 020 7840 3350 email: [info@daycaretrust.org.uk](mailto:info@daycaretrust.org.uk)

[www.daycaretrust.org.uk](http://www.daycaretrust.org.uk)

**Department of Trade & Industry** - Wide range of information for employment rights, WLB and leaflets available

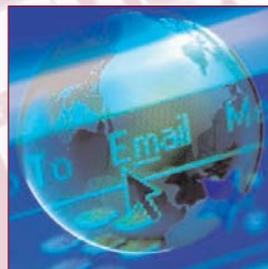
1 Victoria Street, London, SW1H 0ET

Tel: 020 7215 5000 email: [dti.enquiries@dti.gsi.gov.uk](mailto:dti.enquiries@dti.gsi.gov.uk)

[www.dti.gov.uk/employment/workandfamilies](http://www.dti.gov.uk/employment/workandfamilies)

**Direct Government** - Government website with information and factsheets on tax credits, finding childcare, child benefit

[www.direct.gov.uk/parents/fs/en](http://www.direct.gov.uk/parents/fs/en)





**Employers for Work-Life Balance** - Employer-orientated website with support and advice for WLB

Peter Runge House, 3 Carlton House Terrace, London, SW1Y 5DG  
Tel: 0870 165 6700 email: [contactcentre@theworkfoundation.com](mailto:contactcentre@theworkfoundation.com)  
[www.employersforwork-lifebalance.org.uk](http://www.employersforwork-lifebalance.org.uk)

**Equal Opportunities Commission Wales** - Dedicated to eradicating barriers to equal working life for men and women

Windsor House, Windsor Lane, Cardiff, CF10 3GE  
Tel: 0845 601 5901 email: [wales@eoc.org.uk](mailto:wales@eoc.org.uk) [www.eoc.org.uk](http://www.eoc.org.uk)

**Flexibility Ltd** - Employer website with wide variety of articles devoted to WLB  
15 Geldart Street, Cambridge, CB1 2LX

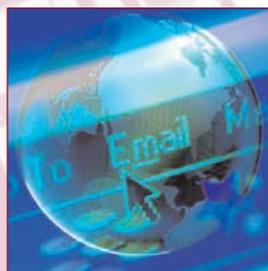
Tel: 01223 304792 email: [editor@flexibility.co.uk](mailto:editor@flexibility.co.uk) [www.flexibility.co.uk](http://www.flexibility.co.uk)

**HM Revenue & Customs** - Online guides and leaflets available about tax credits and child benefit

Tel: 0845 300 3900 [www.hmrc.gov.uk](http://www.hmrc.gov.uk)

**HSE (Health & Safety Executive)** - Free factsheets concerning working standards

Knowledge Centre, Health & Safety Executive, 1G Redgrave Court, Merton Road, Bootle, L20 7HS Tel: 0845 345 0055 [www.hse.gov.uk](http://www.hse.gov.uk)





**National Group on Homeworking** - Help and advice for homeworkers

Office 26, 30-38 Dock Street, Leeds, LS10 1JF

Tel: 0800 174 095 Email: [admin@ngh.org.uk](mailto:admin@ngh.org.uk) [www.ngh.org.uk](http://www.ngh.org.uk)

**Parentline Plus** - Charity offering support for parents - useful information about WLB issues

Tel: 0808 800 2222

Email via website: [www.parentlineplus.org.uk](http://www.parentlineplus.org.uk)

**Tiger** - Tailored Interactive Guidance on Employment Rights - summary of employer and employee rights for wide range of WLB issues

[www.tiger.gov.uk](http://www.tiger.gov.uk)

**TUC** - Free employment right guides, information and WLB reports

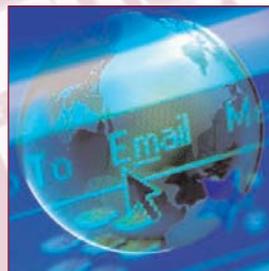
Congress House, Great Russell Street, London, WC1B 3LS

Tel: 020 7636 4030 email: [info@tuc.org.uk](mailto:info@tuc.org.uk) [www.tuc.org.uk](http://www.tuc.org.uk)

**Unison** - Information on WLB and rights from employee perspective

1 Mapledon Place, London, WC1H 9AJ

Tel: 0845 355 0845 via website: [www.unison.org.uk/worklifebalance](http://www.unison.org.uk/worklifebalance)





**Working Families** - Advice and free factsheets re flexible working and childcare for parents and SML employers

1-3 Berry Street, London, EC1V 0AA

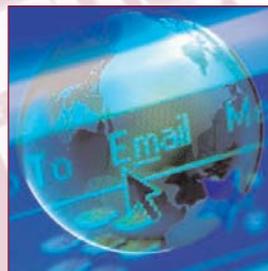
Tel: 020 7253 7243 email: [office@workingfamilies.org.uk](mailto:office@workingfamilies.org.uk)

[www.workingfamilies.org.uk](http://www.workingfamilies.org.uk)

**Welsh Assembly Government SME Equality Project** - Free specialist support to SMEs across all sectors in Wales to develop and maintain good practice in equal opportunities and diversity

Welsh Assembly Government, SME Equality Project, Plas Glyndwr, Kingsway, Cardiff CF10 3 AH

Tel: 08457 775577 email: [smeequality@wales.gsi.gov.uk](mailto:smeequality@wales.gsi.gov.uk)





## Children's Information Services

### Anglesey

Children and Young People's Information Service, Llangefni Library,  
Lon y Felin, Ynys Mon, LL77 7RT

Tel: 01248 752 699 email: [cis@anglesey.gov.uk](mailto:cis@anglesey.gov.uk)

[www.younganglesey.org.uk](http://www.younganglesey.org.uk) [www.monifanc.org.uk](http://www.monifanc.org.uk)

### Blaenau Gwent

Blaenau Gwent Children's Information Service, Old Blaina Infant School,  
High Street, Blaina, Blaenau Gwent, NP13 3BN

Tel: 08000 32 33 39 email: [cis@blaenau-gwent.gov.uk](mailto:cis@blaenau-gwent.gov.uk)

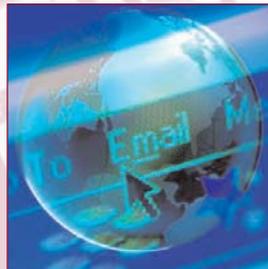
[www.blaenau-gwent.gov.uk](http://www.blaenau-gwent.gov.uk)

### Bridgend

Bridgend Children's Information Service, 3rd Floor, Derwen House,  
Court Rd, Bridgend, CF31 1BN

Tel: 0800 1804320 email: [childrensinfo@bridgend.gov.uk](mailto:childrensinfo@bridgend.gov.uk)

[www.bridgend.gov.uk](http://www.bridgend.gov.uk)





## Caerphilly

Caerphilly County Borough Children's Information Service, Ystrad Fawr,  
Caerphilly Road, Hengoed, Caerphilly, CF82 7SF

Tel: 01443 863232 email: [cis@caerphilly.gov.uk](mailto:cis@caerphilly.gov.uk)

[www.caerphilly.gov.uk/cis](http://www.caerphilly.gov.uk/cis)

## Cardiff

Cardiff Children and Young People's Information Service, 2nd Floor,  
Alexander House, Excelsior Road, Western Avenue, Cardiff, CF14 3AT

Tel: 029 2052 0100 email: [CYIS@cardiff.gov.uk](mailto:CYIS@cardiff.gov.uk)

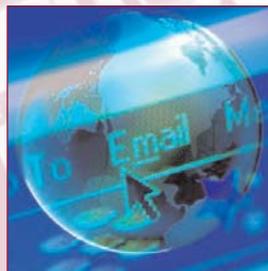
[www.ifanc.org.uk](http://www.ifanc.org.uk)

## Carmarthenshire

Carmarthenshire Children's Information Service, Limegrove House,  
Limegrove Avenue, Carmarthen, Carmarthenshire, SA31 1SW

Tel: 01267 224 224 email: [childreninfo@carmarthenshire.gov.uk](mailto:childreninfo@carmarthenshire.gov.uk)

[www.carmarthenshirechildrenspartnership.org.uk](http://www.carmarthenshirechildrenspartnership.org.uk)





### **Ceredigion**

Ceredigion Children's Information Service, Childcare, Children and Young People, London House, Aberaeron, Ceredigion, SA46 0AJ

Tel: 01545 572 636 email: [cis@ceredigion.gov.uk](mailto:cis@ceredigion.gov.uk)

<http://cis.ceredigion.gov.uk>

### **Conwy**

Conwy Children's Information Exchange, Old School Lane Centre, Church Works, Llandudno, Conwy, LL30 2HL

Tel: 01492 876260 email: [plant.children@conwy.gov.uk](mailto:plant.children@conwy.gov.uk)

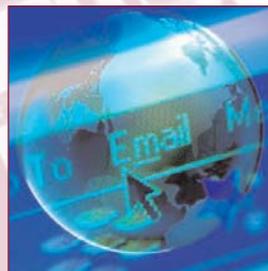
[www.conwy.gov.uk/children](http://www.conwy.gov.uk/children)

### **Denbighshire**

Gwsanaeth Gwybodaeth Plant Sir Ddinbych, Denbighshire Children's Information Service, Yr Hen Garchar, 46 Clwyd Street, Ruthin, Denbighshire, LL15 1HP

Tel: 01824 708 220 email: [childrensinformation@denbighshire.gov.uk](mailto:childrensinformation@denbighshire.gov.uk)

[www.denbighshire.gov.uk/childrensinformation](http://www.denbighshire.gov.uk/childrensinformation)





## Flintshire

Flintshire Children's Information Service, The Westwood Centre,  
Tabernacle Street, Buckley, Flintshire, CH7 2JT

Tel: 01244 547 017 email: [cis@flintshire.gov.uk](mailto:cis@flintshire.gov.uk)

[www.flintshire.gov.uk/chidrens\\_information](http://www.flintshire.gov.uk/chidrens_information)

## Gwynedd

Gwasanaeth Gwybodaeth Gofal Plant Gwynedd (Gwynedd Childcare Information Service), Room 7, 19 Bangor Street, Caernarfon, Gwynedd, LL55 1AT

Tel: 01286 675 570 email: [gwybodaethplant@gwynedd.gov.uk](mailto:gwybodaethplant@gwynedd.gov.uk)

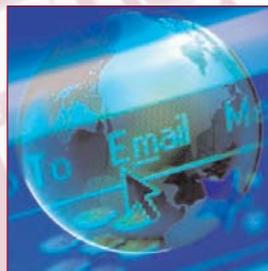
[www.gwynedd.gov.uk](http://www.gwynedd.gov.uk)

## Merthyr Tydfil

Merthyr Tydfil Children's Information Service, Integrated Children's Centre,  
Duffryn Rd, Pentrebach, Merthyr Tydfil, CF48 4BJ

Tel: 01443 694700 email: [cis@merthyr.gov.uk](mailto:cis@merthyr.gov.uk)

[www.merthyr.gov.uk](http://www.merthyr.gov.uk)





### **Monmouthshire**

Monmouthshire Children's Information Service, Early Years Section,  
5th Floor, County Hall, Cwmbran, Monmouthshire, NP44 2XH

Tel: 01633 644 527 email: [info@monmouthshirecis.org.uk](mailto:info@monmouthshirecis.org.uk)

[www.monmouthshirecis.org.uk](http://www.monmouthshirecis.org.uk)

### **Newport**

Newport Children's Information Service, 10 Commercial Road, Newport,  
NP20 2PA

Tel: 0800 328 8483 email: [childrens.information.service@newport.gov.uk](mailto:childrens.information.service@newport.gov.uk)

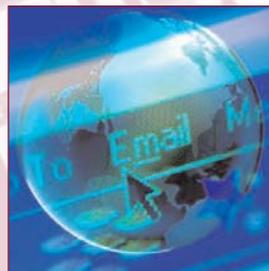
[www.newport.gov.uk/childcare](http://www.newport.gov.uk/childcare)

### **Neath Port Talbot**

EYDCP Unit - Neath Port Talbot, 9 High Street, Pontardawe, Swansea,  
SA8 4HU

Tel: 01792 865 914 email: [l.cole@neath-porttalbot.gov.uk](mailto:l.cole@neath-porttalbot.gov.uk)

[www.npteydcp.org.uk](http://www.npteydcp.org.uk)





### **Pembrokeshire**

Pembrokeshire Children's Information Service, 36/38 High Street,  
Haverfordwest, SA61 2DA

Tel: 01437 763 344 email: [childcareinfo@pembrokeshire.gov.uk](mailto:childcareinfo@pembrokeshire.gov.uk)  
[www.childrensinformationsservice.org](http://www.childrensinformationsservice.org)

### **Powys**

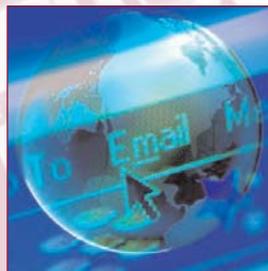
Powys Children's Information Service, The Gwalia, Ithon Road, Llandrindod  
Wells, Powys, LD1 6AA

Tel: 0845 130 3637 (English) 0845 130 3839 (Welsh)  
email: [cis@powys.gov.uk](mailto:cis@powys.gov.uk) [www.cis.powys.gov.uk](http://www.cis.powys.gov.uk)

### **Rhondda Cynon Taf**

Rhondda Cynon Taf Children's Information Service, Early Years and Family  
Support Services, Ty Trevithick, Abercynon, Mountain Ash, Rhondda Cynon  
Taf, CF42 4UQ

Tel: 0800 180 4151 email: [childinfoserv@rhondda-cynon-taf.gov.uk](mailto:childinfoserv@rhondda-cynon-taf.gov.uk)  
[www.rctearlyyears.org.uk](http://www.rctearlyyears.org.uk)





### Swansea

Swansea Children's Information Service, Unit B3, Lakeside Technology Park,  
Phoenix Way, Llansamlet, Swansea, SA7 9FL

Tel: 0179 251 7222 email: [cis@swansea.gov.uk](mailto:cis@swansea.gov.uk)

[www.swanseacommunitydirectory.org.uk](http://www.swanseacommunitydirectory.org.uk)

### Torfaen

Torfaen Children's Information Service, Torfaen County Borough Council,  
Education Department, County Hall, Cwmbran, Torfaen, NP44 2WN

Tel: 0800 0196 330 email: [cis@torfaen.gov.uk](mailto:cis@torfaen.gov.uk)

[www.torfaencis.org.uk](http://www.torfaencis.org.uk)

### Vale Of Glamorgan

Vale of Glamorgan Children & Young People's Information Service (CYPIS),  
Vale of Glamorgan Council, Community Services, Dock Offices, Subway  
Road, Barry, Vale of Glamorgan, CF63 4RT

Tel: 01446 704 704 email: [cypis@valeofglamorgan.gov.uk](mailto:cypis@valeofglamorgan.gov.uk)

[www.valeofglamorgan.gov.uk/cypis](http://www.valeofglamorgan.gov.uk/cypis)

### Wrexham

Children's Information Bureau, Wrexham Library and Arts Centre,  
Rhosddu Road, Wrexham, LL11 1AU

Tel: 01978 292 094 email: [cib@wrexham.gov.uk](mailto:cib@wrexham.gov.uk)

[www.wrexham.gov.uk/cib](http://www.wrexham.gov.uk/cib)

