

Cabinet

Supplemental Agenda

Date: **Thursday 17 June 2021**

KEY 10. Modernisation and Recovery Funding (Pages 3 - 18)

Appendix A to the report of the Corporate Director, Resources.

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Annex A –Modernisation and Recovery Funding Cabinet report to June 17th Cabinet

Equality Impact Assessment (EqIA)



You will need to produce an Equality Impact Assessment (EqIA) if:

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- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)

Type of Decision:	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
Title of Proposal	Flexible Futures	Date EqIA created January 2021
Name and job title of completing/lead Officer	Rahim St John, Head of Change and Flexible Futures	
Directorate/ Service responsible		
Organisational approval		
EqIA approved by Directorate Equalities Lead	Name	Signature <input type="checkbox"/> Tick this box to indicate that you have approved this EqIA Date of approval

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1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal?

The Flexible Futures programme aims to introduce, develop and embed flexible and agile working practices within the Council. It focusses on four areas:

1. **Championing agile working** across the Council's programmes and managing the interdependencies;
2. The provision of support and guidance for the development of a flexible and agile **mindset** and the development of the **skills and behaviours** as well as **the policies and processes** that enable and enhance the effectiveness of agile and flexible working - including appropriate terms and conditions;
3. The development of the **technology** that will enable flexible and agile working – this includes cloud-based technology, virtual mobility and collaboration, access to kit including laptops, smart phones etc., and the adoption of flexible print, scanning and mail services;
4. Understanding the **accommodation** needs of the services and providing easily bookable collaboration workspaces; flexible use of space depending on need, and clear guidance and advice on how to use the spaces. Managing the move into Forward Drive and – for some teams – a move to alternative sites. This also includes some stakeholders such as CAB, CNWL and embedded Police staff.

The Flexible Futures programme works closely with other programmes to deliver these outcomes, particularly with the Forward Drive construction project, the Harrow New Civic project, the Great People Great Culture programme, the Review of Terms and Conditions project and service modernisation projects such as the Parking Review which have an impact on back-office operations. These are all key enablers of agile working and the Flexible Futures project, but each has wider implications, and so it is assumed here that they will have their own EQIAs to address the impact of their proposals.

An Impact Assessment was completed for the Flexible Futures Programme in 2017, however since the ambition for agile and flexible working has shifted significantly since that was done this new assessment was felt to be appropriate.

b) Summarise the impact of your proposal on groups with protected characteristics

The Flexible Futures Programme will:

- Continue the flexible working practices that have been implemented during Covid-19 to allow staff to work around their

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personal commitments and extend them through updating the terms and conditions

- Develop and embed agile remote working practices, including home working, that most office-based officers have operated under during the Covid-19 restrictions, ensuring that officers have the skills, tools and facilities to work effectively remotely
- Support managers to develop the skills to manage an agile team
- Introduce collaboration and touch down spaces in Forward Drive and at other locations around the borough to allow a more balanced split between office and remote working than has been possible under Covid-19 restrictions
- Relocate mainly customer facing services out of the Civic Centre and into the community

Flexible Working

Embedding flexible working practices will give officers the flexibility, within operational constraints, to manage their time more effectively around their own needs. Allowing them to arrange childcare responsibilities, medical appointments and other commitments during what would previously have been core hours of the working day. This is likely to benefit women, who are overwhelmingly responsible for childcare within society; those with a disability requiring flexibility in their working day to accommodate variations in their physical or mental well-being or to attend regular treatment; and, transgender or other staff receiving treatment and support.

Agile Home and Remote Working

While the staff Pulse surveys have reported that staff have adjusted well to home working, it is likely to be more difficult for Black, Asian and Multi ethnic staff, who more commonly live in large multi-generational households where a private, uninterrupted workspace may be difficult to find and younger staff who are more likely to be living in smaller accommodation. It may also be more difficult for women given their typically greater role in childcare. Consideration needs to be given to ensuring that appropriate tools and facilities are provided to staff with physical disabilities to allow them to perform the job at home.

Remote working also allows staff to make considerable financial and time savings on travel. There may be additional costs of home working but while these have been assumed to be offset by the savings such as not having to commute that assumption has been challenged by some staff and may not hold true for staff who live locally. Any disparity would impact more on low paid staff where it is suggested women, younger and Black Asian and Multi ethnic staff predominate.

Manager and Staff Training

Moving to a more outcomes based style of management should give all staff greater flexibility to manage their work around their personal circumstances. However, since the degree of flexibility will be at the manager's discretion, manager training needs to convey the different cultural and socio-economic conditions in which staff may be living which may affect the ability of staff to work

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in a standardised way to ensure that any restrictions are only made for genuine business need and not due to cultural biases. Manager support and training must therefore address awareness of issues such as the need for staff with disabilities to potentially attend medical appointments and the varied living circumstances of different racial, cultural and socio-economic groups. Failure to move to flexible management styles will have a disproportionate effect on those who would benefit most, particularly those with a disability, women and transgender staff as mentioned above under “Flexible Working”. Learning & Development are to consider how to develop the understanding of the workforce about how (for example) managing by outcomes is appropriate and acceptable.

Collaboration Space

The reintroduction of touch down and collaboration spaces when Covid-19 regulations allow which will give staff the opportunity to socialise with colleagues again will be of particular benefit to those with mental health disabilities who have experienced social isolation during Covid-19 restrictions. Also to more junior staff who may be training or on apprenticeship. The spaces are being designed with accessibility in mind but, given concerns raised by those with disabilities regarding parking, toilets and kitchens in the current site not being sufficiently adapted, care needs to be taken to ensure that the furniture and the configuration of spaces is inclusive particularly for those with physical disabilities.

The proposed collaboration spaces will be flexible spaces where users move around them according to their needs. That will provide opportunities for staff to use a variety of work spaces, sitting, standing, etc, that best meet their physical needs; however, since no spaces will be dedicated to an individual consideration needs to be given to how those with special access or equipment needs will be accommodated. A requirement for some gender-neutral facilities to accommodate non-binary and transgender staff and visitors has been identified and raised to the Forward Drive architects.

The provision of collaboration and touch down spaces across the Borough will enable field staff to do their administration and report writing close to where they are working minimising travel. In line with planning regulations parking at any new sites will be limited; a travel to work strategy, survey and consultation is planned to help car users transition to alternative travel arrangements.

The need for a space for staff with a regular religious practice of prayer, mediation or contemplation during the working day has been recognised in the designs for Forward Drive and Harrow New Civic. These spaces will also provide for other well-being activities.

Community Services

Distributing customer facing services across the borough should make them more accessible to all service users. The locations

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being considered are already used for delivering services to the public so the accessibility requirements should already be met, but this will need to be considered in any new construction or modifications. Service users will be consulted on any moves where it is considered appropriate.

c) Summarise any potential negative impact(s) identified and mitigating actions

Flexible Working Practices

Manager training needs to ensure that the flexible working policies will be applied fairly and in accordance to business needs, with due consideration to the different needs of groups with protected characteristics. A consultation will take place on revising Terms and Conditions to embed more flexible working practices.

Unsuitable Home Workspaces

There will be a limited number of touch down spaces at Forward Drive that can be used by staff who cannot do their desk work at home. Similarly facilities are being considered at other sites across the borough. Staff and manager engagement and consultation including pilots will clarify the demand for these workspaces and ensure adequate provision has been made.

Reasonable Adjustments for Home Working

A process has already been implemented in response to the Covid stay at home restrictions to ensure that staff have the necessary equipment to work from home effectively. An individual risk assessment is required for home working and a manager can fund simple adjustments in response to that. Where those adjustments cannot be funded by the manager they are escalated to the Corporate Director to address, with the assistance and advice of Human Resources.

Reasonable Adjustments for Collaboration Spaces

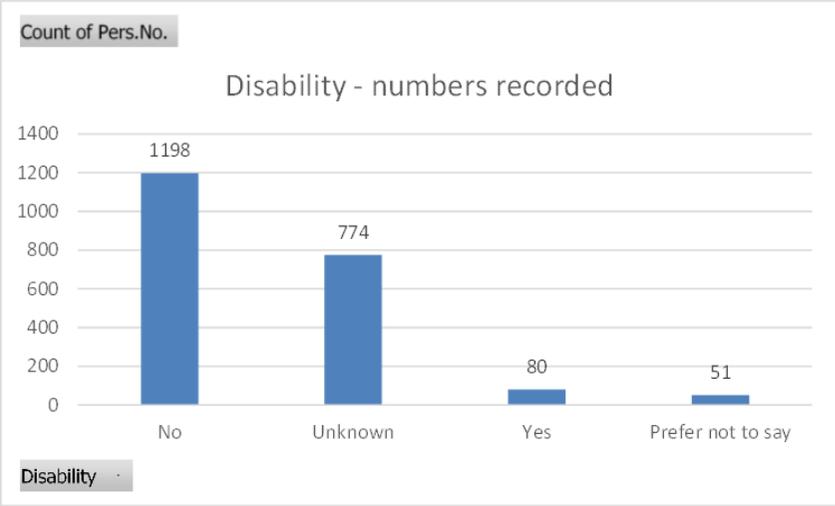
Forward Drive, as the main collaboration workspace, is being designed with access in mind. Touchless building controls for doors, etc, will make moving around the building easier for those with physical disabilities. Consideration is being given to purchasing ergonomic chairs that will better meet the needs of the majority of staff minimising the need for specially adapted chairs, while the range of worksettings and the limited time period that staff are expected to use them should help reduce physical strain on people. Hearing loops are proposed for all of the main group collaboration areas. The use of a dyslexia friendly font for signage is being considered. An accessibility audit is being commissioned and DAWN and the Making a Difference Group are being engaged to ensure the measures being putting in place address the range of need that staff might have as best as possible. The personal risk assessment process will need to be followed for those with more specific accessibility needs that cannot be met through these measures

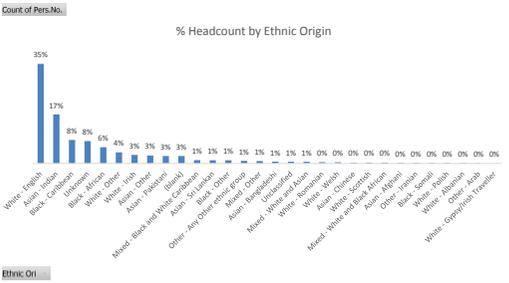
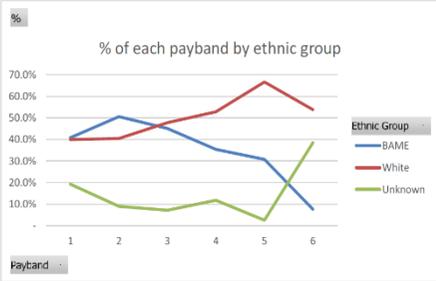
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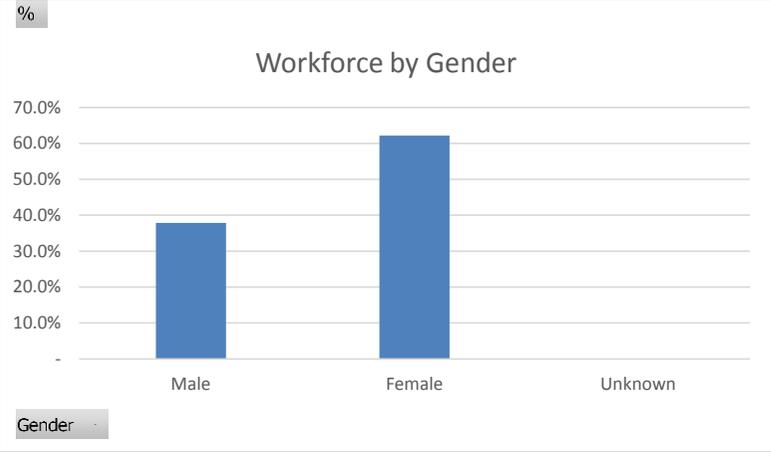
Accessibility of Community Spaces

The sites are already used for public access so should be accessible based on compliance work previously undertaken. Where changes of use are proposed and particularly where modifications are being done to accommodate the new service consideration will be given to accessibility requirements.

2. Assessing impact																					
Protected characteristic		Negative impact																			
		Positive impact	Minor	Major	No impact																
Age	<p>For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.</p> <div style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <p style="text-align: center;">Age of staff (excl schools)</p> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Age of staff (excl schools) - Data from Chart</caption> <thead> <tr> <th>Age Range</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>16 to 24</td><td>2%</td></tr> <tr><td>25 to 34</td><td>14%</td></tr> <tr><td>35 to 44</td><td>22%</td></tr> <tr><td>45 to 54</td><td>26%</td></tr> <tr><td>55 to 64</td><td>30%</td></tr> <tr><td>65+</td><td>7%</td></tr> <tr><td>Unknown</td><td>0%</td></tr> </tbody> </table> </div> <p>Around 40% of staff are aged 55 or over with a further 25% 45-54. Staff under 34 represent about 15% of the workforce.</p> <p>Younger staff may be disadvantaged because of not having the living space to accommodate home working as well as higher paid, more established colleagues. As lower paid staff they may be disproportionately affected by the costs of home working.</p>	Age Range	Percentage	16 to 24	2%	25 to 34	14%	35 to 44	22%	45 to 54	26%	55 to 64	30%	65+	7%	Unknown	0%	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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65+	7%																				
Unknown	0%																				

	Younger staff who are training or on apprentices may also be disadvantaged.				
Disability	 <p>80 staff have declared a disability but the levels of disclosure are low.</p> <p>The agile workspaces will support those who have experienced mental wellbeing issues due to isolation during lockdown to be able to meet with others again. Flexible working will benefit staff with disabilities that need to access medical services during the working day. The accessibility of premises and furniture will be at a higher level in new buildings. However, since staff could be working over multiple shared work settings there is a risk that reasonable accommodations could not be addressed well, particularly with the low level of disclosure currently.</p> <p>There may also be an impact on staff with learning difficulties in accessing some remote platforms and ways of working.</p>	☒	☒	☐	☐
Gender reassignment	No data was available to indicate the levels of gender reassignment within the Council however nationally it is suggested that 1% of people would identify as transgender or non-binary (source:stonewall.org).	☒	☒	☐	☐

	<p>New buildings will offer the opportunity to introduce inclusive design principles and construct some gender neutral facilities. However, some of the existing buildings that will be brought into use as part of the agile estate strategy may lack the capacity to be easily adapted.</p>				
<p>Marriage and Civil Partnership</p>	<p>No data was available on the relationship status of staff.</p> <p>Whilst members of this group will be sharing property with another (a potential disadvantage) and might also be parents (potential advantages and disadvantages) neither living with others nor parenthood are limited to this specific group so the impact is assessed as no impact.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Pregnancy and Maternity</p>	<p>No data was available on the status of staff.</p> <p>Flexible working is likely to be of some benefit to parents returning from maternity leave allowing them to flex work around childcare commitments.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Race</p>	<div style="display: flex; justify-content: space-around;">   </div> <p>15% of staff identify as Black, 25% as Asian and 42% White. Black, Asian and Multi-Ethnic staff predominate in the lower paybands.</p> <p>Proposals for home working are likely to have a disproportionate effect on Black and Asian staff who are more likely to be living in multi-generational homes where living space is limited. Also, as Black, Asian and Multi-Ethnic staff make up a greater proportion of lower paid staff they may be disproportionately affected by the costs of home working.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Religion or belief	<p>No data on this group was available.</p> <p>Flexible working might provide staff who observe religious practices during the working day, or outside of the statutory bank-holidays more flexibility to arrange their work around these events.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	 <p>More than 60% of staff are female as compared to just under 40% as male.</p> <p>Flexible working will provide benefits to women who are parents, given the higher responsibility they carry culturally for childcare. However, as it has been suggested (no specific data available) they make up a greater proportion of lower paid staff they may be disproportionately affected by the costs of home working.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<p>No data was available on this group.</p> <p>Proposals are not expected to have any impacts on this protected characteristic.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

With changes to term and conditions, a cultural change programme and a move to new buildings there is the potential for specific groups to be adversely affected. These would be those identified here:

Those with disabilities whose accessibility needs have to now be met across multiple locations.

Those Black Asian and multi ethnic staff who may be more likely to be living in multi-generational homes unsuitable for home working.

Women who might experience greater childcare expectations and commitments while at home that make home working difficult

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc), could your proposals have an impact on individuals/service users, or other groups?

Yes No

If you clicked the Yes box, Include details in the space below

In addition to groups with a protected characteristic others who are on low incomes and living in restricted spaces will experience the same difficulties with home working proposals

Don't know if it goes here but should we say something somewhere about the fact that the agile working model is only applicable to some of the workforce and not those – often in lower income jobs - delivering front line services?

3. Actions to mitigate/remove negative impact

<p>Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.</p> <p>In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.</p>				
State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact please state below.	Deadline date	Lead Officer
Unfair application of flexible working practices	<p>Terms and conditions consultation to establish policies</p> <p>Manager training and support to address bias and awareness.</p> <p>Update equalities training to consider flexible and agile working</p> <p>Staff and managers to be consulted on home working.</p>	Annual staff surveys and pulse surveys as appropriate.	Ongoing	Trace Connage Director of HR
Unsuitable home workspaces affecting the ability of those of Black Asian and Multi ethnic staff living in multi-generational households and others with limited space due to socio-	Touch down spaces will be available at Forward Drive. Touch down spaces being considered at other sites. Pilots will assess demand.	Pilots will assess the demand and whether it can be met; however, it is not possible to distinguish this cohort within the users	Oct 2021	Rahim St John Head of Change & FF

economic reasons				
Reasonable adjustments for staff who are home working	Addressed through the Homeworking Risk Assessment process	Pulse surveys are assessing impact. To be addressed as part of Disability Confident Workplan.	July 2021	Tracey Connage Director of HR
Inclusive workspace	The Disability and Wellbeing Network (DAWN) and the Making a Difference Group (MADG) to be involved in the selection of furniture for the work settings and will be engaged on the space design and protocols	Confirm concerns have been addressed by build team	Oct 2021	Rahim St John Head of Change & FF
Reasonable adjustments for staff working in the offices	Designs have applied good industry practice on accessibility. DAWN and MADG involved in the final designs and operational protocols. Individual Risk Assessment process for those with specific accessibility needs	To be addressed as part of Disability Confident Workplan.	Oct 2021	Tracey Connage Director of HR
Accessibility for community based services	Proposed sites are already public sites where accessibility compliance has been assured. Accessibility will be considered	Consider if this gets devolved to the relevant services or to Facilities Feed into HNC planning if it	May 2022	Corporate Landlord (tba)

	<p>in any modifications made to accommodate relocated services</p> <p>Service users need to be consulted on these changes.</p>	isn't working at "temp" sites		
This EQIA will be updated as the project is rolled out.				

4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

The proposal considers and addresses the impacts on those within the groups mentioned above. It also provides some benefits to those groups and others to enjoy more flexible working arrangements, better workspaces and more distributed customer facing services.

5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

<input type="checkbox"/> Outcome 1 No change required: the EqlA has not identified any potential disproportionate impact and all opportunities to advance equality of opportunity are being addressed
<input checked="" type="checkbox"/> Outcome 2 Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4
<input type="checkbox"/> Outcome 3 This EqlA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.
Include details here