

# Call-In Sub-Committee **AGENDA**

**DATE:** Tuesday 28 February 2012

**TIME:** 6.00 pm

**VENUE:** Committee Rooms 1 & 2,  
Harrow Civic Centre

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## **MEMBERSHIP** (Quorum 3)

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**Chairman:** Councillor Jerry Miles

**Councillors:**

Sue Anderson  
Sachin Shah

Susan Hall  
Paul Osborn (VC)

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## **Reserve Members:**

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1. Nana Asante
2. Ann Gate
3. Ajay Maru

1. Barry Macleod-Cullinane
2. Tony Ferrari
3. Kam Chana

**Contact:** Alison Atherton, Senior Professional - Democratic Services  
Tel: 020 8424 1266 E-mail: [alison.atherton@harrow.gov.uk](mailto:alison.atherton@harrow.gov.uk)

## **AGENDA - PART I**

### **1. ATTENDANCE BY RESERVE MEMBERS**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting;
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

### **2. DECLARATIONS OF INTEREST**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Sub-Committee;
- (b) all other Members present.

### **3. MINUTES (Pages 1 - 10)**

That the minutes of the meeting held on 5 December 2011 be taken as read and signed as a correct record.

### **4. PROTOCOL FOR THE OPERATION OF THE CALL-IN SUB-COMMITTEE (Pages 11 - 12)**

### **5. CALL-IN OF CABINET DECISION (9 FEBRUARY 2012) - TRANSFORMATION PROGRAMME MOBILE AND FLEXIBLE WORKING (Pages 13 - 80)**

The following documents are attached:-

- a) Notice invoking the Call-in.
- b) Minutes of the Cabinet Meeting held on 9 February 2012.
- c) Report and tabled documentation submitted to the Cabinet Meeting held on 9 February 2012.

## **AGENDA - PART II**

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

In accordance with the Local Government (Access to Information) Act 1985, this meeting is being called with less than 5 clear working days' notice by virtue of the special circumstances and grounds for urgency stated below:-

Under Committee Procedure Rule 46.6 a meeting of the Call-in Sub-Committee must be held within 7 clear working days of the receipt of a request for call-in. This

meeting therefore had to be arranged at very short notice and it was not possible for the agenda to be published 5 clear working days prior to the meeting.

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# CALL-IN SUB-COMMITTEE MINUTES

## 5 DECEMBER 2011

**Chairman:** \* Councillor Jerry Miles

**Councillors:** \* Ann Gate (1) \* Paul Osborn  
\* Susan Hall \* Sachin Shah

**In attendance:  
(Councillors)** Nana Asante  
Marilyn Ashton  
Margaret Davine  
Brian Gate  
Thaya Idaikkadar  
Manji Kara  
Barry Macleod-Cullinane  
John Nickolay  
Bill Stephenson

\* Denotes Member present  
(1) Denotes category of Reserve Member

### 8. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor Sue Anderson

Councillor Ann Gate

## 9. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

Agenda Item 5 – Call-in of the Decision of Cabinet Held on 17 November 2011: Whitchurch Pavilion and Playing Fields

Councillor Nana Asante declared a personal interest in that her church, on occasions, used the Whitchurch Playing Fields. She would remain in the room to listen to the debate on this matter.

Councillors Marilyn Ashton and Barry Macleod-Cullinane declared personal interests in that they were Members of Cabinet in November 2008, when an initial report was submitted to it setting out options available to the Council on the replacement and/or refurbishment of Whitchurch Pavilion and the Playing Fields. Additionally they were also Members of Cabinet when initial proposals had been submitted to Cabinet on the Harrow Leisure Centre and the Skatepark. They would remain in the room to listen to the debate on this matter.

Councillors Margaret Davine and Brian Gate declared personal interests in that they were Members of Cabinet who had taken the decision on 17 November 2011. They would remain in the room to listen to the debate on this matter.

Councillor Ann Gate declared a personal interest in that she was married to a Member of Cabinet who had taken a decision on 17 November 2011. She would remain in the room whilst the matter was considered and voted upon.

Councillors Susan Hall and Paul Osborn declared personal interests in that they were Members of Cabinet in November 2008, when an initial report was submitted to it setting out options available to the Council on the replacement and/or refurbishment of Whitchurch Pavilion and the Playing Fields. Additionally they were also Members of Cabinet when initial proposals had been submitted to Cabinet on Harrow Leisure Centre and the Skatepark. They would remain in the room whilst the matter was considered and voted upon.

## 10. Minutes

**RESOLVED:** That the minutes of the meeting held on 4 May 2011, be taken as read and signed as a correct record.

## 11. Protocol for the Operation of the Call-In Sub-Committee

The Chair drew attention to the document 'Protocol for the Operation of the Call-In Sub-Committee' which was included with the agenda papers and read paragraphs 5 and 8 to the meeting. The Chairman outlined the procedure to be followed at the meeting and explained that in accordance with Committee Procedure Rule 46.5, a notice seeking to invoke the call-in procedure must state at least one of the following grounds in support of the request for a call-in of the decision:-

- (a) inadequate consultation with stakeholders prior to the decision;
- (b) the absence of adequate evidence on which to base a decision;
- (c) the decision is contrary to the policy framework, or contrary to, or not wholly in accordance with the budget framework;
- (d) the action is not proportionate to the desired outcome;
- (e) a potential human rights challenge;
- (f) insufficient consideration of legal and financial advice.

## **RESOLVED ITEMS**

### **12. Call-in of the Decision of Cabinet held on 17 November 2011: Whitchurch Pavilion and Playing Fields**

The Chairman welcomed to the meeting, Mr Stephen Lewis and other residents who were signatories to the Call-in notice. He also welcomed the Portfolio Holder for Property and Major Contracts, who was in attendance to respond to the call-in, the Corporate Director Place Shaping and the Head of Corporate Estate.

In accordance with Committee Rule 4.1.1, the Sub-Committee agreed that Councillor Barry Macleod-Cullinane could speak at the meeting.

Mr Lewis confirmed that their call-in related to the decision made by Cabinet on the Whitchurch Pavilion and Playing Fields taken on 17 November 2011. They also confirmed that the basis of their reasons for call-in related to grounds a and b of the Protocol, namely that there was inadequate consultation with stakeholders prior to the decision and there was an absence of adequate evidence on which to base the decision.

Mr Lewis and Councillor Macleod-Cullinane outlined their reasons relating to each of the grounds raised in the call-in notice. During the course of their presentation, they raised the following issues:

- there had been a lack of consultation stretching back to 2008/09 when the proposals had been initially discussed. Very few residents had received a leaflet relating to a presentation on the future of the Pavilion and Playing Fields and additionally in their view, had received nothing from the Council on this issue;
- it was believed that a new stage of consultation was required. There had been a number of socio-economic factors which had changed since 2009;
- wide ranging consultation was required for this project which should involve all local residents and Ward Councillors. Local residents and Ward Councillors had not been consulted as part of this process;

- senior officers within the Council had confirmed that consultation with Ward Councillors had not taken place. The report to Cabinet had incorrectly stated that this had occurred. Ward Councillors had not been asked for their view, which had been acknowledged by the Corporate Director Place Shaping in writing;
- the Council had not followed its principles of decision making and it had not given due consideration to relevant professional advice;
- there was inadequate evidence to base the decision on as an initial presentation was conducted in 2009. There was no clear evidence to show that there had been consideration to further issues that may have arisen between 2009 and this current stage;
- there had not been a demonstration of robustness in the details within the report presented to Cabinet. Additionally questions had been submitted to the Portfolio Holder at the Cabinet meeting on 17 November 2011, for which answers had only been received after the call-in notice period had expired. In their view, as these answers should have been prepared for the meeting this demonstrated that they had not been robust in their consideration to a change in the evidence base;

In conclusion the representative of the signatories stated that there had been no consultation with relevant local residents, it was unlikely that the development would meet the needs of the local community and their perception was that the decision was being thrust upon them. A copy of email correspondence was handed out to panel members and the Portfolio Holder to evidence the lack of consultation with ward councillors.

The Chairman then invited the Portfolio Holder for Property and Major Contracts to address the Sub-Committee. He made a statement to the meeting which included the following points:

- Cabinet had considered that it was best to secure investment from a suitable organisation, to enter into a partnership arrangement with the Council, to refurbish the Whitchurch Pavilion and ensuring the modernisation of the facilities;
- the Planning Policy Guidance 17 produced as part of the evidence portfolio for the Local Development Framework Core Strategy, clearly identified that within the Local Development Framework, there was a need to improve sports facilities within the borough;
- the Council had performed a marketing exercise in relation to the Pavilion and Playing Fields. This had resulted in twelve expressions of interest received by the deadline. From this the Council had shortlisted two preferred bidders and undertook a public consultation in June and July 2009. This involved, in particular, meetings with residents at Whitchurch First School;



- each of the Preferred Bidders had produced leaflets which had been circulated to residents. Feedback received from this meeting was that there were concerns relating to traffic congestion, parking, use of floodlights and late night nuisance;
- on 9 November 2009, the Council sent a letter to residents saying that this second stage had now been suspended while the Council considered the feedback received and the concerns raised;
- as part of the suspension, the Council made it clear to the Preferred Bidders that this was only a suspension and the project would be re-considered in the future;
- the Council also offered to both Preferred Bidders, the opportunity to seek recovery of costs incurred up to that date, if they wished to withdraw or if the Council subsequently decided not to complete the project;
- the Council re-engaged with the two Preferred Bidders and were keen to support the scheme commenced in 2009, to demonstrate their commitment;
- it was necessary at this stage to first select the Preferred Bidder and partner. Only once this had been decided could there be further detailed engagement and consultation with residents in producing detailed plans for the proposed development. Additionally any development would be subject to Planning permission which would provide a further formal opportunity for consultation and engagement;
- both preferred bidders had demonstrated that they had the potential and capability to deliver the project. However there was greater confidence in the Whitchurch Consortium;
- the Members of Cabinet had acted in the best interests of the Council and residents. There had been three alterations to the recommendations submitted to Cabinet, which demonstrated that there was a clear commitment to consultation with residents and ward Councillors;
- the Preferred Bidder would be responsible for progressing the further consultation with residents and other stakeholders. If the development agreement was successfully negotiated, it was envisaged that there would be two further stages of consultation. It was fully expected that any final sports facility would only go through with the full support of local neighbours;
- officers would not recommend any final development to be approved by Cabinet, if further adequate and necessary consultation had not been carried out;

- it was clear that there had been appropriate consultation carried out in June / July 2009. Both consortiums hand delivered leaflets to all relevant households, which had provided notice of the intention to hold a public presentation to discuss the proposals. These meetings had been held between 6.30 pm and 8.30 pm on 23 June and 1 July 2009;
- on 9 November 2009 a leaflet produced by the Council was hand delivered to local residents advising of the suspension of the project at the time. As this had therefore been an extensive process, it was deemed that no further consultations were required;
- the decision for selecting a Preferred Bidder was a matter reserved for Cabinet. The requirement for meaningful consultation to be undertaken by the Preferred Bidder was clear;
- the Corporate Director Place Shaping had apologised for the incorrect statement in the Cabinet report stating that Ward Councillors had been consulted. It was believed however that this was not detrimental to the decision made by Cabinet. The decision made clearly provided for further consultation with Ward Councillors and the public for a further report back to Cabinet before any decision was made to complete a development agreement with the Preferred Bidder;
- it was important to understand that in relation to this project, there was no statutory requirement to consult with Ward Councillors and members of the public prior to the decision made by Cabinet. The only statutory requirement relating to this project was to place an Open Space Notice which had been completed. The only other further requirement related to the Planning process which would only come into effect once developments had been proposed and progressed;
- Belmont Ward Councillors had been advised of a report being prepared on 10 October 2011. The report had been sent to Councillor Macleod-Cullinane in advance of the meeting on the basis of goodwill;
- the Council had checked with the Preferred Bidders whether their interest in the project still existed prior to the decision made by Cabinet. They had re-confirmed their interest and had the necessary resources to deliver the project;
- there was nothing to indicate that the economic context was different to 2009 or of any improved market solution.

In conclusion the Portfolio Holder commented that he expected the Preferred Bidder to engage in a positive manner with local residents and demonstrate the benefits of the scheme rather than focusing on any adverse impacts. There was no reason to re-tender on the proposals especially as there was no guarantee that a stronger preferred bidder would emerge. If the process was re-commenced it could also send a negative message to potential developers willing to invest in the borough. It was envisaged that the project would deliver a superb sports facility for the benefit of local residents and the

borough. It was therefore his belief that the grounds for call-in had not been met.

The Chairman invited representatives of the signatories to ask questions of the Portfolio Holder for Property and Major Contracts. The questions were responded to by the Portfolio Holder and officers as follows:

- the position could be summarised by having entrusted an organisation, a potential partner of the Council, to undertake meaningful, wide ranging consultation with all stakeholders including local residents. If a satisfactory outcome through consultation was not reached, officers would not be recommending sign of the final development so there could be no planning permission sought;
- there was no reason to reopen the project for re-tender. This would have lead to further delay and potentially have financial implications for the Council;
- from the Council's perspective, proper consultation had taken place. Two meetings had been arranged involving both preferred bidders. These meetings had been well attended from both local residents and Councillors. The consultation had raised a number of issues for consideration;
- the meaning of consultation could be interpreted as engaging with local residents where one is able to present key and material issues, reflect any concerns and ensure a two way process;
- an apology had been given verbally and in writing on the incorrect statement contained in the report relating to consultation with Ward Councillors. The Corporate Director had expected engagement to take place with Ward Councillors prior to the decision made by Cabinet and lessons had been learnt from the experience;
- the decision made by Cabinet did not grant a lease to the Preferred Bidder. It would simply allow them to develop proposals, through consultation, to deliver the best sporting facility possible;
- there was some commercially sensitive information which could not be disclosed publicly, however the Cabinet report was detailed and set out the parties' tenders and the process for selection. Officers had had regard to existing experience in utilising similar sites, the relevant business plans and the ability to finance the project when making a recommendation to select the Whitchurch Consortium as the preferred bidder;
- a key learning point of the Council was that if there was a project of strategic significance, there would be consultation with Ward Councillors to enable them to respond to enquiries from their constituents;

- the previous administration of the Council had conducted the initial consultation exercise and chose the two Preferred Bidders;
- in response to a query on why the consultation feedback had not been recorded fully, it was stated that there had been a number of issues raised which had been reflected in the report;
- as part of the planning process, further consultation would be undertaken and fed back to the Planning Committee and in relation to any licence, the Licensing Panel would consider relevant issues in relation to operating hours.

The Chairman then invited Members of the Sub-Committee to ask questions of the Portfolio Holder for Property and Major Contracts. The questions were responded to by the Portfolio Holder and officers as follows:

- at this stage, Cabinet had made the decision to select its preferred partner and engage them to conduct meaningful consultation and detail planning for a new sports facility;
- the selection of the two Preferred Bidders from the twelve expressions of interest were shortlisted when the previous Portfolio Holder for Property and Major Contracts was in post. The shortlisting was conducted by six officers, from diverse backgrounds, within the Council;
- it was never the intention for Cabinet to make a decision on shortlisting from the one expression of interest. The process had been agreed by the previous Portfolio Holder for Property and Major Contracts;
- Ward Councillors had been advised of the report but not consulted as stated in the report for which an apology had been made for the incorrect statement. There was an acknowledgement that the error contained in the report should have been picked up as part of the clearance process and the Portfolio Holder apologised for this;
- in response to a query on why a revised report had not been circulated after the mistake had been noticed, it was stated that the purpose of the report on the Supplemental Agenda was to contain a set of recommendations which further demonstrated the Council's commitment to ensuring that meaningful consultation took place with residents;
- it was officers' views that generally consultation consisted of one or more parties presenting proposals, receiving feedback on the proposals, considering and then making a decision. For more formal decisions it was expected that consultation feedback would be in writing. For the purposes of this project an officer had been present at the meeting held in 2009 to record the feedback provided. The material facts had been captured and reported as part of this process;

- the information relating to numbers of members of public present at the meetings was recorded but not available at this meeting. Officers had included the information they thought was relevant to the report;
- there was not a standard process followed in relation to consultations generally. This was because each project had different scales and complexities which therefore affected the extent of consultation required;
- the Planning process would ultimately be the final consulting mechanism of the design of any new facility. Prior to that it was envisaged that consultation would be held on aspects such as how the facility would be delivered, how access would be facilitated and the layout of the facility;
- in response to a query on why there was not an exempt report to the one presented to Cabinet containing more financial information on the process, it was stated that the report presented to Cabinet in November 2008 contained all the relevant information. The Portfolio Holder had seen all relevant information as part of the decision making process and Cabinet had been satisfied with the information provided. It was important to note that information, normally subject to the exemption principles, had been placed in the public report with the permission of the preferred bidders, so there was no need for a Part II supplement;
- a standard Equalities Impact Assessment had been conducted on the property and disposal aspects of the report. This was explained in more detail within the report. Equalities implications were covered under the selection criteria under the heading of Community Need;
- the assessment criteria and scoring matrix used in relation to the Preferred Bidders was clear about accessibility, diversity and equalities requirements. The Preferred Bidder would now have to further these considerations as detailed proposals were developed;
- a comparable project in relation to this specific scheme was in relation to the Harrow Leisure Centre and relocation of the skateboard park. A partner was appointed to relocate the skate park and undertook extensive engagement with local residents and service users;
- there had not been any urgency in presenting the report to Cabinet at its meeting on 17 November 2011. The decision was reserved to Cabinet. Whilst there was regret that three recommendations had been presented, the intention behind this was to strengthen the commitment for meaningful and full consultation on the issue.

Members of the Sub-Committee made a number of comments including the following:

- there was an expectation that exempt information should have been presented as a separate report to Cabinet, when it made its decision;
- there was a view that the Equalities Impact Assessment was not clear, and it was vital to ensure that this was correct;
- out of courtesy, Ward Councillors should have been consulted as they were accountable to their constituents who justifiably expected queries to be answered. The error contained in the report relating to Ward Councillors, was unfortunate and something which they would not wish to occur again;
- it would have been helpful if the officer present at the presentation meetings was in attendance to answer questions from the Sub-Committee.

The Sub-Committee then adjourned from 9.13 pm – 10.17 pm to receive legal advice.

Upon reconvening, the Chairman announced that on a majority decision, the Sub-Committee had decided that the challenge to the decision be taken no further and the decision be implemented. The Chairman allowed the dissenting Members of the Sub-Committee to comment which included:

- there was disappointment that consultation with ward councillors and residents had not taken place. Additionally in their view there had been insufficient evidence provided on the selection of the preferred bidder;
- more detail was required on the tendering process and the process of shortlisting against the criteria. Length of time was also a factor.

**RESOLVED (majority):** That the challenge to the decision be taken no further and the decision be implemented.

### 13. Termination of Meeting

In accordance with the provisions of Committee Procedure Rule 14 (Part 4B of the Constitution) an extension of time was agreed.

**RESOLVED:** At 9.58 pm to continue in the normal manner and complete the business remaining on the agenda.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.25 pm).

(Signed) COUNCILLOR JERRY MILES  
Chairman

**PROTOCOL FOR THE OPERATION OF THE CALL-IN SUB-COMMITTEE**

1. Call-in is the process whereby a decision of the Executive, Portfolio Holder or Officer (where the latter is taking a Key Decision) taken but not implemented, may be examined by the Overview and Scrutiny Committee prior to implementation. The Overview and Scrutiny Committee has established the Call-in Sub-Committee to carry out this role. Committee Procedure Rule 46 sets out the rules governing the call-in process.

**The Process for Call-in**

2. Six of the Members of the Council can call in a decision of the Executive which has been taken but not implemented. In relation to Executive decisions on education matters only, the number of Members required to call in a decision which has been made but not implemented shall be six Councillors or, in the alternative, six persons comprising representatives of the voting co-opted members and at least one political group on Overview and Scrutiny Committee. Only decisions relating to Executive functions, whether delegated or not, may be called in.

150 members of the public (defined as anyone registered on the electoral roll of the Borough) can call in a decision of the Executive, which has been taken but not implemented.

3. Decisions of the Executive will not be implemented for 5 clear working days following the publication of the decision and a decision can only be called in within this period (this does not apply to urgent decisions - Committee Procedure Rule 47 refers). The notice of the decision will state the date on which the decisions may be implemented if not called in.

4. Call-in must be by notification to the Monitoring Officer in writing or by fax:

i) signed by all six Members and voting co-optees requesting the call-in. A request for call-in by e-mail will require a separate e-mail from each of the six Members concerned.

ii) signed by all 150 members of the public registered on the electoral roll, and stating their names and addresses.

5. In accordance with Committee Procedure Rule 46.5, a notice seeking to invoke the call-in procedure must state at least one of the following grounds in support of the request for a call-in of the decision:-

- (a) inadequate consultation with stakeholders prior to the decision;
- (b) the absence of adequate evidence on which to base a decision;
- (c) the decision is contrary to the policy framework, or contrary to, or not wholly in accordance with the budget framework;
- (d) the action is not proportionate to the desired outcome;
- (e) a potential human rights challenge;
- (f) insufficient consideration of legal and financial advice.

**Referral to the Call-in Sub-Committee**

6. Once a notice invoking the call-in procedure has been received, the decision may not be implemented until the Chair and nominated member have considered the guidance outlined in Appendix 1 to the Committee Procedure Rules and, if required, the Call-in Sub-Committee has considered the decision. The Monitoring Officer shall in consultation with the Chair arrange a meeting of the Call-in Sub-Committee to be held within seven clear working days of the receipt of the request for call-in.

7. The Call-in Sub-Committee will consider the decision and the reasons for call-in. The Sub-Committee may invite the Executive decision-taker and a representative of those calling in the decision to provide information at the meeting.

8. The Sub-Committee may come to one of the following conclusions:-
- (i) that the challenge to the decision should be taken no further and the decision be implemented;
  - (ii) that the decision is contrary to the policy framework or contrary to or not wholly in accordance with the budget framework, and should not therefore be referred to the Council. In such a case the Call-in sub-committee must set out the nature of its concerns for Council; or
  - (iii) that the matter should be referred back to the decision taker (i.e the Portfolio Holder or Executive, whichever took the decision) for reconsideration. In such a case the Call-in sub-committee must set out the nature of its concerns for the decision taker/Executive.



# CALL IN NOTICE

## TO: Director of Legal & Governance Services

### 1. Notice of Call In of an Executive Decision

In accordance with Committee Rule 46.2.1, Councillors Christine Bednell, Stephen Greek, Barry Macleod-Cullinane, Chris Mote, John Nickolay, Joyce Nickolay and Simon Williams, being councillors of the London Borough of Harrow, hereby give notice that we wish to call-in the executive Decision detailed at Section 2 below.

### 2. Details of Executive Decision

Decision: Transformation Programme Mobile and Flexible Working

Made by: Cabinet (9 February 2012)

Published on: 10 February 2012

### 3. Grounds for Call In

#### (A) Inadequate consultation with stakeholders prior to the decision.

There has been inadequate consultation with councillors before taking the decision, despite repeated requests for consultation to occur. In particular, members of the Overview and Scrutiny Committee have requested a briefing on this decision for several months. A briefing for Scrutiny members was arranged for the 22nd February, on the understanding that the decision would not go to Cabinet until March. Subsequent to the arranging of this briefing the decision was accelerated to February's Cabinet meeting. Therefore, even when consultation has been requested and arranged, it was denied to Councillors.

#### (B) The absence of adequate evidence on which to base the decision.

The decision represents a substantial financial commitment for the Council, a total of 7.3 million revenue and 4.9 million capital over 10 years. It projects savings of 2.8 million (Para 2.5.5 of the Cabinet report) over that period. Yet at no point within the Cabinet report is a breakdown or detailed analysis of this savings projection provided. The so-called 'full financial summary' at Appendix A of the Cabinet report is comprised simply of a table displaying the predicted annual investment and savings figures. The business case and financial justification for this decision are near non-existent, and it therefore cannot be said that there exists adequate evidence on which it can be based.

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**KEY DECISION TRANSFORMATION PROGRAMME MOBILE AND FLEXIBLE WORKING**

The Portfolio Holder for Performance, Customer Services and Corporate Services introduced the report, which outlined the case for the Council to proceed with the implementation of the Mobile and Flexible Working project, which would ensure seamless working across all Directorates in conjunction with the residents of Harrow and the Council's Partners.

The Portfolio Holder assured Cabinet that all outcomes had been reviewed both internally and externally and the Project would provide value for money. The project had been scaled down to ensure its viability, and that it was the one of the final building blocks alongside the IT infrastructure, Customer Contact Assess and Decide (CCAD) project and the proposals for Modernising the Terms and Conditions of staff. He referred to the flexible working initiative launched by O2 with a quarter of its UK force operating remotely and gave a flavour of how this had been received:

Director of Human Resources at O2 – “We live in such a connected world today that it is far easier for employees to remain in touch, no matter where they happen to be. There are huge benefits to be gained in enabling your workforce to be mobile. Not only does it foster trust between organisations and employees, but allows staff to shape their own working environment gives them back their most valuable resource – time. It also allows companies to overcome geographical boundaries and open new doors in terms of recruiting the best talent. So whether it is a mum that needs to be at home for the school run or an employee that working remotely three days and travels to the office for two, with the right tools, implementing flexible working policies have the potential to transform the way we do business. For companies, it is hoped that the pilot will showcase the wider economic business case for flexible working in helping to drive efficiency, productivity and innovation.”

O2 Business Director – “While more than a third of businesses say that allowing staff to work flexible hours makes their workforce more productive, and 43% believe that it helps to retain employees, existing policies are often outdated and ineffective. More than ¾ of organisations are hindering the sharing of best practice by preventing staff from working flexibly across teams, while 16% still have no flexible working policy at all.”

Andrew Marunchak, Specialist/Flexible Recruitment, Work Clever – An excellent initiative and example of the UK private sector realising the true potential of flexible working. Hopefully, encouraging many more organisations to adopt flexible working practices and recognise the efficiency it can bring to business, it might be the ‘shot in the arm’ needed by our economy.”

The Portfolio Holder considered these comments to relate to Council business and that the moving of boundaries would help develop services. He added that Mobile and Flexible Working was the last building block in the Modernisation of the Council and he commended the report to Cabinet.

**RESOLVED:** That

- (1) the implementation of the Mobile and Flexible Working project, as set out in the report, be approved.
- (2) the Corporate Director Place Shaping, in consultation with the Leader and Portfolio Holder for Finance and Business Transformation and the Portfolio Holder for

Performance, Customer Services and Corporate Services, be authorised to take all actions necessary to implement the project.

**Reason for Decision:** To build on the enabling investments which are being implemented as part of the Council's IT contract, Transformation Programme, and business process and cultural change elements of the Transformation Programme. The proposed investment is a key element of the Business Transformation Programme, which will totally transform the ability of the Council to deliver the right services, within budgets, at the time and place our residents demand. To significantly contribute to the modernising of the Council's ICT Infrastructure, business processes, data security, working practices and organisational culture, through adopting modern and proven ways of working, supported by best practice tools and techniques. This investment will, over the course of the next few years, allow the Council to realise its vision of being a community hub for all residents' services, collaborating and sharing with NHS, Police and partners alike, as well as facilitating a rationalisation of property assets.

**REPORT FOR: CABINET**

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**Date of Meeting:** 9 February 2012

**Subject:** Transformation Programme  
Mobile & Flexible Working

**Key Decision:** Yes  
[Cost, Impacts two or more wards]

**Responsible Officer:** Andrew Trehern, Corporate Director  
Place Shaping

**Portfolio Holder:** Councillor Bill Stephenson, Leader of  
Council and Portfolio Holder for  
Finance and Business Transformation

Councillor Graham Henson  
Portfolio Holder for Performance,  
Customer Services and Corporate  
Services

**Exempt:** No

**Decision subject to  
Call-in:** Yes

**Enclosures:** Equality Impact Assessment  
Appendix A - Financials

## Section 1 – Summary and Recommendations

This report outlines the key case for the Council to proceed with the implementation of the Mobile & Flexible working project.

### Recommendations:

Cabinet is requested to approve;

- (i) The implementation of the Mobile & Flexible working project as set out in this report.
- (ii) Authorise the Corporate Director Place Shaping, in consultation with the Leader and Portfolio Holder for Finance & Business Transformation and the Portfolio Holder Performance, Customer Services & Corporate Services, to take all actions necessary to implement the project.

### Reason:

The implementation of the Mobile & Flexible Working project will build on the enabling investments which are being implemented as part of the Council's IT contract, transformation programme and the business process and cultural change elements of the Transformation Programme. The proposed investment is a key element of the Business Transformation Programme, which will totally transform the ability of the Council to deliver the right services, within budgets, at the time and place our residents demand. The project will significantly contribute to the modernising of the Council's ICT Infrastructure, business processes, data security, working practices and organisational culture, through adopting modern and proven ways of working, supported by best practice tools and techniques. This investment will, over the course of the next few years allow the Council to realise its vision of being a community hub for all residents services, collaborating and sharing with NHS, Police and partners alike, as well as facilitating a rationalisation of property assets.

## Section 2 – Report

### 2.1 Introduction

The vision for Mobile & Flexible working is of a Council that works seamlessly across departments and directorates, together with Harrow's diverse local communities, residents and partners (Police, NHS, schools/ colleges, partners etc). The objectives of the Mobile and Flexible working project are to:

- Improve the Customer experience by the delivery of more efficient & cost effective services offering greater, more effective and focused customer contact.
- Improve the working life and performance of staff by:-
  - Increasing the opportunities for flexibility which will allow better life / work balance.

- Replacing paper with electronic documents available to everyone, anywhere there is an internet.
- Providing collaboration tools to better support team and cross council working, together with enhanced resource management
- Help deliver the place-shaping agenda by enabling space saving efficiencies and reducing the carbon footprint for buildings, whilst facilitating organisation co-location and property rationalisation over time.
- Deliver efficiency savings by reducing the need for travel, searching for files, printing and adopting a culture of performance and service management.

## 2.2 Proposed Approach

The recommended model and approach for implementing Mobile & Flexible Working in Harrow, has been reviewed internally and externally by a third party IT consultancy. The independent consultant confirmed, that what is proposed in terms of the model, approach and technology, represents current “best practice” for this type of implementation. Additionally the approach and associated costs were verified as representing Value for Money.

Discussions have taken place with a number of other Council’s who are leaders in this area, clearly indicating that the proposition presented within this report reflects recognised good practise.

The model will be aligned with, and will maximise usage of, the technology solution being introduced by the Capita IT contract and will also ensure effective alignment of the Business Support project and the proposed PRISM project. The solution has four distinct elements these are; People, Paper, Place and Technology.

**People** – These are the elements of the solution that will seek to address the challenges around Cultural change, to ensure the successful adoption of the new flexible working practices. This will include;

- Development and delivery of a bottom up change management approach focussed on supporting managers and staff to successfully adopt the new ways of working.
- Cultural Change from a role, desk and time driven environment, to a service, output and satisfaction based environment
- Engagement and communications, focussing the individuals, teams and services to new ways of working to meet residents needs
- Training, development and support in the use of new systems, tools, approaches and practices
- Support for customer services and channel migration to enable access to services at a time and in a manner that is convenient to them.
- Flexibility and choice for staff and managers but most importantly our customers
- Packaging of the approach into a series of products and training of council staff for continued deployment and improvement of the approach.
- Implementation of new working arrangements

**Paper** – These are the elements of the solution that aim to remove the dependency on paper; allowing wide ranging access to the Council's information from anywhere; enable sharing of information across the business and with partners; ensuring efficient flexible working and to provide ongoing opportunities for efficiency improvements. This will include the following:

- Scanning of appropriate documents to allow teams to work without recourse to paper, archiving as required and also disposing of the unnecessary.
- Review of all files/documents to identify appropriateness for access, retrieval, disposal and sharing
- Developing a Classification Scheme for all documentation to allow simple searching, access retrieval and record.
- Ensuring and enhancing information and data security
- Providing appropriate systems to help manage these documents and to provide access to files and shared areas.
- Procurement and implementation of data cleansing and migration tool.
- Secure destruction of appropriate content
- Procurement, setup and implementation of scanners and ongoing warranties.

**Place** – The elements of the solution that define working space in terms of volume (desk numbers, meeting space, break out areas, etc) and the design of that space

- To work with the Project Lead for the Accommodation Strategy to develop the necessary policies needed to support flexible working
- To assist in the development of the design principles, space standards and detailed facilities design that will support successful flexible working
- To work with the Project Lead for the Accommodation Strategy to plan and schedule the property moves and refurbishments required to enable flexible working to agreed project timescales.
- Enabling the access to electronic documents to everyone whom is authorised, wherever there is an internet.

**Technology** – These are the elements of the solution that will enable flexible working, by building on the recent IT transformation and providing users with enhanced access to all their business tools, together with a set of enhanced communications tools. This will include the design, procurement and implementation of the infrastructure for the following:

**MS Lync**, essentially a telephony system which provides on-line presence information and assists in managing staff when there is no line of sight, through highlighting;

- When staff are on line and working
- Providing instant messaging in a secure environment
- Supports more outcome based engagements through target setting by outcomes visible to staff and managers. In simple terms managers can easily recognise what needs doing, when, where and by who.
- Allows archiving of messages in a secure environment, unlike MSN.



**Becrypt**, is a solution which allows authorised personnel to utilise their own PC's or other non-council owned devices to securely access the Council systems and ensures compliance with government security requirements.

**Microsoft SharePoint**, an electronic document management and collaboration environment, that allows for the storing, sharing and access to documents/files/correspondence.

SharePoint provides a single source of any document or file, thus improving data security, accuracy and reduction of cost of storage of multiple copies. Crucially it requires only a single source copy of each document or file and provides business wide access to electronic data. Put simply, for the first time it will allow relevant sharing and access to all documents across the entire business and with it's partners. Furthermore SharePoint will;

- Allow the Indexing of all documents enabling access across the Council and authorised external partners
- Allow multiply users to work on one version of report to improve productivity
- Supports and encourages compliance with the cultural shift required in the organisation
- Allows the information held by the Council to be open and available in a way never before possible, unless access restricted through recognised protocols

### **Summary**

Over the past 10 to 15 years the improvements in ICT have resulted in an increasing number of public and private organisations adopting mobile and flexible styles of working. The solution proposed is considered to reflect best practise and has been tried and tested by other organisations including, Croydon, Newham, Hackney, Edinburgh, Hammersmith & Fulham, Salford and Swindon councils.

The Mobile and Flexible Working project will enable the flexible working model to become standard across the Council. The project will be delivered within the framework of the Better Deal for Residents Programme, the recently awarded IT contract and will be managed and delivered by a joint Council/Capita team.

### **2.3 The Benefits**

The Council will derive the following benefits

- **Improved services to residents** - Increase choice in how services are delivered for the customer, staff and Council. Enhance the customer experience by enabling our staff to deliver excellent customer service where and when they need to, supported by improved management information, providing a consistent framework for managing by outcomes for both the delivery of services and the management of staff.
- **Enhanced Employee Satisfaction** – There is a wide body of evidence to suggest that the key benefit of introducing flexible working is an increase in staff satisfaction.

- **Increased productivity** - Indications are that significant productivity/efficiencies and organisational wide benefits can be achieved, in line with comparisons from other LA's (Average of 1 hour increased productivity anticipated per day for flexible workers from case studies )
- **Mitigation against growth pressures** – the flexibility provided by the sharing of data (subject to data protection principles) throughout the Council and with it's partners will provide opportunities to work in a more efficient manner across agencies.
- **Reduced cost of implementation of future projects** - Some projects that already form part of the MTFs include costs for implementation of some form of mobile working in order to realise the efficiency savings. The cost of implementation of these projects are likely to be reduced if M & F technology has been introduced through this project, therefore increasing their financial benefit and hence having a positive impact on the MTFs. (eg PRISM project in Community & Environment). Future projects depend upon M & F technology will also be easier and less expensive to implement, thus enabling increased efficiencies to be realised over time.
- **Retention of Experience** - older employers with particular experience may be happy to work beyond retirement age but not on a full-time basis.
- **Reduced Staff Turnover** - People can fit demands of home life within their working lives and are also noticeably more committed to staying with an employer who facilitates this.
- **Travel Claims** – There may be a reduction in costs associated with travel as the flexible working tools provided will reduce the number of journeys required.
- **Business Continuity (BC)** – Through the implementation of Mobile & Flexible Working, staff should be able to access ALL their resources from any location. Employees will be able to log on at any PC either from home, via their laptop or another Harrow Council property with available hot desk facilities. By digitizing all required documents, staff can access their back-office applications but also the files required to carry out their roles.
- **Reduced Sickness and Rates of Casual Absenteeism** – The better working practices being proposed are generally associated with an improvement (reduction) in the number of days lost to sickness and / or casual absenteeism such as taking time off for unplanned child care.
- **Reduced Workforce Stress** - Workers can accommodate either family commitments or other outside activities and therefore feel less stress as they are not so torn between conflicting demands.
- **Improved Timekeeping** – Where people can fit their working time around outside commitments such as the school run or rush hour traffic their ability to arrive "on time" may be enhanced and the authority will benefit from their presence, rather than having to manage absences/lateness.

The table below shows the key cultural changes that the project seeks to deliver

Traditional Ways of Working	New Ways of Working
Based in the Office	Work where and when needed
Performance based on "Time in Office"	Performance based on results achieved
Direct supervision	Mentoring and coaching
Team located in a single location	Virtual teams made up of mobile individuals
Space assigned to individuals and teams "in case required"	Space shared and used when required
Paper based distribution of mail and filing	Electronic based distribution of mail and filing
Meeting culture	Collaboration tools enabling teleconferencing, document sharing
Fixed phone tied to desk	Follow me telephony

The project proposed in this report enables the Council to provide value for money and high quality services, through the adoption of a new operating model based on mobility and flexibility, which will be fit for the increasingly complex demands of the 21st century. The proposal will enable the most efficient property portfolio strategy in order to realise savings.

## 2.4 Implications of the Recommendation

In agreeing to the proposed project the Council will be able to make significant progress towards meeting service and corporate priorities. It will enable both financial savings and improved customer service. Whilst there will be a need to manage significant cultural change within the Council and for its customers, it will be building upon the new technology being delivered through the IT contract and recent projects such as HARP and Public Realm.

The technical solutions proposed will assist with the effective implementation of the Business Support project, as both depend upon new technology that builds upon that delivered by the recent IT contract.

## 2.5 Considerations

### 2.5.1 Resources

The management of the project will be based on a fixed price with rigorous change control processes. They include the cost of Capita (and their sub-contractors) and all Council resources. The Council will be providing dedicated

'Champions' from the service in addition to supporting quality assurance and testing processes. Capita will be the prime systems integrator and will be providing programme and project management.

### **2.5.2 Staffing/workforce**

The project will provide new flexible ways in which services can be delivered, which will provide the opportunity for improved life/work balance for staff. Early engagement with the Unions took place during both the strategic and outline business case stages of the project. Although the Unions are generally supportive of the proposal in principle, they have raised some concerns around fairness of implementation; training; fair and equal treatment of remote workers; communication and engagement to be throughout the organisation. Considerable efforts have been made to ensure that these concerns are addressed by the proposed solution. The Unions are also concerned that any efficiency savings identified through improved productivity are not at the detriment of their members.

Early engagement with staff has shown broad support for the principle of the project, with the main concern being not wishing to work more than one or two days a week away from their colleagues, which is in line with the projects proposal.

There will be significant organisation, cultural and individual job design changes, which will be developed in full meaningful consultation with Trade unions and staff. Changes will be introduced using Harrow's HR guidelines for managing organisational change.

In addition, a full training needs analysis will drive an approach to training and development that will reflect the style and content that staff will find most effective. Risk assessments will be undertaken as necessary covering Health, safety and Welfare, together with business and commercial issues.

### **2.5.3 Legal comments**

The project has been progressed under the auspices of the Business Transformation Partnership. Strategic, Outline and Full Business cases have been considered by the Corporate Strategy Board, in line with requirements of the Incremental Partnership Agreement with Capita. It is important that data security is ensured by the proposed solution, so that data protection breaches are avoided.

When making this decision, Cabinet should have due regard to the public sector equality duty. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited for the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The relevant protected characteristics are:*

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

#### **2.5.4 Community safety**

The project will enable staff to deal with Community safety issues in a more timely and effectively way, due to the availability of information remotely at the point of need.

#### **2.5.5 Financial Implications**

The financial implications are:

Total implementation and running costs: £7.3 million

Ongoing costs of circa £ 205 k per annum

Net benefit over 10 years: £ 2.8 million

Options have been considered in order to reduce the revenue cost of implementation and it is recommended that a phased implementation is adopted as indicated below:

- Phased implementation over 4 years with circa 300 staff in scope pa.
- First year to be of circa 300 staff/members which will be delivered by a Capita team with Council champions following normal BTP project process.
- The first year delivery will provide all the elements of the solution ie people, paper, place and technology and build internal capacity to delivery future phases with Capita support being provided solely around Technology.

After completion of the first phase the council will be provided with all the tools, required in order to roll out future phases at the pace it decides.

### Summary of Finance

<b>Financial Impact</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Capital</b>	2,344	532	555
<b>Revenue</b>			
<b>Implementation</b>	104	104	104
<b>Ongoing Costs</b>	78	174	198
<b>Capital financing</b>	23	306	346
<b>Revenue Total</b>	<b>205</b>	<b>584</b>	<b>648</b>
<b>Revenue benefit</b>		<b>-303</b>	<b>-750</b>
<b>Net revenue Impact</b>	<b>205</b>	<b>281</b>	<b>-102</b>

The capital requirements for 2012-13 to 2014-15 have been included in the provision for New Business Transformation projects within the proposed capital programme being considered elsewhere on the agenda.

The revenue costs and savings for 2012-13 to 2014-15 have been included in the revenue budget MTFs being considered elsewhere on the agenda.

The Council has full visibility of the Financial Model based on the open book principles of the original Partnership contract with Capita, including full visibility of third party supplier costs and the Capita margin and overhead.

Benefits will be tracked using the Better Deal for Residents established benefits management process, monitored by the Project Team and Service, and further reviewed by the Better Deal for Residents Programme Board (CSB).

Full financial summary over 10 year period is included in Appendix A.

## **2.5.6 Performance Issues**

This project will impact across all data sets and performance indicators as it is rolled out across service areas within the Council. It will allow additional datasets to be available to monitor the service provided to residents.

A revised rollout approach has been developed following lessons learnt from other organisations during their implementation and the need to drive early cashable and non cashable efficiencies that are not property related. The standard approach will enable a more efficient and consistent rollout approach across the organization, phased over 4 years. In order to achieve this outcome the programme will:

- Develop the role of Directorate managers in leading the adoption of M & F working with staff and driving the change to embrace new ways of working from within Directorates.
- Ensure clear Directorate ownership for the realisation of the non-accommodation benefits.
- Work closely with and align M & F roll out with Civic 1 accommodation project and other transformation programmes wherever possible.

The approach is based on providing a M & F project team to support Directorates as the project is rolled out, in order to assist them in achieving their space reduction required as part of the Civic 1 accommodation project and achievement of MTFS targets for 2012/13 and beyond. Due to the timing of the projects services in the early phases of the accommodation project may not initially benefit from M & F ways of working.

Initial work has been carried out to identify service areas for first phase. This work will be further developed in discussion with the Directorates and relevant Directorate Charters agreed in order to realise required benefits. The Directorate Charters will identify the areas where cashable and non cashable benefits such as those in section 2.3 above, will be derived, thus ensuring efficiency benefits are achieved. The specific performance measures for individual service areas will be agreed and signed off prior to implementation, thus ensuring accountability for benefit delivery is clear and integral to the projects governance.

On completion of the first year implementation, there will be an assessment of the benefits delivered, together with potential scope to increase benefit realisation in the future. A report summarising the outcomes achieved during first phase and recommendations for next phase will be presented to CSB. The lessons learnt and information obtained from the first phase will inform future Directorate Charters in order to deliver improved benefits realisation.

## **2. 5. 7 Benefit realisation**

Through the development and agreement of the Directorate Charters, the ownership of benefit delivery will be clearly defined. This could be a combination of various cashable or non cashable efficiencies and will be dependent on the objectives that each service area needs to achieve. The Project Management Office will monitor/ review and report on the achievement of each Charter to the

Transformation Board, in order to ensure that as a minimum the cashable efficiencies identified in the MTFS are delivered.

As the project is rolled out, Directorate Leads (Div/HoS Level) own and drive business changes and the realisation of benefits.

### 2.5.8 Environmental Impact

The impact will be very positive, based on:

- Reduction in staff carbon footprint due to reduced travelling to and from work and less journeys between office and customer for case workers.
- Facilitates rationalisation of Council's property estate and contributes to reduction in Council's carbon footprint
- Provides opportunities to consider different methods for providing services in order to minimise environmental impact
- Improved life/work balance opportunities for staff
- Improved effectiveness of staff dealing with environmental issues within the borough

### 2.5.9 Risk Management Implications

The risks will be included in the Directorate risk register. The project team will maintain a separate risk register to manage day to day issues.

ID	Title	Description	Mitigating Action
1	Capacity for Change	The level of change being proposed through the ITO, M&F, Business Support and various other projects may present problems for teams and individuals who may not have sufficient capacity to support or absorb the change.	Joined up change and training approach between ITO, M&F and other programmes.
2	Contracts	Historical contracts and terms and conditions may be difficult to change which may hinder adoption and limit benefits of flexible working.	Ensure continued engagement with staff and unions and formal consultation.
3	Benefit realisation	Services will need to embrace and embed new ways of working, in order to realise both cashable and non cashable benefits.	Directorate Charters (2.6.6 & 2.5.7 above) will ensure that the ownership of benefit delivery will be clearly defined.



ID	Title	Description	Mitigating Action
4	Policy	The Council may experience delays to developing the policies that are required to ensure successful adoption of Flexible Working.	Ensure continued engagement with staff and unions.
5	Managers	Ability of managers to adopt new ways of working and managing staff who may be working remotely.	The change approach seeks to support managers by providing a means for them and their teams to agree a clear set of business objectives for the team and individuals and defining the localised ways of working required to achieve these objectives.

### 2.5.10 Equalities implications

A full overarching Equalities Impact Assessment has been developed in consultation with unions and stakeholders and was presented to the Corporate Equalities Group on the 3<sup>rd</sup> Feb 2011. Individual service areas will undertake further Equalities Impact Assessments prior to the implementation of Mobile and Flexible working practises in their areas, in order to assess specific impacts and provide mitigation where required. The initial issues have been identified as:

- the need to ensure the increased use of technology does not adversely impact any particular group
- the need to ensure that training meets the requirements of all parts of the service
- the need for baseline equalities data to monitor later impact
- the need to ensure equal access to opportunity for increased flexible working

### 2.5.11 Corporate Priorities

The project will impact across the whole of the Council and will support the Corporate Priorities of Keeping neighbourhoods clean, green and safe: united and involved communities: a Council that listens and leads: Supporting and protecting people who are most in need: Supporting our Town Centre, our local shopping centres and businesses.

### **Section 3 - Statutory Officer Clearance**

Name: Steve Tingle

on behalf of the  
Chief Financial Officer

Date: 1 February 2012

Name: Jessica Farmer

on behalf of the  
Monitoring Officer

Date: 1 February 2012

### **Section 4 – Performance Officer Clearance**

Name: Alex Dewsnap

Divisional Director  
Partnership,  
Development and  
Performance

Date: 30 January 2012

### **Section 5 – Environmental Impact Officer Clearance**

Name: Andrew Baker

on behalf of the  
Divisional Director  
(Environmental Services)

Date: 27 January 2012

### **Section 6 - Contact Details and Background Papers**

**Contact:** Andy Parsons – Head of Business Management  
0208 736 6106

#### **Background Papers:**

Equalities Impact Assessment

**Call-In Waived by the  
Chairman of Overview  
and Scrutiny Committee**

**NOT APPLICABLE**

*[Call-in applies]*

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# Equality Impact Assessment (EqIA) Form

## Better Deal for Residents – Mobile & Flexible Working Project

In order to carry out this impact assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIA's. Please refer to these to assist you in completing this form and assessment.

### SCREENING

#### Better Deal for Residents – Mobile & Flexible Working Project

A project to introduce Mobile and Flexible Working practices to the Council as part of the Council's Better Deal for Residents Programme. This includes the implementation of; hot desk working, home working (both ad hoc and permanent), and where appropriate, greater more flexible working within the community which the Council serves.

**This is an over-arching document enabling individual service areas to implement Mobile and Flexible Working Practices. Each service area will be required to undertake Equalities Impact Assessments and present to Corporate Equalities Group as and when appropriate.**

Cross Council project led by the Place Shaping Directorate

Andy Parsons – Council Lead Officer Mobile & Flexible Working – Ext 6106  
Tim Sell – Project Manager – Ext 6778

December 2010 (reviewed November 2011)

33 What is the project?

Which Directorate and Service is responsible for the project?

Name & contact details of person(s) carrying out the EqIA:

Date of assessment:

**Stage 1: About the Project**

<p>1. Is this a new or an existing project?</p>	<p>This is a new project but is based on the principals established in the Council's existing Remote Working Toolkit developed through the HARP1 and HARP 2 projects.</p>
<p>2. What are the aims, objectives or purpose of the project?</p>	<p>The aims of the Mobile and Flexible working project are:</p> <ul style="list-style-type: none"> <li>• Improve the Customer experience by the delivery of more efficient &amp; cost effective services offering greater, more effective and focused customer contact.</li> <li>• Improve the working life of staff by increasing the opportunities for flexibility which will allow better life / work balance.</li> <li>• Help deliver the place-shaping agenda by enabling space saving efficiencies and reducing the carbon footprint for buildings</li> </ul> <p>This will be achieved through the implementation of an operating model based on flexible working practices. There are a number of different proposed work styles, ranging from hot desk workers, part time (ad hoc) and full time home workers to those enabled to work totally flexibly whether at customer or partner sites. Not all roles will be suited to flexible working practices neither will all employees be provided with a laptop. However, each type of worker suited to working flexibly will have the equipment required to adopt the new ways of working this will include the provision of laptops or other devices.</p>
<p>3. What factors / forces could prevent you from achieving these aims and objectives?</p>	<ul style="list-style-type: none"> <li>• Culture change is required to support a new working model for the majority of staff. This model involves using mobile IT technology that will give staff more freedom in their working methods, but will also demand acceptance that they will no longer have a dedicated desk or workspace at Council offices. The project therefore depends upon enthusiastic uptake of the system by staff;</li> </ul>

	<ul style="list-style-type: none"> <li>• The choice of appropriate technology will determine how flexible and reliable the systems are, and the degree to which it will support greater efficiency and flexible working for staff;</li> <li>• The type and quantity of suitable devices provided by the project and/or an individual's access to personal home IT equipment (depending on the eventual security policy) may limit opportunities for adoption of flexible working;</li> <li>• The project will be financed by savings from consolidating staff into fewer buildings, and assumptions that they will also work on occasion from home, or on customers' sites. The degree to which this can be achieved will determine the pace and success of the solution;</li> <li>• The project will demand rigorous project and change management given its scale and impact on every member of staff;</li> <li>• Staff may not want to alter their working practices due to the VAT rise, the ever increasing cost of living, high inflation etc. They may take the view that working in the workplace is a cost effective option over the long term and want to remain workplace based.</li> </ul>
<p><b>4.</b> How does the project contribute to the council's corporate aims and objectives?</p>	<p>The project is part of the Council's Transformation programme - Better Deal for Residents. It will:</p> <ul style="list-style-type: none"> <li>• Increase customer satisfaction as staff will be able to work closer to customers with full access to required Council information and data.</li> <li>• Widen opportunities for current and future staff to work in a flexible way, potentially increasing access to employment for a number of groups.</li> <li>• Provide significant financial benefits and increase efficiency.</li> </ul>
<p><b>5.</b> Who is intended to benefit from this project and in what way?</p>	<ul style="list-style-type: none"> <li>• The Council's customers will experience the benefits of a more mobile and flexible Council, with Council staff enabled to work in the community with access to the right customer information service delivery can</li> </ul>

	<p>be made more efficient and the value of the time spent with customers can be maximised</p> <ul style="list-style-type: none"> <li>• Council staff will be able to work more flexibility which will improve work / life balance</li> <li>• The Council will reduce its accommodation costs</li> </ul>
<p><b>6. Is responsibility for the project shared with another department, authority or organisation? If so:</b></p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who is responsible for the project?</li> </ul>	<ul style="list-style-type: none"> <li>• The project is Council wide but sponsored by the Place Shaping Directorate as the savings are driven by reductions in accommodation costs;</li> <li>• The project will be delivered by a joint Capita/Council team;</li> <li>• Policies driving the project are owned by the Corporate Management Team.</li> </ul>



**Stage 2: Collecting Evidence**

7. What data or benchmarking information is available to facilitate the screening of this project?
- Results from the Place Survey
  - Customer Satisfaction Surveys
  - Local or national research
  - Complaints or compliments received
  - CAA, liP or other assessments

**Scope of the Project (Who is affected?)** The project seeks to implement Flexible Working practices to all non-schools employees of the Council. This represents approximately 2824 members of staff across the 7 directorates; of this total approximately 1000 have been identified as out of scope as they do not perform roles that would suit any of the proposed work styles; these include, but are not limited to, roles such as; waste round drivers and loaders, CCTV operators and staff working in care homes. This means there are approximately 1800 members of staff identified as within the scope of the project; primarily office based “white collar” staff.

The project aims to assist the Council in rationalising its property portfolio by reducing the number of properties and increasing the utilisation of the remaining space. To achieve the proposed property savings the project seeks to realise a ratio of 7 desks to every 10 members of staff. This will be achieved by enabling the following number of workers within each of the work styles:

Work Style	Description	%	No
Home	90%-95% based at home with occasional visits to office for management and training	5.30%	95
Flexible	60% working in the office with 40% working flexibly at customer or partner sites or other location including home	42.90%	772
Ad Hoc Home	80% working in the office with 20% at home on an ad hoc basis	27.30%	491
Office	100% based in office	24.50%	441

The data below shows the % of BAME and Disabled workers by directorate. Given the large number of staff in scope (approximately 1800) and the proportion this represents of the overall numbers (2800 or 64%) it is assumed that the corporate percentages will be generally reflective of the BAME and Disabled workers in scope. During initiation the project team will establish more accurate baseline data as part of the project.

	Data Description	CF	CEX	CS	A&H	CES	L&G	PS	In Scope
1	Permanent FTE no.	254.3	155.6	561.1	472.7	682.3	51.6	67.4	2,245.0
2	Permanent Headcount	268	164	705	574	750	54	70	2,585
3	Temporary FTE no.	11.4	18.4	54.0	30.1	26.4	5.2	10.0	155.7
4	Temporary Headcount	12	21	69	43	44	6	10	205
5	'As & When' Headcount ***	10	54	176	234	168	25	0	667
6	% of BAME employees (BVPI 17a)	44.06	43.90	43.38	50.50	27.46	40.74	20.90	39.98
7	No. of BAME employees (see BVPI 17a)	115	72	308	301	201	22	14	1033
8	% of disabled employees (BVPI 16a)	5.13	2.21	1.85	5.75	3.20	5.00	0.00	3.48
9	No. of disabled employees (see BVPI 16a)	14	4	14	35	25	3	0	95

NOTE: The numbers above will be reviewed in light of the proposed Senior Management Restructure and new scope will be agreed with new Directorates.

## **Engagement**

During both Outline and Full Business Case stages the project team has undertaken consultation with staff, managers and the unions. This has included:

**Place Shaping and Housing Team Meetings** – The Council's lead officer, supported by Capita project staff, has attended a number of team meetings to discuss the project and gain an understanding of the concerns and issues staff in these areas feel may arise from the implementation of the flexible working policy.

**Managers Forum** – The Council' lead officer has presented to the Harrow managers forum to ensure that managers understand the nature and purpose of the proposed change and how this will impact them and their teams.

**Corporate Leadership Group** - The Council's lead officer has presented to the CLG to ensure that the nature and purpose of the proposed change and its likely impact is clearly understood.

**Departmental and Service Management Team Meetings (SMT/DMT)** – The Council's lead officer, supported by Capita project staff, have twice attended all the departmental SMT and / or DMT meetings to discuss the project and gain an understanding of the concerns and issues managers feel may arise from the implementation of the flexible working policy.

**Managers and Staff Briefings** – Staff and managers have been kept up to date on plans and proposals by regular updates in both the staff and manager’s briefings.

**Trade Unions** - Ongoing engagement has been conducted with the unions through both the BdFR Union forum and the M&F and Business Support Union meeting. Concerns have been raised which the project has sought to address while developing the solution. The Union’s primary concern centres on the fairness of the implementation and the existing Mobile and Flexible Working Policy. It has been agreed with the Unions that the policy will be revisited, once the scope of the project is confirmed.

In addition the following were raised as important concerns for further consideration:

- Training – That staff are fully trained in the new ways of working
- Equalities – That all remote workers are treated fairly and have equal and fair access to training and communication.
- Communication and Engagement – That staff throughout the organisation would be included in communications/engagement activities not just at management level.

### **Data Gathering**

The project team has undertaken a detailed data gathering exercise which has included more than 100 sessions with staff, team leaders and managers from all directorates and services. This included a series of workshops, one-to-one meetings and self assessments. During this exercise statistical

data was gathered relating to:

- Current location of staff
- Current working patterns and use of office space
- Current ICT and equipment requirements

A key part of this process and the data gathering pack which supported it was to ascertain what were perceived as the main concerns and issues for staff and managers. The outputs from this have been used to help define the proposed solution and to compile a set of frequently asked questions. These are published on the intranet in the Better Deal for Residents Mobile and Flexible pages.

### **Benchmarking**

### **Site visits**

The project team has been on a number of site visits to other organisation in the public sector where similar projects have been implemented. These include:

- Hackney Council
- Salford Council
- Newham Council

The aim of the visits was to understand how the projects have impacted customers and staff and what

the key lessons learned from each implementation have been; these lessons learned have been taken into account when developing the proposal.

### **External suppliers**

The project has engaged with a number of suppliers to ensure the proposal provides a best of breed solution in terms of people and technology change. These include:

**Cultural Change Consultancy** – It is proposed that through Capita Learning and Development and their partners a “bottom up” approach to achieving culture change is implemented. This will focus on:

Coaching the teams to maximise the benefits of mobile and flexible working,

Help the teams identify and deal with the barriers associated with mobile and flexible working and deliver working patterns that will meet the needs of each team member while helping to realise the space saving targets. This may include the permanent allocation of a desk for an individual with a specific need or considering reasonable adaptations for them to be able to work at home.

Ensure the teams and managers can monitor and maintain performance levels as their working patterns change

At the heart of the proposed approach is the Participatory Design Session. In these sessions each team will design their new way of working. These sessions are core to the staff engagement approach and will provide a forum for issues and concerns to be raised. These are intended to give teams a

	<p>degree of control over how they will adapt their working patterns to fit the new model.</p> <p><b>Staff Consultation:</b> The staff consultation undertaken during both HARP projects is still relevant for this project as the elements that applied to working practices (flexibility) and technology remain applicable for the Mobile and Flexible working project. <b>We have also met staff suggested by HAD regarding potential issues with the technology.</b></p> <p><b>Existing Users (HARP) &amp; Pilots:</b> Both HARP projects have delivered an element of flexible working, as have pilots undertaken within Legal and Governance and Revenues and Benefits Feedback and experiences from these has been considered when developing this policy.</p>
<p>8. Have you undertaken any consultation on this policy? Yes</p> <p>43</p> <p>yes, who was consulted? (this may include staff, members, unions, community / voluntary groups, stakeholders, residents and service users) Trade Unions/staff</p> <p>HAD have been consulted and their response is appended. Their main concerns are around;</p> <ul style="list-style-type: none"> <li>• Process</li> <li>• Access to opportunities</li> <li>• Change management</li> </ul>	

<ul style="list-style-type: none"> <li>• DSE/Risk Assessments</li> <li>• Isolation/social interaction</li> <li>• Working environment</li> </ul>			
Equality Strand	Name of Group	What consultation methods were used?	What do the results show about the impact on different equality groups?
Age	Staff	<p>During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.</p> <p><b>In addition staff suggested by HAD have been consulted. This will be followed up during development and implementation of the solution.</b></p>	<p>There is a possibility that the proposed scheme may impact some members of staff as follows:</p> <ul style="list-style-type: none"> <li>• Some people living in shared houses, with parents and / or in small properties may not have a suitable place to work at home from.</li> <li>• Adoption of new technology and ways of working may be difficult for some members of staff.</li> </ul>
	Trade Unions	Regular union meetings (BS & M&F)	<p>During ongoing union liaison some concerns were raised around ensuring all staff have equal access to the opportunities offered by the project, the training and communications and engagement.</p> <p><b>Some people of all ages may find it difficult to not only work at home but in also financially subsidising</b></p>



			<p>themselves to do so in light of the poor home working allowance from the employer. This will have a negative socio-economic impact.</p> <p>Some concerns have been raised about the impact the implementation may have on staff with physical disabilities and / or visual impairments.</p> <p>During ongoing union liaison some concerns were raised around ensuring all staff have equal access to the opportunities offered by the project, the training and communications and engagement.</p> <p>The home or field may ultimately become a workplace for those disabled staff members which raises a concern whether or not the employer judges each adjustment to be reasonable if required. The outcome may be discriminatory and overall the move to Mobile &amp; Flexible Working may be discriminatory.</p> <p>No concerns have been raised around this equality strand during the consultation conducted so far.</p>
Disability	Staff	<p>During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.</p> <p>Regular union meetings (BS &amp; M&amp;F)</p>	
	Trade Unions		
Gender	Staff	<p>During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.</p>	

	Trade Unions	Regular union meetings (BS & M&F)	<p>During ongoing union liaison some concerns were raised around ensuring all staff have equal access to the opportunities offered by the project, the training and communications and engagement.</p> <p>As women make a vast proportion of the workforce (as stated above but is not included in the EQIA) they may be adversely impacted by the socio-economic impact of working at home via the inadequate Home Working Allowance. The Project may also have an adverse effect socially on women i.e. impacting home life and through looking after children.</p>
Race	Staff	During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.	No concerns have been raised around this equality strand during the consultation conducted so far.
	Trade Unions	Regular union meetings (BS & M&F)	During ongoing union liaison some concerns were raised around ensuring all staff have equal access to the opportunities offered by the project, the training and communications and engagement.

		<p>The Council's Annual Equality in Employment Monitoring Report 2009-10 states that 43% of all BAME employees full within payband 1 (equivalent and will include H1-H3 pay grades) compared to 31% of white employees. As a disproportionate amount of BAME staff are grouped within the lowest payband, the potential for an adverse impact in terms of these staff members being financially disadvantaged as a result of Mobile and Flexible Working is high and cannot be ignored.</p> <p>For those low waged staff across all equality themes, the financial or socio-economic impact will be difficult to manage and UNISON have continually raised a concern in previous consultations in regard to the low Home Working Allowance which is set at the HMRC level. In essence, the financial burden of providing a workplace will be transferred to the 1800 or so staff impacted by the decision whilst Council buildings and its assets are being sold off.</p>
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			UNISON are concerned that the HMRC allowance will not be sufficient to cover the costs for those low waged staff and therefore request that the allowance be adjusted by the Authority to mitigate against the worst of this impact.
Religion or Belief	Staff	During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.	No concerns have been raised around this equality strand during the consultation conducted so far.
	Trade Unions	Regular union meetings (BS & M&F)	During ongoing union liaison some concerns were raised around ensuring all staff have equal access to the opportunities offered by the project, the training and communications and engagement.
Sexual Orientation	Staff	During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.	No concerns have been raised around this equality strand during the consultation conducted so far.
	Trade Unions	Regular union meetings (BS & M&F)	During ongoing union liaison some concerns were raised around ensuring all staff have equal access to the opportunities offered by the project, the training and communications and engagement.

Other (please state)	Staff  Trade Unions	During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.  Regular union meetings (BS & M&F)	There is a possibility that the proposed scheme may impact some members of staff based on their socio economic status as follows: <ul style="list-style-type: none"> <li>Some people living in shared houses, with parents and / or in small properties may not have a suitable place to work at home from.</li> <li>Adoption of new technology and ways of working may be difficult for some members of staff to assimilate.</li> </ul> Risk of isolation for already marginalised groups.
9. If you have not undertaken any consultation, explain why?	Not applicable		
<b>4. Proposed Consultation (for NEW policies)</b>			
<b>NOTE:</b> If you have not undertaken any consultation as yet, list your proposals for consultation with target dates in the section below. Any proposed consultation needs to be <b>completed before</b> progressing with the rest of the EqIA.			
<b>For guidance on consultation, see consultation guidelines on the HUB <a href="http://harrowhub/site/scripts/documents.php?categoryID=127">http://harrowhub/site/scripts/documents.php?categoryID=127</a></b>			
Who do you plan to consult?	What method of consultation do you propose to use and what is your target date for consultation?	What did the results show about the impact on different equality groups?	
None identified	N/A	N/A	

### Stage 3: Assessing Impact

10. Considering the information / data from your research or/and consultation, is there any reason to believe that any adverse impact occurs or has the potential to occur on any equality group?

Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
	X		X			X		X				X		

If yes, explain what the impact is and which group(s) this affects?

Not currently. Individual service areas will be required to undertake their own separate Equalities Impact Assessments as they implement Mobile and Flexible Working practices into their service area.

If none, go to question 11.

10A. What measures are you going to take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring

Equality Group Actions identified to eliminate/reduce adverse impact (Copy these measures into the Improvement Action Plan)

Age • Training, support

Disability • Technology (eg voice activated), training, support, risk assessments, DDA compliant, accessibility

Gender • None

Race • None

Religion or Belief • None

Sexual Orientation • None

Socio Economic • None

11. Is there any evidence or concern that direct discrimination may occur with reference to anti discrimination legislation?

Direct discrimination - occurs when a person is treated less favourably than others on the grounds of their age, disability, gender, race, religion or belief, or sexual orientation. Refer to main guidelines and toolkit for examples of direct discrimination.

Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		X		X		X		X		X		X		X
If yes, explain which equality group(s) this affects? (You are encouraged to seek Legal Advice)														
None														
<p><b>12.</b> Is there any evidence or concern that <b>indirect discrimination</b> may occur? If yes describe this below and whether you can credibly justify continuing with the policy in terms of the benefits of its wider aims?</p> <p><i><b>Indirect discrimination</b> - occurs when a rule, condition or requirement, which applies equally to everyone, has a disproportionately adverse effect on people from a particular equalities group when there is no objective justification for the rule. Refer to main guidelines and toolkit for examples of indirect discrimination.</i></p>														
Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		X		X		X		X		X		X		X
If yes, explain which equality group(s) this affects? (You are encouraged to seek Legal Advice)														
Not currently														
<p><b>13.</b> Is the policy likely to affect relations between certain groups, for example because it is seen as favouring a particular group or denying opportunities to another?</p>														
Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		X		X		X		X		X		X		X
If yes, explain which equality group(s) this affects?														

14. If you have any further evidence or concern the potential impact the policy may have on a particular group(s), explain these below. This could be positive or negative. (if neither positive or negative, insert none)	
Equality Group	Negative
Age	Some members of staff and customers may have difficulties adapting to new technology and ways of working.
	Increased flexibility may offer opportunities for individuals who may not have been able to work previously due to other commitments such as caring responsibilities. Offers the opportunity to work fewer hours for those approaching retirement.
Disability	Increased flexibility may offer opportunities for individuals with disabilities to work at home which may better suit their needs. Potentially a reduced requirement to travel to and from a central office will enable more people access to work. It may reduce pressure on the Council to make buildings and the working environment accessible. This could be seen as an opportunity to save money on access and adaptations; however this would work
	The introduction of hot desk and home working may negatively impact some employees with disabilities or visual impairment if they require specialist equipment to fulfil their role. Some disabled home workers are more likely to feel isolated at the loss of social interaction and this may lead to stress and depression and ultimately a reduction in their quality of life.



	<p>against the drive towards equality of opportunity for disabled people. This is an area of potential conflict.</p> <p>Staff should not feel forced to work at home to save inconvenience or reasonable adjustment costs to the organisation, although it is recognised that where adjustment costs are home working may provide a solution.</p> <p>One advantage may be in reduced sickness - often people who feel unwell can face working if they can take short breaks to lie down and rest, or don't have to battle with traffic or public transport to get to work.</p> <p>Parking issues are often a problem for disabled people, and this will be lessened by home working</p>	<p>Limitations in the type of work that can be done remotely currently and in the future may restrict the career progression for workers generally, and particularly for disabled people if the council becomes less accessible as a result.</p> <p>Disabled people may need accessible equipment to be maintained differently, which may cause problems for their ability to work at home if not properly addressed. As a result, disabled people may be less productive, resulting in more potential disciplinary action or lack of ability to meet targets which may impact on future promotions.</p> <p>Parking issues are often a problem for disabled people, and this may be made worse by other forms of remote working.</p> <p>For disabled people who use Freedom passes for travel, there will be mainly additional costs with less savings, and for people who are not very mobile, the</p>
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additional heating bills may be high.

Where people need specialist chairs and office equipment at work this must also be available at home, regardless of the cost – using own systems which have not been assessed particularly for longer periods, risks exacerbating the conditions of many staff.

For Deaf staff and Deaf customers, it will be necessary to provide at least the same level of accessibility to interpretation as is available now. That must be taken into account for staff working in remote or home locations.

Clients with disabilities still need the same flexibility of services and people to meet them as they would have if all the staff were based in an office environment .

Remote working could be very difficult for many people with learning disabilities. This group often

	<p>need more regular, short bursts of practical support rather than longer supervision sessions and may also benefit from having a consistent environment rather than remote working or hot desking.</p> <p>People with speech impairments or who are hard of hearing or Deaf may be limited in some of their tasks if they are not part of a larger team, and may need to make more phone calls; the same may be true for people who have visual impairments and who might have difficulties with written information.</p> <p>Where disabled people need support workers to support them, there are space and boundary implications for having that support in their own home, and possible space implications for having them in a remote location.</p> <p>It can happen because of the structures of working life and prejudices of many employers, that some disabled people have less experience of working life</p>
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		and may need more support or management when they are getting used to their roles (including after the induction period). Therefore some staff could be set up to fail if left to work alone.
Gender	Increased flexibility may offer better work/life balance opportunities for individuals who may not have been able to work previously due to other commitments.	Council policy dictate that people with young children at home may not be suitable for home working; this may result in some individuals not having equal access to opportunities offered by the project.
56	None	None
Religion or Belief	Introduction of the project may offer greater scope for individuals to structure work around important religious events such as Eid or Ramadan.	None
Sexual Orientation	None	None
Pregnancy and maternity (new)	Introduction of new flexible working opportunities will allow increased choice in	None

	respect of working arrangements		
Marriage & Civil partnership (new)	None		None
Gender reassignment ( new)	None		None
<p><b>15.</b> How does the policy conform to the requirements of the Public Equality Duties, which require all council functions and services to:</p> <ul style="list-style-type: none"> <li>• promote equality of opportunity,</li> <li>• eliminate discrimination</li> <li>• promote good relations between different equality groups</li> </ul> <p>57 If the answer is none or N/A please state why? What amendments could be made?</p>	<p><u>Promote equality of opportunity</u> Facilitates being able to work differently, through home and flexible working. This will provide opportunities for people who were previously excluded from employment due to social circumstance the ability to consider employment.</p> <p><u>Tackle discrimination</u> Increased opportunity of different working methods will increase opportunities of employment and hence help to tackle indirect discrimination</p> <p><u>Promote good relations between different groups</u> The storage of data electronically will allow this to be shared where relevant, between service areas and externally. This will facilitate improved understanding of different groups and services provided within the Council and externally with our partners.</p>		<p><b>Go to Q17</b></p> <p><b>Go to Q16A</b></p>
<b>16.</b> Has an impact been identified?	Yes	If yes, is the impact positive or negative?	Positive
	No (go to Q17)		Negative
<b>16A.</b> If there is a negative impact on	Yes		Yes

any group(s), is that impact unlawful?	No	X	If illegal, take legal advice	If legal, is the impact intended?	No
<p>17. Have you received any complaints or compliments about the policy? If so, provide details.</p>	<p><b>Union Concerns</b> The union have expressed some concerns which they believe would impact all equality groups in scope, the project has sought to address these in the outline solution proposed in the business case, as below:</p>				
	<p><b>Area of Concern</b></p> <p>Training</p>	<p><b>Description</b></p> <p>That staff are fully trained in the new ways of working</p>	<p><b>How the Project will address this:</b></p> <p>The project proposes a full training and coaching solution aimed at ensuring both staff and managers understand the change and how it impacts them; the training will address both the new ways of working and adoption of the new technology</p>		
	<p>Equalities</p>	<p>That all remote workers are treated fairly and have equal and fair access to training and communication.</p>	<p>A full Equalities Impact Assessment has been conducted. The project proposes providing training for all in scope staff. Ongoing training and communications will be addressed by the policy and change elements of the solution but technology is also proposed to support collaboration and communication within teams.</p>		
	<p>Communication and Engagement</p>	<p>That staff throughout the organisation would be included in communications/engagement activities not just at management level</p>	<p>The project are proposing a bottom up change solution aimed at involving all affected users in the decision process to ensure buy in and support for the proposal. In addition considerable engagement has already occurred during development of the proposal</p>		

<p>Financial Impacts on staff</p> <p>Potential social isolation</p> <p>Working Time Regulations</p> <p>Health and Safety</p>	<p>The employee subsidising the employer through home working.</p> <p>Some staff may not feel comfortable being isolated and could be impacted psychologically.</p> <p>All staff must be subject to the legal stipulations as stated within the Working Time Regulations.</p> <p>Health and safety concerns in regard to an employees home becoming a workplace and the obligations upon the employer and employee in respect of this.</p>	<p>Current home-working policy will be reviewed. Depending on individual staff circumstance there may be a positive/negative or no financial impact.</p> <p>The project proposes to implement a change management solution to address these and other cultural and team issues.</p> <p>The project will ensure that current Council policies will reflect the different working practices and how legal requirements will be complied with.</p> <p>The project will ensure that current Health and Safety policies will reflect the move to different working practices.</p>
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**HAD Concerns**

Harrow Association of Disabled People have expressed some concerns which they believe would impact disabled staff in scope, the project has sought to address these as below:

Area of Concern	Description	How the Project will address this:
Disability	Mobile and Flexible Working	Consultation and engagement with HAD will be

		practices may have a negative impact on workers/applicants who have a disability	sought throughout the project and actions contained within the improvement action plan to be followed.
			<p><b>Compliments</b></p> <p>There is considerable anecdotal evidence to suggest that the proposal is generally well received, with a number of areas and individuals keen to be involved at an early stage.</p>
<p><b>18.</b> What monitoring is in place to check the effects of the policy on equality groups?</p>			<p>The project will collate baseline data as part of the project initiation process, this will be used to monitor any future changes in the profile of Council employees;</p> <p>Three significant reviews of the whole EqIA are planned at key stages of the project.</p>
<p><b>19.</b> How will the results of any monitoring be analysed, reported and publicised?</p>			<p>EqIA will be updated and published;</p> <p>The EqIA Improvement Action Plan will become part overall project plan will responsibilities allocated to relevant officers.</p>
<p><b>20.</b> What monitoring measures need to be introduced to ensure effective monitoring of the policy? <b>(Include in Improvement Action Plan)</b></p>			<p>The project will collate baseline data as part of the project initiation process, this will be used to monitor any future changes in the profile of Council employees</p>
<p><b>21.</b> When will the policy be reviewed?</p>			<p>Review 1 – Part way through development Review 2 – After User Acceptance Testing (inc. Training)</p>



	Review 3 – Pre go-live of first service area Review 4 – Post go-live of early service areas						
<b>Decision</b>							
22. On the basis of your answers so far, what is the potential for differential impact? (see note 19.8 in Corporate Guidance Document)	<table border="1"> <tr> <th>High (Large adverse impact on equality groups)</th> <th>Medium (Some adverse impact on equality groups)</th> <th>Low (Low potential for adverse impact on equality groups)</th> </tr> <tr> <td></td> <td></td> <td><b>X</b></td> </tr> </table>	High (Large adverse impact on equality groups)	Medium (Some adverse impact on equality groups)	Low (Low potential for adverse impact on equality groups)			<b>X</b>
	High (Large adverse impact on equality groups)	Medium (Some adverse impact on equality groups)	Low (Low potential for adverse impact on equality groups)				
		<b>X</b>					
<b>Mark with an X</b>	<p>Continue on to Part 2 for a full assessment.</p> <p>Go to Stage 4 for any actions to improve policy and sign off.</p>						

FULL ASSESSMENT													
23. Does the policy impact less favourably on a certain group or groups in comparison with others?													
Mark answer with an X	Age	Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
			X		X		X		X		X		X
If yes, explain how:													
24. Is there any evidence of higher or lower participation, uptake or exclusion by any of the following equality groups?													
Mark answer with an X	Age	Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
			X		X		X		X		X		X
If yes, explain how:													
25. Do any groups have lower than average success rates in particular processes and/or access to services?													

Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
	X					X		X				X		

If yes, explain how:

26. Do criteria or requirements in relation to the policy disadvantage certain groups, either explicitly or inadvertently?

Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		X				X		X				X		

If yes, explain how:

27. Is access to services and benefits reduced or denied for some groups in comparison with other groups?

Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		X				X		X				X		

28

If yes, explain how:

28. Do particular groups face increased difficulty or indignity as a result of the policy?

Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		X				X		X				X		

If yes, explain how:

29. Are there higher complaints rates or lower satisfaction rates for particular equality groups in connection with the policy, in comparison with other groups?

Mark answer with an X	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		X				X		X				X		



Gender	No further consultation planned		
Race	No further consultation planned		
Religion or Belief	No further consultation planned		
Sexual Orientation	No further consultation planned		
Other	No further consultation planned		

### Stage 4 Making Adjustments (Improvement Action Plan)

32. List below any recommendations for action that you plan to take as a result of this impact assessment. This will include any actions identified throughout the EqIA. *(Insert additional rows as required)*

Area of potential adverse impact e.g. Race, Disability	Action proposed	Lead Officer	Timescale	Resource implication	Notes
Age	Tailor the assistance and support, which will be provided to all, to individuals within group who require additional help in the transition to new ways of working.	Project Manager	Months 3- 6 of each phase	HR Lead/ Service Managers	None
Stability	Engagement with HAD once detailed design is being developed to review proposals and ways of working to ensure successful deployment when design completed. Technology to be DDA compliant and accessible. As well as making use of the Disability Advisor and specialist disability related training for managers.	Project Manager	Months 3-6 of each phase.	HR Lead/ Service Managers	None

<b>All</b>	<b>Staff Engagement, to include:</b>				
	<p><b>1. Change Approach:</b> The proposed “bottom up” cultural change approach has the engagement of staff at its heart; this will form the basis of the change in each area. Teams will work together during the participatory design stage to define how they will be organised to work effectively and what the major barriers to change will be.</p>	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr Learning Champions	None
66	<p><b>2. Self Assessment</b> – Each staff member identified as working from home, either full or part time, will be required to complete an online questionnaire to ascertain whether there home environment is suitable for working. This will include a means of identifying any barriers to flexible working which may need addressing. This could also be used to gather data on the various equality</p>	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr	None

	groups such as gender, ethnicity, etc.	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr	None
	<b>3. DSE Assessments</b> – For all permanent home workers and for those workers whose self assessment identifies a major barrier to flexible working	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr	None
	<b>4. Business Champions</b> – The project will identify champions from the business to own and lead the change in their areas.	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr	None
	<b>5. Model Office</b> – The project will establish a model office to allow staff to see the proposed solution and provide feedback and raise concerns.	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr	None
<b>All</b>	<b>Customer Consultation, to include:</b>  During the initial stages of the implementation for each service the project will aim to define exactly how each service could deliver customer services differently using the new ways of working and associated technology.	Project Manager	<ul style="list-style-type: none"> <li>In line with deployment plan - TBC</li> </ul>	Change Mgr Change Champion	

	<p>Once this has been established customers will, where appropriate, be consulted through the formal consultation channels to ensure that these are acceptable and desirable. This may include questionnaires and focus groups. For any affected service user groups associated with Adults and Housing the project will ensure it is aligned with their ongoing consultation.</p>				
<b>All</b>	<b>Baseline Data</b>				
	<p>Establish base line data at project initiation – including approach, methodology and collation. This will include details of disabled and gender groups as a minimum.</p>	Project Manager	<ul style="list-style-type: none"> <li>Months 1-3 of each phase</li> </ul>	HR Rep	None
	<p>Monitor take up of flexible work styles against base line data – consider using the staff self assessment questionnaire to measure this.</p>	HR Rep	<ul style="list-style-type: none"> <li>Ongoing – Months 3 – 15 in line with plan and at key stages</li> </ul>	PM & Change Champions	None
<b>All</b>	<b>Testing</b>				



	Develop test strategy and test plan. These will include testing to ensure that system is usable and takes into account all equality strands.	Test Manager	When designs completed (unit test)  When policies developed  During Training Needs Assessment  <ul style="list-style-type: none"> <li>At User Acceptance Testing stage</li> </ul>	PM HR Rep Change Champions Business Owners	
<b>All</b>	<b>Training</b>				
	Involve relevant groups in Training Needs Analysis and training material development	Training Manager	<ul style="list-style-type: none"> <li>In line with deployment plan – TBC</li> </ul>	HR Reps	
<b>All</b>	<b>Reviews 1-3</b>				
	Undertake reviews of the project at key stages across the project life cycle to ensure it still offers equality of opportunity and does not exclude any specific group.		<ul style="list-style-type: none"> <li><b>Review 1</b> – Part way through development (Months 1-3/PID)</li> <li><b>Review 2</b> – After User Acceptance Testing (inc. Training) – In line with plan (TBC)</li> </ul>		

			<ul style="list-style-type: none"> <li>• <b>Review 3</b> – Pre go-live of first service area – In line with plan (TBC)</li> <li>• <b>Review 4</b> – Post go-live of early service areas – In line with plan (TBC)</li> </ul>	
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**Stage 5 – Reporting Results**

We are required to ensure all completed EqIA's will be put onto the Council's website under the equality and diversity section and they will also be made available to members of the public on request.

33. Methods of publication – how will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc

Council Website

Council Committee papers and reports

70

**Stage 6 - Monitoring**

It is important to monitor the actions arising from the impact assessment to ensure improvement to policy.

34. How will the actions be monitored to ensure improvement to the policy?

Updates will be actions within the Project Plan, and a final review will be part of the Go/No Go Gateway review prior to the service going live.

**Stage 7 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)**

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG), who will discuss and agree the actions in the Improvement Plan.

Once agreed the actions from the Improvement Plan need to be included in Departmental Business Plans for implementation.

<p><b>35.</b> Which group or committee considered the action plan and agreed the actions to improve the policy? If you agreed no further action as a result of the EQIA, explain why?</p>	<p>Corporate Strategy Board (acting as Better Deal for Residents Programme Board)</p> <p>DETG</p> <p>Design Board</p> <p>Partnership Board</p>		
<p><b>Signed: (Lead officer completing EqIA)</b></p>		<p><b>Signed: (Chair of DETG)</b></p>	
<p><b>Date:</b></p>		<p><b>Date:</b></p>	

## APPENDIX – Feedback from HAD

### EqIA – Better Deal for Residents – Mobile & Flexible Working Project

Disability Advisor feedback 12<sup>th</sup> January 2011

1)

#### **Remote Working Tool kit**

This is a lengthy procedure for managers and employees, it would be helpful for all concerned to condense and simplify this process. For some, the current process may deter the transition to remote working.

The current employee application form for home working could be edited to include a detachable section giving employees the option to declare their disability and to describe whether they know what the impact of their disability is and what their individual support needs will be or whether they need help to explore this. Staff should be made aware that the manager will discuss this with them further and staff could be advised that it is routine for disabled staff to contact the Disability Advisor, in confidence, to discuss any disability related issues with regard to their flexible / home working and employment. There is a precedent set up for the Disability Advisor to be involved in new schemes and office moves and this would be a continuation of that

If people want to be supported around their disability needs they do need to declare them and if there are health and safety implications they are obliged to report it. I know this needs dealt with sympathetically but it does need dealt with.

2)

#### **The element of choice with regard to remote working**

Currently it appears that employees who find remote working to be personally advantageous are taking the opportunity to work more flexibly.

As this is rolled it is concerning that people will in certain cases lose this element of choice and this may have a greater impact on disabled staff. While the impact on disabled workers may in some ways be positive, it may also be potentially negative and I will detail such implications later.

Also if more roles are to be advertised as home working this may reduce the employment opportunities open to certain groups of disabled people notably those with a learning disability and / or a need for a more supportive environment than is possible with remote working.

3)

**Access to Work position on remote / home working**

I will contact them to hopefully access a policy document with regard to this.

4)

**(Page 4) Stage 2: collecting evidence – (proportion of workers thought to have a disability)**

I note that the initiation project team hope to establish more accurate baseline data as part of the project with regard to the percentage / number of disabled workers. How do you hope to do this?

The current employee application form for home working could be edited to include a detachable section giving employees the option to declare their disability to aid the collection of data.

Within the council there is currently no other way to collect data on an employees disability status after recruitment. There has been talk of setting up an 'Employee Self Service' system that staff could access independently to update their personal details and this could be a possible way to try to get more accurate statistics.

There are of course problems associated with collecting data of this nature as some people prefer to withhold this information due to fear of discrimination and sometimes people do not realise that they would legally be considered to have a disability. Whatever the reason for withholding this information the % of people is underestimated and the figure would be expected to increase with time as more people develop disabilities. This phenomenon is the result of a number of factors including the increasing number of people using IT equipment and developing injuries as a result and the aging population / workforce.

5)

**Consultation**

I have provided details of an employee and a manager who are happy to meet with you to discuss the project and their own experiences. I understand that the employee is to take part in a pilot.

Suggestions for further consultation

- a. You could attend a meeting of the Disabled Workers Group to meet with other disabled staff.
- b. You could put together a piece on this Project for the 'Equality Matters' newsletter which is published quarterly by Mohammed Ilyas, Policy Officer, Equalities and Diversity. The first edition dated October 2010 is available on the HUB.

6)

### **Page 8 - Cultural Change Consultancy**

The Disability Advisor Role could be linked in with the 'coaching of teams to maximise the benefits of mobile and flexible working' to be carried out by Capita Learning and Development and their partners.

The employee / manager can consult with the Disability Advisor on a case by case basis to help remove disability related barriers to more flexible working. This work may involve the Disability Advisor supporting the employee to make an application to Access to Work, carrying out a disability related home working risk assessment and support to identify necessary equipment, adaptations and reasonable adjustments. Signposting to other services and sources of support may also be needed e.g. benefits advice, support groups, advice and information.

The Disability Advisor could also have a role in the supporting disabled workers who are being monitored by managers to ensure they maintain performance levels following the change in working pattern.

8)

### **Assessing Impact & Further Evidence or Concern the potential impact the policy may have on particular groups – Disability**

#### **Page 3 Assessing Impact (Points 10 to 13)**

I strongly disagree with the assessment that there will be no adverse impact to disabled people as stated in stage 3 and the content of this feedback will illustrate this.

10 I believe that there is reason to believe that an adverse impact occurs or has the potential to occur within the disability group.

10A I believe there are measures that can be taken to eliminate or reduce the adverse impacts and this feedback should assist in

developing an improvement plan around disability. For example – further consultation as suggested, equality monitoring, making use of the Disability Advisor role as suggested, protecting roles for particular disabled workers who are unable to work remotely or from home, specialist disability related training of managers, provision of effective support around repairing and maintaining specialist equipment and so on.

**11 & 12** There is evidence or concern that direct and indirect discrimination may occur with regard to disabled workers / job applicants.

**13** Yes, the policy may affect relations between certain groups, for example denying people with learning difficulties home working and hence potentially a job, limiting the type of roles that can be carried out at home, potential lack of support for certain workers.

I agree with the points detailed on page 15 with regard to disability.

**If the council move towards increasing the number of disabled staff working from home this could have a number of potential implications both positive and negative:**

- a. It may reduce pressure on the Council to make buildings and the working environment accessible. This could be seen as an opportunity to save money on access and adaptations; however this would work against the drive towards equality of opportunity for disabled people. This is an area of potential conflict.
- b. Staff should not feel forced to work at home to save inconvenience or reasonable adjustment costs to the organisation, although it is recognised that where adjustment costs are huge (eg. if a lift was needed by someone who had become newly disabled, and the building concerned had no other options on space), home working may provide a solution.
- c. Some disabled home workers are more likely to feel isolated at the loss of social interaction and this may lead to stress and depression and ultimately a reduction in their quality of life. For many people work place interaction is their main social opportunity and some disabled people are, due to their circumstances, already very isolated and home working may compound this.
- d. For some disabled workers the reduction or removal of travelling time to and from work may make a working life more accessible and creative an opportunity where there previously there was none.
- e. Staff with a need for individual desk and IT requirements will require a fixed desk and would be unable to hot desk.

- f. Limitations in the type of work that can be done remotely currently an in the future may restrict the career progression for workers generally, and particularly for disabled people if the council becomes less accessible as a result.
- g. Disabled people may need accessible equipment to be maintained differently, which may cause problems for their ability to work at home if not properly addressed (eg the use of dragon software and specialist IT equipment and the length of time it may take for repair or support)
- h. As a result of g), disabled people may be less productive, resulting in more potential disciplinary action or lack of ability to meet targets which may impact on future promotions.
- i. Parking issues are often a problem for disabled people, and this will be lessened by home working, although may be made worse by other forms of remote working.
- j. For most staff, working at home will save costs in work specific clothes, travel etc, although they may have higher costs in terms of home utility bills – for disabled people who use Freedom passes for travel, there will be mainly additional costs with less savings, and for people who are not very mobile, the additional heating bills may be high.
- k. l) Where people need specialist chairs and office equipment at work this must also be available at home, regardless of the cost – using own systems which have not been assessed particularly for longer periods, risks exacerbating the conditions of many staff.
- l. For Deaf staff and Deaf customers, it will be necessary to provide at least the same level of accessibility to interpretation as is available now. That must be taken into account for staff working in remote or home locations.
- m. Clients with disabilities still need the same flexibility of services and people to meet them as they would have if all the staff were based in an office environment – eg. does the service rely on a couple of people who can sign to deal with Deaf customers, a couple of people with experience who might meet people with behavioural needs etc? This may also be true of services which rely on staff speaking different languages to help out with customers for whom English is not a first language.
- n. Remote working could be very difficult for many people with learning disabilities. This group often need more regular, short bursts of practical support rather than longer supervision sessions and may also benefit from having a consistent environment rather than remote working or hot desking. Whilst not always the case for everyone, there are real concerns that this group will be set up to fail, and they have the least chance of being employed in the first place (95% unemployment rate).



- o. One advantage may be in reduced sickness - often people who feel unwell can face working if they can take short breaks to lie down and rest, or don't have to battle with traffic or public transport to get to work.
- p. Access to Work needs to be able to work with disabled people in remote and home environments.
- q. People with speech impairments or who are hard of hearing or Deaf may be limited in some of their tasks if they are not part of a larger team, and may need to make more phone calls; the same may be true for people who have visual impairments and who might have difficulties with written information.
- r. Where disabled people need support workers to support them, there are space and boundary implications for having that support in their own home, and possible space implications for having them in a remote location.
- s. It can happen because of the structures of working life and prejudices of many employers, that some disabled people have less experience of working life and may need more support or management when they are getting used to their roles (including after the induction period). Need to be aware of this, as some staff could be set up to fail if left to work alone.

9)

**Home working Risk Assessments & DSE assessments for staff with a disability-**

The assessor needs to be suitably qualified to carry out an assessment for a worker with a disability. This has caused an issue for a disabled employee I am currently working with as the usual DSE assessor does not feel qualified to do the home working assessment for this employee. Managers will require training to consider disability related issues within their home working risk assessment and the Disability Advisor role could provide support with this.

10)

**Managerial issues**

- a. Training for managers of disabled staff to include arrangements for disabled staff who are remote working re equipment / adaptations / access to work / risk assessments / DSE assessments
- b. Staff who spend significant time working at home in induction will be more difficult for managers to assess accurately, and support as required.

- c. Once staff are inducted and the manager is aware of strengths and weaknesses, it will be easier but still managers need to rely on being able to look for signs of concern, as they cannot observe to the same extent – managing people working at home will be more difficult for inexperienced managers, but should be ok with random checks and outcomes measures targets.
- d. Trust is an essential for staff working remotely and especially at home. Job descriptions need to highlight this in a more focussed way.
- e. Be aware of staff who under pressure from family members to work at home to save money on care or child care costs, but where the staff member concerned is in a difficult position and not able to cope with the work as well.
- f. Confidentiality on the phone to clients is a real problem where staff have others in their homes during working hours. This needs to be resolved.
- g. Providing management and administrative support from an office to a home setting may be quite time consuming, and needs practice to make work successfully.
- h. In a successful team, staff often learn a lot from each other's experience and some of this is picked up from short casual discussions and observations – it is likely more formal mechanisms will need to be put in place to ensure that learning opportunities are not lost.
- i. For both staff and managers, access to core services needs to be sufficient to make remote and home working work well.
- j. Managers often struggle around appropriate management of disabled staff, and lack of familiarity with the individual may cause more, not less difficulties, so this would need to be addressed.
- k. Staff who are honest about their time will almost always spend less time on going to the toilet, making drinks etc in a home setting as those things would be much closer by and would spend less time in anecdotal comments to colleagues, thus spending more time actually being productive.
- l. Managers often find they spend a lot of time on unplanned, passing supervision or support to staff – this would no longer be possible, and would free up managers time. The effect on staff may be either to build confidence and become more able from having to deal with more issues alone, or to make lots more mistakes.

## Appendix A – Financials

Financial Impact	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
<b>Capital</b>	2,344 401*	532	555	417	288	192	74	74	54	51	4,982
<b>Revenue</b>											
<b>Implementation</b>	104	104	104	104	0	0	0	0	0	0	416
<b>Ongoing Costs</b>	78	174	198	216	222	209	214	214	208	197	1,930
<b>Capital financing</b>	23	306	346	798	885	920	655	649	229	150	4,961
<b>Revenue Total</b>	205	584	648	1,118	1,107	1,129	869	863	437	347	7,307
<b>Revenue benefit</b>		-303	-750	-1,103	-1,406	-1,406	-1,406	-1,406	-1,406	-1,406	-10,592
<b>Net revenue Impact</b>	205	281	-102	15	-299	-277	-537	-543	-969	-1,059	-3,285

<sup>1</sup> NB 2012/13 capital 401\* refers to the £401k that was paid in 2010/11 for the Full Business Case. When this is taken into consideration the net revenue impact over 10 years is £2.8m as stated in the Cabinet report.

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