

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

What is the project?	<p>Better Deal for Residents – Mobile & Flexible Working Project</p> <p>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.</p> <p>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.</p>
Which Directorate and Service is responsible for the project?	Cross Council project led by the Place Shaping Directorate
Name & contact details of person(s) carrying out the EqIA:	Andy Parsons – Council Lead Officer Mobile & Flexible Working – Ext 6106 Tim Sell – Project Manager – Ext 6778
Date of assessment:	December 2010 (reviewed November 2011)

Stage 1: About the Project

1. Is this a new or an existing project?	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.
2. What are the aims, objectives or purpose of the project?	<p>The aims of the Mobile and Flexible working project are:</p> <ul style="list-style-type: none">• 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 of staff by increasing the opportunities for flexibility which will allow better life / work balance.• Help deliver the place-shaping agenda by enabling space saving efficiencies and reducing the carbon footprint for buildings <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>
3. What factors / forces could prevent you from achieving these aims and objectives?	<ul style="list-style-type: none">• 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;

	<ul style="list-style-type: none"> • 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; • 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; • 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; • The project will demand rigorous project and change management given its scale and impact on every member of staff; • 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.
<p>4. 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"> • Increase customer satisfaction as staff will be able to work closer to customers with full access to required Council information and data. • Widen opportunities for current and future staff to work in a flexible way, potentially increasing access to employment for a number of groups. • Provide significant financial benefits and increase efficiency.
<p>5. Who is intended to benefit from this project and in what way?</p>	<ul style="list-style-type: none"> • 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

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

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’s 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

degree of control over how they will adapt their working patterns to fit the new model.

Staff Consultation: 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. **We have also met staff suggested by HAD regarding potential issues with the technology.**

Existing Users (HARP) & Pilots: 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.

8. Have you undertaken any consultation on this policy? Yes

If yes, who was consulted? (this may include staff, members, unions, community / voluntary groups, stakeholders, residents and service users) Trade Unions/staff

HAD have been consulted and their response is appended. Their main concerns are around;

- Process
- Access to opportunities
- Change management

- DSE/Risk Assessments
- Isolation/social interaction
- Working environment

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>In addition staff suggested by HAD have been consulted. This will be followed up during development and implementation of the solution.</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"> • Some people living in shared houses, with parents and / or in small properties may not have a suitable place to work at home from. • Adoption of new technology and ways of working may be difficult for some members of staff.
	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>Some people of all ages may find it difficult to not only work at home but in also financially subsidising</p>

			themselves to do so in light of the poor home working allowance from the employer. This will have a negative socio-economic impact.
Disability	Staff	During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings.	Some concerns have been raised about the impact the implementation may have on staff with physical disabilities and / or visual impairments.
	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>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 & Flexible Working may be discriminatory.</p>
Gender	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)	<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"> • Some people living in shared houses, with parents and / or in small properties may not have a suitable place to work at home from. • Adoption of new technology and ways of working may be difficult for some members of staff to assimilate. Risk of isolation for already marginalised groups.
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9. If you have not undertaken any consultation, explain why?	Not applicable
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Proposed Consultation (for NEW policies)

NOTE: 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 **completed before** progressing with the rest of the EqIA.

For guidance on consultation, see consultation guidelines on the HUB <http://harrowhub/site/scripts/documents.php?categoryID=127>

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		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	<ul style="list-style-type: none"> • Training, support
Disability	<ul style="list-style-type: none"> • Technology (eg voice activated), training, support, risk assessments, DDA compliant, accessibility
Gender	<ul style="list-style-type: none"> • None
Race	<ul style="list-style-type: none"> • None
Religion or Belief	<ul style="list-style-type: none"> • None
Sexual Orientation	<ul style="list-style-type: none"> • None
Socio Economic	<ul style="list-style-type: none"> • 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>12. Is there any evidence or concern that indirect discrimination 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>Indirect discrimination - 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>13. 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	Positive	Negative
Age	<p>Increased flexibility may offer opportunities for individuals who may not have been able to work previously due to other commitments such as caring responsibilities.</p> <p>Offers the opportunity to work fewer hours for those approaching retirement.</p>	<p>Some members of staff and customers may have difficulties adapting to new technology and ways of working.</p>
Disability	<p>Increased flexibility may offer opportunities for individuals with disabilities to work at home which may better suit their needs.</p> <p>Potentially a reduced requirement to travel to and from a central office will enable more people access to work.</p> <p>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</p>	<p>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.</p> <p>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.

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.

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.

Parking issues are often a problem for disabled people, and this will be lessened by home working

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.

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.

Parking issues are often a problem for disabled people, and this may be made worse by other forms of remote working.

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>additional heating bills may be high.</p> <p>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.</p> <p>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.</p> <p>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 .</p> <p>Remote working could be very difficult for many people with learning disabilities. This group often</p>
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		<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.
Race	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>15. 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"> • promote equality of opportunity, • eliminate discrimination • promote good relations between different equality groups <p>If the answer is none or N/A please state why? What amendments could be made?</p>	<p><u>Promote equality of opportunity</u></p> <p>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></p> <p>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></p> <p>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>					
16. Has an impact been identified?	Yes		If yes, is the impact positive or negative?	Positive		Go to Q17
	No (go to Q17)	X		Negative		Go to Q16A
16A. 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													
17. Have you received any complaints or compliments about the policy? If so, provide details.	<p>Union Concerns 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>																	
	<table border="1"> <thead> <tr> <th data-bbox="629 384 943 424">Area of Concern</th> <th data-bbox="949 384 1397 424">Description</th> <th data-bbox="1404 384 2190 424">How the Project will address this:</th> </tr> </thead> <tbody> <tr> <td data-bbox="629 429 943 679">Training</td> <td data-bbox="949 429 1397 679">That staff are fully trained in the new ways of working</td> <td data-bbox="1404 429 2190 679">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</td> </tr> <tr> <td data-bbox="629 684 943 1086">Equalities</td> <td data-bbox="949 684 1397 1086">That all remote workers are treated fairly and have equal and fair access to training and communication.</td> <td data-bbox="1404 684 2190 1086">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.</td> </tr> <tr> <td data-bbox="629 1091 943 1339">Communication and Engagement</td> <td data-bbox="949 1091 1397 1339">That staff throughout the organisation would be included in communications/engagement activities not just at management level</td> <td data-bbox="1404 1091 2190 1339">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</td> </tr> </tbody> </table>						Area of Concern	Description	How the Project will address this:	Training	That staff are fully trained in the new ways of working	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	Equalities	That all remote workers are treated fairly and have equal and fair access to training and communication.	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.	Communication and Engagement	That staff throughout the organisation would be included in communications/engagement activities not just at management level	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
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Financial Impacts on staff	The employee subsidising the employer through home working.	Current home-working policy will be reviewed. Depending on individual staff circumstance there may be a positive/negative or no financial impact.
Potential social isolation	Some staff may not feel comfortable being isolated and could be impacted psychologically.	The project proposes to implement a change management solution to address these and other cultural and team issues.
Working Time Regulations	All staff must be subject to the legal stipulations as stated within the Working Time Regulations.	The project will ensure that current Council policies will reflect the different working practices and how legal requirements will be complied with.
Health and Safety	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.	The project will ensure that current Health and Safety policies will reflect the move to different working practices.

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>18. What monitoring is in place to check the effects of the policy on equality groups?</p>	<p>Compliments</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>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>19. 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>20. What monitoring measures need to be introduced to ensure effective monitoring of the policy? (Include in Improvement Action Plan)</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>21. When will the policy be reviewed?</p>	<p>Review 1 – Part way through development</p> <p>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

Decision

22. On the basis of your answers so far, what is the potential for differential impact? (see note 19.8 in Corporate Guidance Document)	High <i>(Large adverse impact on equality groups)</i>	Medium <i>(Some adverse impact on equality groups)</i>	Low <i>(Low potential for adverse impact on equality groups)</i>
			X
	Continue on to Part 2 for a full assessment.		Go to Stage 4 for any actions to improve policy and sign off.
Mark with an X			

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	Yes	No
		X		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	Yes	No
		X		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		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		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		X		X		X
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		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		X		X		X
--	--	---	--	---	--	---	--	---	--	---	--	---	--	---

If yes, explain how:

30. Is there evidence that the policy fails to respond to the needs of a particular group, 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		X		X		X

If yes, explain how:

Further Consultation

31. In the context of the previous questions, are there any groups you feel need to be consulted in order to reduce / eliminate adverse impact or identify potential barriers to improve access to the policy? (Answer with an X)	YES		NO (Go to Q33)	X
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NOTE: If you already have some ideas on how to mitigate a potentially adverse impact you should include this in your consultation. Consultees can therefore help not only to identify potentially adverse impacts but also to identify possible solutions.

Consultation can take on many different forms and the extent should be in proportion to the effect that the proposal is likely to have. Methods of consultation could include a survey, questionnaire, and focus group or open meetings. Take care not to restrict consultation only to recognised or 'official' associations and community leaders. It may be helpful to contact other officers who you know have carried out consultation exercises with these groups / individuals.

What consultation do you propose to undertake? Complete the section below and also include these in the Improvement Plan.

Equality Group	Type of consultation planned	Who with?	By when?
Age	Further consultation planned as part of service EqIA's	HR/Staff	Prior to implementation
Disability	Further consultation planned as part of service EqIA's	HAD	During design development

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	Taylor 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
Disability	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

All	Staff Engagement, to include:				
	<p>1. Change Approach: 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
	<p>2. Self Assessment – Each staff member identified as working from home, either full or part time, will be required to complete an online questionnaire to ascertain whether their 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.				
	3. DSE Assessments – 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
	4. Business Champions – 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
	5. Model Office – 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
All	Customer Consultation, to include:				
	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"> In line with deployment plan - TBC 	Change Mgr Change Champion	

	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.				
All	Baseline Data				
	Establish base line data at project initiation – including approach, methodology and collation. This will include details of disabled and gender groups as a minimum.	Project Manager	<ul style="list-style-type: none"> Months 1-3 of each phase 	HR Rep	None
	Monitor take up of flexible work styles against base line data – consider using the staff self assessment questionnaire to measure this.	HR Rep	<ul style="list-style-type: none"> Ongoing – Months 3 – 15 in line with plan and at key stages 	PM & Change Champions	None
All	Testing				

	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 • At User Acceptance Testing stage	PM HR Rep Change Champions Business Owners	
All	Training				
	Involve relevant groups in Training Needs Analysis and training material development	Training Manager	• In line with deployment plan – TBC	HR Reps	
All	Reviews 1-3				
	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.		• Review 1 – Part way through development (Months 1-3/PID) • Review 2 – After User Acceptance Testing (inc. Training) – In line with plan (TBC)		

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

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>35. 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>Signed: (Lead officer completing EqIA)</p>		<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>		<p>Date:</p>	

APPENDIX – Feedback from HAD

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

Disability Advisor feedback 12th 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 create 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 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.
- 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.