REPORT FOR: CABINET

Date of Meeting:	8 March 2012
Subject:	**Transformation Programme Mobile and Flexible Working – Referral by Call-In Sub-Committee**
Key Decision:	**Yes** (This is a re-consideration of the Key Decision made by Cabinet on 9 February 2012)
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services
Exempt:	No
Decision subject to Call-in:	No
Enclosures:	Appendix 1 – Call-In Notice Appendix 2 – Reference from the Call-In Sub-Committee Appendix 3 – Extract of Cabinet Minutes – 9 February 2012 Appendix 4 – Cabinet Report on The Transformation Programme Mobile and Flexible Working

Harrow COUNCIL
LONDON

Section 1 – Summary and Recommendations

This report sets out the decision of the Call-In Sub-Committee held on 28 February 2012 following the receipt and consideration of a Call-In notice in relation to Cabinet's decision of 9 February 2012 on the Transformation Programme Mobile and Flexible Working.

Recommendations: That

(1) in accordance with Committee Procedure Rule 46.8.3, the decision of the Cabinet meeting held on 9 February 2012 , as set out in Appendix 3, in relation to the Transformation Programme Mobile and Flexible Working be re-considered as result of the decision of the Call-In Sub-Committee;

(2)   the original Cabinet decision of 9 February 2012 be confirmed or amended in light of the Call-In Sub-Committee's comments.

Reason (For recommendation): In accordance with Committee Procedure Rule 46.8.3, Cabinet must reconsider its decision within 10 clear working days of a referral by the Call-In Sub-Committee.

Section 2 – Report

On 9 February 2012, Cabinet agreed the implementation of the Mobile and Flexible Working Project and requested that the Corporate Director of 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. The report considered by Cabinet is attached at Appendix 4.

On 17 February 2012, 7 Members called in the Cabinet decision on the grounds of inadequate consultation with stakeholders prior to the decision and the absence of adequate evidence on which to base the decision. The Call-In Notice is attached at Appendix 1. Having been validated, a meeting of the Call-In Sub-Committee was held on 28 February 2012 to consider the Call-In notice. The subsequent reference arising from the Sub-Committee meeting is attached at Appendix 2 for Cabinet Members consideration.

The Sub-Committee agreed, unanimously, that the call-in on ground (a) – inadequate consultation with stakeholders prior to the decision - be upheld and referred back to Cabinet for re-consideration as Members felt let down by officers because when the Overview and Scrutiny Committee Members requested a briefing on an item before Cabinet, they would expect to have received it before the Cabinet meeting took place. The briefing for Members took place on 22 February 2012.

The Sub-Committee agreed that the call-in on the grounds of the absence of adequate evidence on which to base a decision not be upheld due to insufficient grounds.

In accordance with Committee Procedure Rule 46.8.3, Cabinet must reconsider its original decision within 10 clear working days of a referral by the Call-In Sub-Committee. Cabinet are requested to either confirm or amend their decision of 9 February in relation to this matter.

Options considered

Cabinet are requested to either confirm or amend their decision of 9 February 2012 having considered the referral by the Call-In Sub-Committee.

Financial Implications

As set out in the Cabinet report of 9 February 2012.

Performance Issues

As set out in the Cabinet report of 9 February 2012.

Environmental Impact

As set out in the Cabinet report of 9 February 2012.

Risk Management Implications

As set out in the Cabinet report of 9 February 2012.

Equalities implications

As set out in the Cabinet report of 9 February 2012.

Corporate Priorities

As set out in the Cabinet report of 9 February 2012.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle Date: 2 March 2012	√	on behalf of the Chief Financial Officer
Name: Jessica Farmer Date: 2 March 2012	√	on behalf of the Monitoring Officer

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap Date: 2 March 2012	√	Divisional Director Partnership, Development and Performance

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker Date: 2 March 2012	√	on behalf of the Divisional Director (Environmental Services)

Section 6 - Contact Details and Background Papers

Contact:
Alison Atherton
Senior Professional Democratic Services
tel: 020 8424 1266
email: alison.atherton@harrow.gov.uk

Background Papers:

Call-In notice received 17 February 2012
Minutes of the Call-In Sub-Committee – 28 February 2012

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

Not applicable if original decision of 9 February is confirmed unchanged.

However, if original decision is amended call-in will apply.

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.

LONDON BOROUGH OF HARROW

CABINET – 8 MARCH 2012

REFERENCE FROM CALL-IN SUB-COMMITTEE – 28 FEBRUARY 2012

Call-In of Cabinet Decision (9 February 2012) – Transformation Programme Mobile and Flexible Working

FOR CONSIDERATION

Background Documents:

Call-In Notice
Report submitted to Cabinet held on 9 February 2012.
Draft minutes of the Call-In Sub-Committee – 28 February 2012

Contact Officer:

Alison Atherton
Senior Professional Democratic Services
Tel: 020 8424 1266
email: alison.atherton@harrow.gov.uk

CALL-IN SUB-COMMITTEE
MINUTES

28 FEBRUARY 2012

Chairman:	* Councillor Jerry Miles		
Councillors:	* Sue Anderson	*	Ajay Maru (3)
	* Tony Ferrari (1)	*	Paul Osborn
In attendance:	Graham Henson	Minute 18	
(Councillors)	Barry Macleod-Cullinane		
	Bill Phillips		
	Stephen Wright		

*   Denotes Member present
(1), (3) Denote category of Reserve Members
†   Denotes apologies received

RESOLVED ITEMS

18. **Call-In of Cabinet Decision (9 February 2012)**
    - Transformation Programme Mobile and Flexible Working

The Chairman welcomed Councillor Macleod-Cullinane, lead signatory to the call-in notice, to the meeting. He also welcomed the Portfolio Holder for Performance, Customer Services and Corporate Services, who was in attendance, with his Cabinet Assistant, to respond to the call-in as part of a requirement of that process, the Corporate Director of Place Shaping and the Director of Customer Services and Business Transformation. In accordance with Committee Rule 4.1.1, the Sub-Committee agreed that Councillor Stephen Wright could speak on behalf of the signatories at the meeting.

The Chairman, prior to the commencement of the consideration of the call-ins in relation to the decision made by Cabinet on 9 February 2012 on the Transformation Programme Mobile and Flexible Working, detailed the papers available to the Sub-Committee. The call-in notice was submitted by seven Members of Council and cited 2 of the grounds set out in the Protocol (a and b).

Councillor Macleod-Cullinane confirmed that the Members call-in related to the decision made by Cabinet on the Transformation Programme Mobile and Flexible Working taken on 9 February 2012. He 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 a decision.

Councillors Macleod-Cullinane and Wright 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:

- Members of the Overview and Scrutiny Committee were a key stakeholder and as such had requested a briefing on Mobile and Flexible Working. The proposals were a fundamental change, involved a significant amount of resource and affected a number of staff.

- Members of the Overview and Scrutiny Committee had not been given sufficient opportunity to challenge the proposals and had been led to believe that there would be a briefing prior to Cabinet.

- Insufficient attention had been given to members of the Overview and Scrutiny Committee as stakeholders.

- There had been a briefing to the Administration on 14 January 2012 but the same opportunity had not been given to Members of the Opposition and therefore paragraph 3.1 of the Member /Officer Protocol had been breached. In addition, the leadership of the major Opposition had not been kept informed on the proposals.

- Part II information had not been provided to members of the Overview and Scrutiny Committee nor to Cabinet Members and therefore it was stated that information had not been available to Members in making their decision.

- The table detailing the savings did not explain how these would be made year on year. There was no justification for the decision.

- Whilst the outcome of the decision might be correct how it was arrived at was not supported by documented evidence.

- The Sub-Committee needed to determine whether the correct decision-making process had been followed.

- The briefing to members of the Overview and Scrutiny Committee had been held on 22 February 2012, after Cabinet had taken its decision. A briefing had been requested before Christmas but the date set, 24 January 2011, was subsequently postponed and re-arranged until after Cabinet on 9 February 2012. At the re-arranged briefing on 22 February, members of the Overview and Scrutiny Committee were provided with papers additional to those submitted to Cabinet and were therefore not afforded the opportunity to assess them prior to the decision being taken.

In conclusion, it was stated that there was inadequate consultation with stakeholders prior to the decision and an absence of adequate evidence on which to base a decision. The representatives of the signatories stated that whilst there may have been evidence, it had not been presented to Cabinet. The process had, in the signatories view, not been transparent.

The Chairman then invited the Portfolio Holder for Performance, Customer Services and Corporate Services to address the Sub-Committee. He made a statement to the meeting which included the following points:

- At no time had he been advised that the Members had requested a briefing and he was not aware of any repeated requests. There had been a meeting with the lead officer, the Vice-Chair of the Overview and Scrutiny Committee and the Chair of the Performance and Finance Scrutiny Sub-Committee on 17 October 2011 to discuss the project. Further to this, there had been a briefing on 15 December 2011 with a scrutiny lead Members briefing held prior to that on 7 September 2011.

- There was no statutory or Constitutional requirement to consult with the Overview and Scrutiny Committee on this project. The published Forward Plan had identified the relevant stakeholders as staff and Trade Unions.

- The October Forward Plan had advised that Mobile and Flexible Working would be considered by Cabinet in November 2011. The November Plan amended this to indicate that the report would be considered in February 2012. Similarly, a response provided to a Cabinet question in January included reference to the report being considered by Cabinet in February. This would mean that the proposals would be considered alongside the budget which was his preference.

- It was unfortunate that the briefing scheduled to be held on 24 January 2012 had to be re-arranged but officers from the Scrutiny team had organised the briefing on 22 February 2012. Place Shaping had played no part in organising the re-arranged briefing.

- Members would be welcome to work with him and his Cabinet assistant on the project.

- In terms of the evidence on which the decision was based, Cabinet made strategic level policy decisions. As Portfolio Holder, he had been fully involved in the review of the business case and he was satisfied that Cabinet had received all the information they needed to make the decision.

In conclusion, the Portfolio Holder stated that project was crucial to the development of the Council's business. Subject to the outcome of this meeting, the project could be initiated and there would be a full and detailed review and input from Councillor colleagues would be welcomed.

The Chairman invited the representatives of the signatories to ask questions of the Portfolio Holder for Performance, Customer Services and Corporate Services. The questions were responded to by the Portfolio Holder and the Corporate Director as follows:

- The evidence for increased productivity referred to on page 22 of the report was set out in Appendix A and the summary on page 21 listed the organisations that had done similar work. The lead signatory challenged this response and requested details of the case studies and comparisons with other local authorities.

- Cabinet made strategic long term decisions and evidence had been gathered through the compilation of the business case. The revenue and capital figures had been demonstrated at a high level and the project manager had worked closely with the Portfolio Holder.

- The project would enable many staff who worked in field based situations to have access to business systems and to deal with enquiries in real time.

- In terms of the timeline, the strategic policy had to be considered alongside the setting of the Council budget.

- In response to the concern expressed that the project had been rushed through and that there had been no opportunity to scrutinise it, Members were advised that, since October, it had been made clear that this project was linked to the budget process. There had been discussion by officers at one stage that report might go to March Cabinet but Members had been clear that it need to be tied in to the budget discussions. Furthermore, as this project had already been included in the budget, it had not really been necessary to submit it to Cabinet as a separate item.

- Following reference to the financial implications and performance issues paragraphs and the challenge that decision makers were not presented with options, the Corporate Director advised that the other organisations contacted about this project had indicated that Harrow's solution, with hindsight, would have been their preferred option. The key message from other organisations had been that the implementation of the technology had been the easiest part of the project and that business and cultural change were the more challenging aspects. There had been extensive investigations with other organisations who had run similar projects and officers were of the view that the appropriate recommendations had been made to Cabinet.

- The scope had not been rushed through and the focus had been on having complete confidence in the recommendations put forward.

- Referring the lead signatory's comments in relation to adherence to paragraph 5.7 of the Member/Officer Protocol and the issue of whether Opposition Members should have been informed as to whether a report had been prepared, the Corporate Director stated that whilst he was disappointed that it appeared that Members expectations had not been met, the publication of the entry in the October and subsequent Forward Plans did, in his view, meet the requirements of the Protocol.

The Chairman then invited Members of the Sub-Committee to ask questions of the signatories and the Portfolio Holder for Performance, Customer Services and Corporate Services and to make comments. The questions and comments were responded to as follows:

- The level of briefing expected by Members had not materialised and whilst the project manager had met with some Members and 1.5 pages of information provided, no further briefings had been provided after 17 October.

- A member of the Sub-Committee stated that following the briefing in the autumn, Members had advised the Scrutiny team that Mobile and Flexible Working was an area they wished to consider. The only date that been available was 24 January and this had subsequently been cancelled. If it had been drawn to both her and the

scrutiny team's attention that the new date, 22 February, would affect Members ability to consider the proposals she would have raised this as an issue. The Corporate Director stated that it was unfortunate that there had been slippage but it seemed that there had been a mismatch between the officers organising the meeting and his department and he undertook to take this on board.

- The Corporate Director stated that he could not recollect advising the Vice Chair of the Sub-Committee that the report would be submitted to March Cabinet but apologised if he had. There had been discussion at officer level only about the possible change of submission date. The Portfolio Holder added that he would have advised Cabinet at its January meeting when considering the Forward Plan if there had a been any intention to change the submission date.

- It was acknowledged by a Member that a briefing on the technology had been received but not on the resources issues. When he had been a Portfolio Holder he had ensured that Members from all Groups had received briefings and this had also been written into the Constitution.

(The Sub-Committee adjourned from 7.27pm -7.40pm to enable the Overview and Scrutiny Committee that was scheduled for the same evening to commence and then be adjourned until the conclusion of the Sub-Committee meeting.)

- A Member stated that he had read the full business case, Outline Business Case and Cabinet report and challenged what specific examples there were of the savings made by other Councils. The Corporate Director advised that the documentation was set out in the business case and that the figures had been discussed in detail with the Portfolio Holder. The cost model, which was an A3 appendix to the business case, provided a summary of the figures. He added that the Cabinet report set out, at a high level, the technology solution and figures. Cabinet had approved the strategic policy proposition and Council had approved the resourcing and it was now intended to move forward to the initiation stage, the first action of which would be to review and update the business case.

- A Member expressed concern that there appeared to be no document detailing the source of the projected benefit and stated that he would have expected to see details of both the best and worse case scenarios. He added that there was no evidence upon which to base a £10m decision. The Corporate Director responded that in relation to the source of the benefits, whilst he could not provide that level of detail, the project manager had spent a significant amount of time fine tuning and rationalising the recommendations to Members. In terms of the decision itself, it would result in less than a 2% shift in productivity over 9 years. The Portfolio Holder added that the budget had been signed off by the Section 151 Officer.

- In response to the comment that it appeared that Opposition Members were not regarded as stakeholders, the Portfolio Holder advised that no one had raised the issue of consultation with him nor had it been raised at Council. A Member stated that the issue of the briefing had been raised with both the Leader and Chief Executive, following the Special meeting of the Overview and Scrutiny Committee held on 31 January 2012.

The Chairman thanked the signatories, Portfolio Holder and Corporate Director for their attendance and participation.

(The Sub-Committee then adjourned from 8.02pm – 8.35pm to receive legal advice).

Upon reconvening, having noted a Member of the Sub-Committee's concerns in relation to lack of evidence to support the savings expected from the project, the Chairman announced the decision of the Sub-Committee and it was

RESOLVED: That

(1) **(unanimously)** the call-in on ground (a) – inadequate consultation with stakeholders prior to the decision - be upheld and referred back to Cabinet for re-consideration as Members felt let down by officers because when the Overview and Scrutiny Committee Members requested a briefing on an item before Cabinet, they would expect to have received it before the Cabinet meeting took place.

(2) the call-in on ground (b) - the absence of adequate evidence on which to base a decision – not be upheld due to insufficient grounds.

EXTRACT OF CABINET MINUTES – 9 FEBRUARY 2012

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 Councils 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**

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

HarrowCOUNCIL
LONDON

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 Councils 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.

- o Replacing paper with electronic documents available to everyone, anywhere there is an internet.
- o 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 it's 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

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

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.
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

ID	Title	Description	Mitigating Action
			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 3rd 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	x	on behalf of the Chief Financial Officer
Date: 1 February 2012		
Name: Jessica Farmer	x	on behalf of the Monitoring Officer
Date: 1 February 2012		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap Date: 30 January 2012	x	Divisional Director Partnership, Development and Performance

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker Date: 27 January 2012	x	on behalf of the Divisional Director (Environmental Services)

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]*

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?	**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.
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?	The aims of the Mobile and Flexible working project are: • 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 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.
3. What factors / forces could prevent you from achieving these aims and objectives?	• 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;
	• 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.
4. How does the project contribute to the council's corporate aims and objectives?	The project is part of the Council's Transformation programme - Better Deal for Residents. It will: • 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.
5. Who is intended to benefit from this project and in what way?	• 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 be made more efficient and the value of the time spent with customers can be maximised
	• Council staff will be able to work more flexibility which will improve work / life balance
	• The Council will reduce its accommodation costs
6. Is responsibility for the project shared with another department, authority or organisation? If so: • Who are the partners? • Who is responsible for the project?	• 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 Satisfactions Surveys • Local or national research • Complaints or compliments received • CAA, IiP 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

	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 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	During the data gathering exercise staff and managers were consulted through workshops and one-to-one meetings. In addition staff suggested by HAD have been consulted. This will be followed up during development and implementation of the solution.	There is a possibility that the proposed scheme may impact some members of staff as follows: • 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)	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. **Some people of all ages may** find it difficult to not only work at home but in also financially subsidising 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)	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. **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.

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)	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. 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.
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. 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. 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. 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: • 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.
9. If you have not undertaken any consultation, explain why?	Not applicable		

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

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		x

If yes, explain what the impact is and which group(s) this affects? If none, go to question 11.	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.

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

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?

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.

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*

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?

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	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.	Some members of staff and customers may have difficulties adapting to new technology and ways of working.
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 against the drive towards equality of opportunity for disabled people. This is an area of potential conflict.	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. 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

	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 | 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 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 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.
		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. 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. 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). 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	Council policy dictate that people with young children at home may not be suitable for

	not have been able to work previously due to other commitments.	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 respect of working arrangements	None
Marriage & Civil partnership (new)	None	None
Gender reassignment (new)	None	None

15. How does the policy conform to the requirements of the Public Equality Duties, which require all council functions and services to: • promote equality of opportunity, • eliminate discrimination • promote good relations between different equality groups If the answer is none or N/A please state why? What amendments could be made?	**Promote equality of opportunity** **Facilitates being able to work differently, through home and flexible working. This will provide opportunities for people who where previously excluded from employment due to social circumstance the ability to consider employment.** Tackle discrimination Increased opportunity of different working methods will increase opportunities of employment and hence help to tackle indirect discrimination Promote good relations between different groups 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.

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 any group(s), is that impact unlawful?	**Yes**			**If legal, is the impact intended?**	**Yes**	
	No	X	If illegal, take legal advice		**No**	

17. Have you received any complaints or compliments about the policy? If so, provide details.	**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:

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
	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 practices may have a negative impact on workers/applicants who have a disability	Consultation and engagement with HAD will be sought throughout the project and actions contained within the improvement action plan to be followed.

	Compliments
	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.
18. What monitoring is in place to check the effects of the policy on equality groups?	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; Three significant reviews of the whole EqIA are planned at key stages of the project.
19. How will the results of any monitoring be analysed, reported and publicised?	EqIA will be updated and published; The EqIA Improvement Action Plan will become part overall project plan will responsibilities allocated to relevant officers.
20. What monitoring measures need to be introduced to ensure effective monitoring of the policy? (Include in Improvement Action Plan)	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
21. When will the policy be reviewed?	Review 1 – Part way through development Review 2 – After User Acceptance Testing (inc. Training) Review 3 – Pre go-live of first service area Review 4 – Post go-live of early service areas

Decision

	High *(Large adverse impact on equality groups)*	Medium *(Some adverse impact on equality groups)*	Low *(Low potential for adverse impact on equality groups)*
22. On the basis of your answers so far, what is the potential for differential impact? (see note 19.8 in			

Corporate Guidance Document)			X
Mark with an X	Continue on to Part 2 for a full assessment.		Go to Stage 4 for any actions to improve policy and sign off.

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

	Age		Disability		Gender		Race		Religion / Belief		Sexual Orientation		Socio Economic Inequality	
	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 their 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	X

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 implemnentation
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:				
	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.	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr Learning Champions	None
	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 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 groups such as gender, ethnicity, etc.	Project Manager	In line with deployment plan - TBC	HSE Rep Change Mgr	None
	3. DSE Assessments – For all	Project Manager	In line with deployment plan -	HSE Rep	None

	permanent home workers and for those workers whose self assessment identifies a major barrier to flexible working		TBC	Change Mgr	
	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. Once this has been established customers will, where appropriate, be consulted through the formal consultation	Project Manager	• In line with deployment plan - TBC	Change Mgr Change Champion	

	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	• 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	• 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	PM HR Rep Change Champions	

			During Training Needs Assessment	Business Owners	
			• At User Acceptance Testing stage		
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) • **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)		

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.

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?	Corporate Strategy Board (acting as Better Deal for Residents Programme Board) DETG Design Board Partnership Board

Signed: (Lead officer completing EqIA)		**Signed: (Chair of DETG)**	

Date:		Date:	

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 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
Capital	2,344 401*	532	555	417	288	192	74	74	54	51	4,982
Revenue Implementation	104	104	104	104	0	0	0	0	0	0	416
Ongoing Costs	78	174	198	216	222	209	214	214	208	197	1,930
Capital financing	23	306	346	798	885	920	655	649	229	150	4,961
Revenue Total	205	584	648	1,118	1,107	1,129	869	863	437	347	7,307
Revenue benefit		-303	-750	-1,103	-1,406	-1,406	-1,406	-1,406	-1,406	-1,406	-10,592
Net revenue Impact	205	281	-102	15	-299	-277	-537	-543	-969	-1,059	-3,285

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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.