

**BRISTOL CITY COUNCIL
HUMAN RESOURCES COMMITTEE**

TO BE CONSIDERED - 24 April 2008

Title: New Ways of Working: Transforming Workspace Policy

Ward: City Wide

Report of: Head of Human Resources

Officer presenting report: Mark Williams, HR Manager

Contact telephone number: (0117) / 92 24838

1. Report Summary

The report seeks the Committee's approval of a new Transforming Workspace Policy from 1 May 2008 which will replace the current Home Working Policy. These new guidelines have been developed to complement the Council's Office Accommodation Strategy to reduce the amount of office space and office buildings that are used.

2. Recommendation

It is recommended that the Committee:-

(i) adopt the Transforming Workspace Policy with effect from 1 May 2008 (Appendix A);

(ii) agree that the annual contribution to household expenses will remain at the current level for 2008/9 but will be reviewed in April 2009; and

(ii) note that the policy will be reviewed in April 2009 when the implications of the Business Transformation proposals on practices are known.

3. Policy

3.1 The Council currently has in place a Home Working Policy which forms part of the Council's Worklife Balance Policy.

4. Consultation

(a) Internal

The proposals contained within the report have been the subject of discussion with the Office Accommodation Programme Board.

A working group including trade union representatives, Service managers and HR have produced the New Ways of Working Policy

Consultation with Trade Unions and Self Organised Groups took place in January / February 2008. The Trade Unions are content with the proposals on the basis that the Council maintains the current arrangements of contributing towards some of the additional expenses employees incur where homeworking has been agreed. However, the trade unions have requested that the level of the annual contribution should be increased in line with energy cost rises since 2002.

Responses from the Self Organised Groups (Rainbow Group and CBME group) are contained within the Equalities Impact Assessment in Appendix B

(b) External

The Council has looked at practice in other organisations as part of the development of these proposals.

5. Background and Assessment

5.1 The current Home Working Policy was drafted in 2002 and is in need of modernisation. The new policy has been developed to replace the current policy and includes:-

- new working practices and technologies i.e. partial home working, mobile working, desk sharing and remote working etc;
- cover office standards both within the workplace and at home where this applies;
- cover Display Screen Equipment requirements and arrangements for conducting risk assessments in all work settings. This is an action arising from the HSE Management Audit in 2006.

- Recommend communication and office etiquettes to facilitate home working and flexible use of office accommodation. The introduction of the new integrated guidelines will streamline a number of HR policies into a single document which will be easier for managers to access.

5.2 The new policy will follow the new policy framework model which is INTRANET based and makes use of hyperlinks to take readers to additional information, allowing the main body of text to remain short and concise.

5.3 The key changes within the new policy are:

- Establishment of open plan offices and shared office accommodation as the norm.
- If an employee requests to work from home, there must be a business case that supports the request. Partial Home Working with a minimum requirement of working at least two days a week based at home will be the norm. It is not considered that full-time Home Working is an appropriate arrangement for the council to introduce at the moment.
- Streamlining of terminology and definitions used in connection with flexible working / home working and use of office accommodation
- Home working, where approved, will be for a minimum period of one year (see para 5.4 of the policy) given the Costs, and the level of home working, which has an impact upon the number of workspaces required in the office. However, this period can be waived at management's discretion, in exceptional circumstances.

5.4 Managers and employees will need support and training in managing and working at a distance, setting output related performance targets and supporting home working staff with communication and training. Training is being developed to respond to this need.

6. Other Options Considered

- Giving managers the option to identify some posts as contractually 'Home Working'. At present, the Council does not consider that it is appropriate to impose different modes of working upon employees as a contractual requirement. However, the requirement for this type of work arrangement is likely as the Council's Business Transformation proposals emerge. Therefore, it is proposed that a report is brought back to this committee in April 2009.

- Removing the annual contribution towards overhead costs for Home Workers was considered. However, this has been discounted as the current arrangements provide a small incentive to home work and the current level of payment is low at £150 per annum and pro rata for partial homeworking. It is proposed that the current payment level is maintained for 2008/9. However, the level of payment will be reviewed as part of the review of the policy that is linked to the implications of the Business Transformation programme.

7. Risk Assessment

- Without adoption and promotion of this policy, the Council's targets on office accommodation reductions may not be met as there will not be a clear framework in place.

8. Equalities Impact Assessment

Attached in Appendix B

9. Legal and Resource Implications

Legal:

The Council should be aware of the potential impact of the policy on disabled employees and the Council's statutory obligations under the Disability Discrimination Act 1995 to make reasonable adjustments to their employment, and for them not to be placed at a disadvantage by reason of any 'provision, criterion or practice'. This may necessitate reasonable adjustments to their working practices whilst at home, particularly if, non-disabled employees in comparable circumstances are granted the right to work from home.

(Advice provided by Gavin Shek on behalf of Legal Services)

Financial:

(a) Revenue

Requests for Home Working will only be approved where a business need has been demonstrated. This requires completion of the Cost Benefit Analysis in each instance.

Where Home Working is part of wider accommodation reviews, certain costs such as ICT core infrastructure may be funded from resulting savings, such as closing buildings.

Otherwise, Departments will be required to fund the costs themselves. An indicative cost of providing equipment etc. is £1,200 per individual, based upon experience to date.

(b) Capital N/A

(Advice from Dave Miles, Budgets and Technical Manager)

Land: N/A

Personnel: Employees will need to be notified of the new council-wide arrangements.

Appendices:

Appendix A: New Ways of Working: Transforming Workspace Policy

Appendix B: Equalities Impact Assessment for New Ways of Working Policy

Appendix C: **Benchmarking reimbursement data**

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None

Appendix New Ways of Working: Transforming Work space Draft Policy

Author: **Corporate Development (HR) Team**

VERSION 6 DATE CREATED 31 March. 2008 HISTORY OF POLICY CHANGES

Date	Page	Details of change

Table of Contents

1.0 Policy Statement	Page 2
1.1 Principles	Page 2
1.2 Scope	Page 2
2.0 Equalities Statement	Page 2
3.0 Definitions	Page 3
4.0 Diary Management	Page 3
4.1 Work Stations	Page 4
4.2 Office Protocol	Page 4
5.0 Home working	Page 4
5.1 Assessment for Suitability for Home working	Page 5
5.2 Reimbursement of Expenses	Page 6
5.3 Appeals Process in respect of Home working	Page 7
5.4 Returning from Home working	Page 7
5.5 Ad-hoc home working	Page 7
6.0 Remote Working	Page 8
6.1 Touchdown Areas	Page 8
6.2 Working at BCC Partner Agencies	Page 9
7.0 Mobile Working	Page 9
8.0 Communication Guidelines	Page 9
9.0 Health and Safety and Welfare	Page 9
10.0 ICT and Office Furniture	Page 10
11.0 Training	Page 11
12.0 Performance and Development	Page 11
13.0 Security	Page 12
14.0 Contractual Variations	Page 12
15.0 Complaints Procedure	Page 13
16.0 Further Information	Page 13

1.0 Policy statement

It is essential to Bristol City Council's (BCC) Business Transformation objectives, to transform the way we work in order to make cost savings, improve efficiency and service delivery and wherever possible, promote work life balance amongst employees.

1.1 Principles

This policy has been developed to assist in meeting the Council's targets of achieving

- * 10% reduction of office space and a rationalisation of the office accommodation we use by 2012
- * 30% reduction in desk numbers by 2012

The aim of this policy is to provide a framework for both managers and employees to use office accommodation more efficiently.

Dedicated and exclusive workstations and private offices will be the exception rather than the norm for all grades of employees. Open plan, shared desk arrangements will be the standard, where building layout and structural issues allow. All requests for exceptions on the basis of work type must be submitted to the Divisional Director of Property and Local Tax

1.2 Scope

This policy applies to all employees, except those working in schools.

This policy deals with:

- (i) Diary Management
- (ii) Home Working
- (iii) Remote Working
- (iv) Mobile Working

These new ways of working facilitate the delivery of the prescribed 30% reduction in desks set by the Senior Management Team and achieve the objectives of Business Transformation. The 30% reduction is a BCC collective responsibility.

Other aspects of flexible working such as job share, term time only working and working compressed hours are covered in the Council's Work Life Balance Policy

2.0 Equalities Statement

All employees will be treated equitably, wherever they are based, in line with the City Council's Equalities Policy

3.0 Definitions

3.1 Hot desk: A workstation available for shared use by a number of individuals within a team, work group or division throughout the working week. ICT solutions enable access to GroupWise, electronic files, programmes and phone calls

3.2 Dedicated desk: A desk allocated to one employee and / or their job share partner. This includes dedicated desks for those employees who have specific access needs under the DDA

3.3 Touchdown area: A series of short stay work stations in an area that can be used for up to 2 hours and is available to all BCC staff. This enables employees to access the Council's IT applications

3.4 Home Working: A formal agreement between an employee and their manager whereby the employee works from home for a proportion of their working week.

3.5 Ad hoc Home Working: Where an employee works from home to undertake a specific piece of work, on an ad hoc basis with the prior agreement of their manager.

3.6 Mobile Working: Employees who do not have to have a work station to do their job will use portable and / or mobile devices as required

3.7 Remote Working: The use of a BCC office or other premises (e.g. Partner Organisation), other than in your dedicated base

3.8 Diary Management: The co-ordination of the teams' working hours and locations to make most efficient use of available office resources

4.0 Diary Management

Savings in office accommodation can be achieved by more efficient management of working time and space. This means managers must

take into consideration patterns of work of home workers, part time workers, meeting schedules, annual leave etc. when planning the usage of available desk space

[Hyperlink to Guidelines for Managing Desk sharing](#)

4.1 Work Stations

- Sharing of desks occurs where it is not necessary or appropriate for an employee to have an exclusive workstation in council accommodation, and where shared desks/ accommodation would be more appropriate. Dedicated and exclusive work stations will be the exception.
- Where an employee is covered by the Disability Discrimination Act, the new ways of working implemented will be agreed in consultation with the employee and input of Occupational Health where appropriate.
- Some work stations will be excluded from desk sharing arrangements due to permanent reasonable adjustment or adaptations. Those work stations will be clearly identified within work spaces.
- A resource base of commonly used equipment such as mouse, wrist rests, and document holders will be available in shared desk locations so that employees can make routine adjustments to equipment to suit their needs e.g. Use of standard or roller ball mouse

4.2 Office Protocol

In order for new ways of working and desk sharing to be successful, people have to work in a tidy and efficient way to make the best use of available council resources and to act professionally and courteously towards colleagues. A model office protocol has been produced which managers and teams can adapt to meet local needs

[Hyperlink to Office Protocol](#)

5.0 Home Working

Savings in office accommodation can be achieved through employees working from home under a formal arrangement with their managers. The employee agrees to work from home for a proportion of the working week.

- Employees can make a request for home working to their manager

or it can be management led

- The pattern of home working, including working hours and days, to satisfy service needs, must be agreed at the outset between line managers and employees and where appropriate with the work group.
- Arrangements relating to communications, control measures for safety, contacting workers, recording absence, covering attendance at meetings etc. will be covered by the local office protocol document and agreed locally by the employee, manager and the work group.
- Partial home working occurs where a regular agreed arrangement for home working has been made between an employee and management.
- Partial home working will be for at least 2 days per week. Any arrangements less than this will be covered by ad hoc home working arrangements
- Office furniture and ICT equipment can be provided. Equipment provision will be based on a business case analysis, H&S considerations and any reasonable adjustments required. Requests will be considered on a case by case basis

[Hyperlink to Home Working frequently asked questions](#)

[Hyperlink to Equipment checklist](#)

[Hyperlink to Information on regular Home Working](#)

5.1 Assessment for suitability for partial Home Working

- Employees must first complete the Home Working self assessment form and a Home Working application form to discuss with their line manager. The form guides employees through a range of issues which should be considered, such as isolation, carers responsibilities, impact on the team etc
- Employees must ensure that they have considered all aspects of Home Working as it will apply to them, prior to submitting a request, so that instances where employees find after a short period of time, that they do not wish to be home working after all are minimised.

[Hyperlink to Home working self assessment form](#)

[Hyperlink to Work Life Balance \(Home Working\) Application Form](#)

- Where whole teams or workgroups are subject to accommodation changes, the managing change policy will apply.
- Where individual requests for Home Working or the new ways of working are being made, consultation with colleagues on the

potential impact on service delivery, team work and work loads etc. will be via team meetings and local shop stewards where necessary

- When assessing an employees request for Home Working, managers must take into account:
 - suitability of the job to the proposed arrangements
 - cost benefits of Home Working
 - suitability of the home environment
 - specific needs of individual employee
 - management of teams
 - impact on the work group

[Hyperlink to Manager's guide to assessing requests for Home Working](#)

[Hyperlink to Home Working Flowchart](#)

[Hyperlink to Home Working request manager's progress checklist](#)

[Hyperlink to Cost benefit analysis pro-forma](#)

[Hyperlink to Home Working Agreement form](#)

- Home Working arrangements will be regularly reviewed through the PMDS process
- Where it is agreed that an employee will work from home during normal work hours they will be required to demonstrate that they do not have dependant care responsibilities which will affect their ability to undertake their duties within their normal pattern of work.

5.2 Reimbursement of expenses

[Hyperlink to Expenditure Approval Form for new Home Working arrangements](#)

- Home Working is voluntary and has advantages for both the employee and the organisation. The employee usually gains from a reduction in commuting cost and time.
- Employees undertaking partial Home Working are entitled to a pro rata annual contribution towards heating, lighting, power and other household expenses. The annual payment is payable in equal monthly instalments and is reviewed annually
- Broadband installation will be paid for by BCC, where a connection is not already available. The employee will be responsible for the monthly running costs

- Travel expenses will be reimbursed in line with the Expenses, Benefits and Travel policy

[Hyperlink to Expenses, Benefits and Travel Policy](#)

[Hyperlink to List of examples to follow \(journey claims etc\)](#)

- Phones: use of mobiles / land line: Employees working from home can claim for business calls made from their private land line upon production of itemised bills. Some employees may use a mobile phone provided by the Council in which case the phone rental and all calls will be billed direct to the Council. Where an employee is set up with a dedicated phone line for work / business only, the cost will be paid directly by the Council.
- Rent or mortgage: The Council will not cover any increase in rent or mortgage payments due to home working
- Insurance: Any increase in insurance premiums related to home working will be reimbursed by the Council upon receipt of written evidence from the insurance company
- Office supplies: Material required for home working must be ordered through the usual ordering systems and allocated to home working employees at the manager's discretion
- Office furniture including secure storage: This will be at manager's discretion and assessed on a case by case basis
- Auxiliary equipment - printers, fax, shredder: This will be at manager's discretion and assessed on a case by case basis

5.3 Appeals Process in respect of Home working

- The final decision on an employee home working Home Working lies with the Head of Service
- If an employee is not satisfied with a decision of a line manager, they are entitled to appeal to a Joint Appeals Panel. The decision of this panel is final and there is no further recourse beyond this stage. A joint decision of the Appeals Panel is required to overturn the original decision of the line manager for the service area concerned.
- Full details on appeal procedures and a model process for an appeal hearing is included in the Work Life Balance Policy.

[Hyperlink to Work Life Balance Policy](#)

5.4 Returning from Home Working

- Unless there are exceptional circumstances, the minimum period for Home Working will be one year to ensure the cost effectiveness of any resource allocations. Employees who wish to terminate a Home Working arrangement may be asked to reimburse the authority for a proportion of the implementation costs incurred for example cost incurred by ICT in setting up equipment etc.
- Arrangement for a re-induction to the workplace, communication with colleagues, allocation of workspace and equipment etc. must be addressed locally
- Where an employee resigns from BCC any equipment and access must be returned to BCC by the last day of work

5.5 Ad hoc home working

- Employees occasionally work from home, typically on an ad hoc basis to do a particular piece of work or due to work life balance needs. Such arrangements are at manager's discretion
- For ad hoc home working, office furniture and equipment for the home will not be provided by Bristol City Council, unless there are specific business needs or reasonable adjustments are required. Employees may make use of shared lap-tops (if in use) for home use on a temporary basis or use their own personal equipment (subject to agreement by ICT)
- Ad hoc home working for a period of time can be used to help individuals to decide whether they wish to make an application for partial home working
- Ad hoc home working for individuals does not require formal consultation with trade unions or teams. However, managers should consider the impact on teams and put in place suitable arrangements to ensure service delivery is not affected.

[Hyperlink to Information on ad hoc Home Working](#)

6.0 Remote Working

Remote working is working at another office other than your BCC office base. or other premises (e.g. Partner Organisation). It can be for either short periods (up to two hours) or longer periods (two hours or over).

In the case of short stay remote working, touch -down areas should be used. For longer periods of time, the employee should negotiate the use of a desk at the office where they wish to remote work.

6.1 Touchdown areas

- Touchdown facilities are available at various locations around the

city where all BCC employees can gain access - usually by way of a code or swipe card / pass.

- Touchdown areas will have:
 - standardised PC and fully adaptable desktop if appropriate
 - an agreed amount of standard office resources such as pens and envelopes
 - appropriate telephone arrangements
 - a range of seating provisions with footrests etc.
 - team 'break-out' areas
 - generic comfort items i.e. Mouse mats, writ support etc.
- Management of touchdown areas will be the responsibility of an appropriate locally identified office manager

6.2 Working at BCC Partner Agencies

Some BCC employees may spend all or some of their working hours using the office facilities of partner agencies. In such cases individual arrangements will be put in place to make clear the roles and responsibilities and application of appropriate policies relating to H&S, equipment and resources.

7.0 Mobile Working

- Many council employees have jobs which take them throughout the city on site or client visits for much of their working time. For such employees, mobile working may be the most efficient and effective way of working. This would involve having remote access to files and resources through specialist ICT provision.
- Applications for mobile working will be considered on a case by case basis

[Hyperlink to ICT information on mobile working](#)

- Mobile employees will not usually have a dedicated or exclusive work station, but will be able to access 'touchdown areas' in various locations across the city, where they will have managed desktop access to the council's PC network
- Mobile worker's requirements for ICT equipment (including home provision) will be assessed and equipment provided as necessary

8.0 Communication

- Employees who work from or at home for substantial periods of time may wish to identify a work 'buddy, who can be an informal link between the employee and the workplace
- An identified / dedicated phone number may be made available for 'off site' employees to use
- Communication protocols should be locally agreed and included in the local 'office protocol'

[Hyperlink to Guidelines for managers managing Home Working employees](#)

[Hyperlink to Guidelines for employees working from home](#)

9.0 Health and Safety and Welfare

- The City Council retains responsibility for the health and safety of employees at any location, including working at home. Therefore it is important that adequate provision for health and safety and welfare is made.
- Employees need to complete a H&S self assessment which must be verified by their manager. Advice on how to complete the self assessment will be given at the Home Working training
- Specialist advice is available from the H&S team

[Hyperlink to Code of practice on office moves and accommodation](#)

[Hyperlink to Lone working policy](#)

[Hyperlink to Policy for Display Screen Equipment](#)

[Hyperlink to Corporate Health and Safety and Welfare Policy](#)

[Hyperlink to Employees Home Working Risk Assessment checklist](#)

[Hyperlink to Guidance on minimum H&S standards for all categories of Home working employees](#)

10.0 ICT and office furniture

- ICT equipment will be used in accordance with the Council's Security Policy
- Users of these guidelines should be aware of up to date technology to support management, training and communication of

/ with employees who are working from different locations e.g. Video conferencing, use of 'Blackberries', Portable computers

- ICT equipment at Touchdown areas and desk sharing sites will be set up so as to take users through a simple H&S checklist when they first log in

[Hyperlink to Deploying managed desktop, PC, laptop to Home Working user](#)

[Hyperlink to ICT information on Home Working](#)

[Hyperlink to Home Working user instructions](#)

[Hyperlink to Information security policy](#)

[Hyperlink to Request for Change, Flexible Working, New remote Access Laptop or PC](#)

- Employees who wish to use their own ICT equipment when working from home must provide sufficient information about their set up to satisfy ICT and their manager that they will be able to undertake the full range of their work with the available equipment
- Where use of personal ICT equipment is agreed, employees are responsible for all repairs and maintenance and in circumstances where equipment is out of action for a period of time, employees may be asked to use Touchdown areas until the repairs are made
- ICT equipment provided by BCC will be repaired and maintained by BCC as necessary
- Advice should be sought from payroll about any tax implications of equipment provision
- Any ICT equipment, support services and office furniture provided for an employee must be obtained via Procurement and follow all financial regulations. An audit trail will be required to cover sales, movement and return of equipment
- Specialist advice is available from the Procurement Team

[Hyperlink to Corporate Procurement Corporate Contracts](#)

[Hyperlink to Procurement and Financial Regulations](#)

11.0 Training

- Home Working training is mandatory for both managers and employees who want to undertake partial Home Working. Training will cover Data protection, H&S, performance management, isolation, boundaries between home and work and communication

[Hyperlink to Home Working training course](#)

- All employees are entitled to training and development in line with PMDS and the corporate development policy, regardless of their work location.

[Hyperlink to PMDS](#)

- Managers must consider the loss of on-the-job-learning for Home Working employees and liaise with their departmental training managers to ensure that required skills can be appropriately learnt by those who may not be able to access conventional training courses or development sessions by virtue of their work location.
- During times of change or training, employees may be required to alter their normal Home Working patterns.
- They may also be required to attend on-the-job training events which may be held at a specified location

12.0 Performance and Development

- Where an employee is working from home, the manager must have agreed what work is being done and monitor the output being achieved
- Employees who are Home Working or working from different locations will be managed in line with existing policies and procedures, but management styles and methods will need to be adapted to suit particular working arrangements. Useful information and required standards can be found in The Bristol Manager
- Staff will be expected to attend BCC premises for PMDS, training or other key meetings.

[Hyperlink to The Bristol Manager](#)

[Hyperlink to PMDS](#)

[Hyperlink to Improving performance policy](#)

[Hyperlink to Employee Development policy](#)

- Staff who have hit absence triggers under the managing attendance policy can apply for Home working and their application will be considered on a case by case basis with input from the Occupational Health and Counselling Service. This might occur where an employees health and attendance could be improved by working from home.

13.0 Security

Security arrangements must be adopted and clarified in the Home Working agreement to ensure:

- Security and confidentiality of council equipment and information
- No access of family and friends to work information, data and records
- Provision of secure containers
- Protection of home computers and their links
- Appropriate use of communication links
- Disposal of classified waste

[Hyperlink to Data Protection Guide](#)

[Hyperlink to IT security guide](#)

14.0 Contractual variations

- Where it is agreed that an employee may take part in Home Working, their revised terms and conditions will be based on the following principles:
 - No reduction in grade
 - No loss of status
 - No loss of career prospects
 - Form / standard letter
- For the impact of Civil Emergencies Home Working arrangements, please refer to the Civil Emergencies Matters Policy

[Hyperlink to Civil Emergencies Matters Policy](#)

15.0 Complaints procedure It is the line manager's responsibility, in the first instance, to respond to any complaints regarding the failure of the council to follow the New Ways of Working policy within their particular team / section. Support and advice is available from the HR service

16.0 Further information

A list of Frequently Asked Questions & Answers is provided for your information .

[Hyperlink to Frequently Asked Questions](#)

Draft

Equality Impact Assessment Toolkit

Title of service, function or policy being assessed	New Ways of Working : Transforming work space policy
Name of directorate and service	Corporate Development HR
Name and role of officers completing the assessment	Pauline Davey, Shirley Payne, Saskia Holtkott
Contact telephone number	0117 922 4960
Date assessment completed	March 2008

1.	Identify the aims of the policy/service/function and how it is implemented.		
	Key questions	Answers / Notes	Actions required
1.1	Is this a new a new policy / function or service or a review of an existing one?	<p>This exercise constitutes a review and merger of aspects of the existing Flexible working and home working guidelines</p> <ul style="list-style-type: none"> • These guidelines will form one aspect of BCC's Work Life Balance Policy, but are presented as a separate document because they deal specifically with work location and work station arrangements including; <ul style="list-style-type: none"> Diary Management Home Working Remote Working Mobile Working 	<p>Review existing documentation and retain 'Fit for Purpose' elements</p> <p>Research current thinking and incorporate up to date best practice into revised documents</p> <p>Adopt new policy framework layout with hyperlinks to additional information</p>

1. 2	What is the aim, objective or purpose of the policy/service/function?	<p><u>The organisation:</u> Rationalisation of office space and associated reduction in accommodation costs Expand services and respond to customer needs <u>Managers:</u> have robust process in place to manage productivity of home working employees and those using Transforming Work space. Clarity around compulsory desk sharing / Transforming Work space arrangements. Guidance on the options available under the policy Guidance on process for assessing requests for home working Establishment of a 'how we work here' guide setting clear responsibilities and accountabilities. <u>Employees:</u> Clarity around their rights, obligations and entitlements in relation to Transforming Work space. Opportunity to work more flexibly to meet Work Life Balance needs</p>	Develop clear guidelines which address the aims / objectives / purpose
1. 3	Whose needs is it designed to meet? who are the main stakeholders? Stakeholder analysis (See appendix A)	Bristol City Council Employees Managers Trade unions	
1. 3b	Who are the Consultative bodies?	Health and Safety ICT Members	

1.4	<p>Who defines or defined the policy/function? How much room for manoeuvre is there?</p>	<p>Business Transformation /accommodation group defines the policy Autonomy exists at local level There is room for manoeuvre within the scope of the guidelines and within the requirements of H&S, required productivity levels and ICT possibilities The guidelines extend beyond the legislative requirements in terms of their availability to the majority of the workforce</p>	
1.5	<p>Who implements the policy function? Is it possible for bias/prejudice to creep into the process?</p>	<p>Managers will have the discretion to apply the guidelines flexibly with guidance from HR and H&S. Bias and prejudice is possible Roll out of workforce to managers should include access to home working / flexible working data to report on equalities groups</p>	<p>Need to monitor application and impact and develop monitoring systems other than through complaints Possible monitoring through Staff satisfaction survey</p>
1.6	<p>Are there any areas of the policy or function that are governed by discretionary powers or judgement? If so is there clear guidance on how to exercise these?</p>	<p>Yes. Managers will have flexibility to decide what's allowable - what cost is reasonable, what impact on service is allowable etc. Decisions can be made by managers within the normal financial boundaries for the line manager. There is an expectation of consistency within work units, but discretion at divisional level</p>	<p>Develop a guidance checklist for managers to guide their decision making</p>

<p>1.7</p>	<p>What factors or forces are at play that could contribute or detract from the outcomes identified earlier in 1.2?</p> <p>SWOT analysis (See appendix B)</p>	<p>Employees wishes for New ways of working could conflict with business needs. E.g. Not everyone will be able to or want to work from home. Employees wish to keep 'home' and 'work' separate</p> <p>Rationalisation of accommodation targets may change and become more challenging in which case the requirement for home working and / or flexible use of accommodation may need to be extended and become compulsory rather than voluntary. The policy will be regularly reviewed and significant changes will be subject to consultation</p> <p>Transformation agenda - need to work on a wider geographical remit e.g. There is debate around whether Scientific Services become regional. Such developments could impact on the policy</p> <p>Possible Council move from Delivery to Commissioning which may require additional / new ways of working</p> <p>Political change, Service needs change</p> <p>Staff are currently in favour of home working / flexible working by about 60% / 40%, but this could change as the practical realities of home working become better understood and there maybe greater compulsion on individuals to work flexibly.</p> <p>Managers may resist on</p>	<p>Regular review of guidelines and communication with all staff about changes to corporate accommodation targets</p> <p>Retain flexibility wherever policy</p> <p>Training for staff and managers</p>
------------	---	---	--

1.8	How do these outcomes meet or hinder other policies, values or objectives of the public authority (this question will not always apply)	<p>Asset management policy is met by the Transforming Work space policy</p> <p>Work life balance policy is supported by the Transforming Work space policy</p> <p>Potential Impact on recruitment and retention</p> <p>H&S</p> <p>ICT</p> <p>Managing attendance / return to work</p> <p>Performance and development policy</p> <p>Maternity policy / risk assessment / return to work</p>	
1.9	How does the local authority interface with other bodies in relation to the implementation of this policy function? (this question will not always apply)	<p>Partner organisations such as PCT, Police</p> <p>Sharing of facilities - This is a future aspiration rather than an integral part of the guidelines at this stage</p> <p>Procurement for office furniture and ICT is covered by existing procurement regs.</p>	Guidelines refer, but more detail may need to be added at a future date

1.10	Consider if any of the six equalities strands have particular needs relevant to the policy.	<p><u>Disability:</u> Adjustments to house and home to accommodate home working</p> <p>Possible restrictions on desk sharing if reasonable adjustment are required.</p> <p><u>All groups:</u> Social isolation Impact on those living in large family circumstances</p> <p><u>Young People:</u> Loss on 'on the job learning' opportunities and development of a work ethos</p> <p>Carer needs - expectations of undertaking domestic duties whilst at home</p> <p><u>Religion and belief:</u> Religious observation</p>	
1.11	Taking the six strands of equalities, is there anything in the policy that could discriminate or disadvantage any groups of people?	Not within the guidelines, but discrimination could arise through implementation and local application of discretion	Training for employees and managers mandatory

2. Consideration of available data, research and information			
	Key questions	Answers / Notes	Actions required

2.1	What do you already know about who uses and delivers this service or policy?	Employees and managers See Colston 33 and St Annes House examples Review available training data Staff satisfaction survey results Is it used by Occupational health as a reasonable adjustment / phased return to work option?	Talk to corporate development re training data
2.2	What quantitative data do you already have? (e.g census data, employee data, customer profile data etc)	See above. Future aspiration to record data on Workforce	

Data from Staff satisfaction survey 2007:
11% of staff within the Council use the home working policy, of these 18.9% are in the CE department (26.3 would like to)
12.5 in CSS (31.7 would like to)
1.9 in CS (14.7 would like to)
12.9 in PT&SD (26.3 would like to)
14 in CYPS (30.7 would like to)
8.2 in C&L (23.6 would like to)
7.4 in ACC (23.8 would like to)
10.9 in NHS (28.8 would like to)

It is less clear how many people do / would like to work from a different location, as this option is tied in with others in a question about 'other' ways of working

2.3	What qualitative data do you already have? (e.g results of customer satisfaction surveys, results of previous consultations, staff survey findings etc).	Anecdotal evidence from employees who work from home and / or use office bases in a flexible way Information from Ian Parr	Talk to M. Brewin Contact Phil Higgins. Seek out option of asking key question through weekly news - How is it for you?- what works and what doesn't and what else would you like to see
2.4	What additional information is needed to ensure that all equality groups' needs are taken into account? Do you need to collect more data, carry out consultation at this stage?	Need base line data	
2.5	How are you going to go about getting the extra information that is required?	Break down staff satisfaction survey by equality group Ask further questions in the 2009 survey	

3. Formal consultation (include within this section any consultation you are planning along with the results of any consultation you undertake)			
	Key questions	Answers/notes	Actions required

3.1	Who do you need to consult with?	TU HRM Self Organised Groups Departmental Management Teams Property Services Business transformation group (accommodation) ICT H&S	
3.2	What method / form of consultation can be used?	Questionnaires face to face meetings Data analysis	
3.3	What consultation was actually carried out as part of this EQIA and with which groups?	Early stage opinion seeking from stakeholders, followed by request to comment on draft and then Corporate Equalities Working Group	Need to place item for discussion on relevant agenda

<p>3. 4</p>	<p>What were the main issues arising from the consultation?</p>	<p>Anticipated: BCC providing subsidy towards use of utilities for those working substantially from home. Productivity / Trust / Performance measurement Isolation Voluntary / compulsory home / flexible working H&S Investment - money required for set up costs - will this mean that implementation will vary across departments Issue of fairness reasonable adjustments Training</p>	
-----------------	---	--	--

<p>4. Assessment of impact</p>	
	<p>Based upon any data you have analysed, or the results of consultation or research, use the spaces below to list how the policy will or does actually work in practice for each equalities group. Identify any differential impact and consider whether the policy/function meets any particular needs of each of the six equalities groups. Also include any examples of how the policy or service helps to promote race, disability and gender equality.</p>
	<p>Impact or potential impact (negative, positive or neutral)</p>

4.1	Gender – identify the impact/potential impact of the policy on women, men and transgender people	<p>More women are employed by the Council, so it is likely that more women than men will be afforded the opportunity of home working.</p> <p>Undertaking domestic chores could have adverse effect.</p> <p>Feeling of isolation and lack of support from team, manager, colleagues.</p> <p>Cost of working from home could increase due to increased electricity, but could be offset by paying less transport costs.</p> <p>Managers will need to ensure communication with this group is not affected.</p> <p>The WIN group will be contacted for their views.</p>
4.2	Disability - identify the impact/potential impact of the policy on disabled people (ensure consideration of a range of impairments including visual and hearing impairments, mobility impairments, learning disability etc)	<p>Reasonable adjustments will be required at home and IT must be able to support requests for help, in the same manner as it currently undertaken.</p> <p>Hot desking / working at the Landing Pad/ desk sharing may not be an option for disabled people, especially if adjustments are required to IT equipment / seating arrangements are required.</p> <p>Managers will need to ensure communication with this group is not affected.</p> <p>The Chair of disabled employees group will be contacted for their views.</p>
4.3	Age – identify the impact/potential impact of the policy on different age groups	<p>Young people may not be able to learn work place protocols about the standards expected in a working environment.</p> <p>Older people may experience difficulty using the IT equipment i.e. Blackberry.</p>

4. 4	Race – identify the impact/potential impact on different black and minority ethnic groups	The 2005 staff satisfaction results conclude that BME employees responded markedly less positively regarding how included they were by their direct line manager across a number of different measures of inclusion. Managers may find communication difficult/lack confidence to communicate with staff working from home. Managers must ensure they communicate effectively with this group. The Chair of BME group will be contacted for their views.
<p>Comments received from BME group: (Note: Comments made by the SOGS relate to the Draft policy version dated 23rd January 2008)</p> <p>Guideline statement: BCC reserves the right to require employees to work from vary BCC locations - how much notices will the employee get. (Can the manager pick up the phone that day and say I need you to work from a different location. eg across town. Employee might not have any transport)</p> <p>Who will pay the cost of travel - will the employee be able to get taxies to new locations and home?</p>		
Equality Impact Assessment Toolkit - has this being considered?		
Will office based staff have to share their desk/filing storage		
<p>Roll out of workforce to managers - What do they mean equalities group (are we to be treated differently from other staff, surely we are all the same)</p> <p>Will staff satisfaction survey forms be made compulsory. How will they get a true picture.</p>		
<p>Rationalisation of accommodation target may change.... compulsory rather than voluntary - What happens if your property is rented/shared accommodation. If you live in a different county.</p> <p>Will management be made to work from home too.</p>		
- This policy may also impact on the Flexi Scheme, Travel and Expenses Policy, Managing Performance		

	<p>- Consider if any of the six equalities strands - People with disabilities who require specialist equipment will they be made to pay the cost if they find that they would like to be at work instead of home.</p> <p>What if the home is unsuitable for the specialist equipment. What then.</p> <p>Have we thought about domestic violence. Work might be the only escape.</p>
	<p>RE: compulsory training for home working (managers and employees) - If this refers to the current training, this does not cover equalities issues</p>
	<p>Re; Equalities Impact Assessment: figures from staff survey -Are these in relation to the current home worker policy? If so then this is more likely to be based on occasional home working where staff can do quiet work at home. Regular Home working means someone being operational and contactable at home which is different and therefore these figures may not be relevant.</p>
	<p>Re; Equalities Impact Assessment: -Private Housing Teams currently have staff home working - can we be included in consultation?</p>
	<p>Re; Equalities Impact Assessment: Gender -Women are likely to be in lower paid jobs and are over represented in admin roles. There is the potential that admin roles will be deemed unsuitable by some managers as a large proportion of the admin role is answering calls from the public and fielding, filtering and signposting etc for/to the rest of the team.</p>
	<p>Re; Equalities Impact Assessment: - Strongly agree with both points. Also young people are likely to live in shared, rented accommodation there may be issues with finding appropriate space to set up home working equipment</p>
	<p>Re; Equalities Impact Assessment: - Strongly agree with this point</p>
	<p>People with large families are also likely to find it difficult to work from home. They may not have space. Also where they have the partner or older person at home may be difficult to maintain working all day.</p>
	<p>Re; Equalities Impact Assessment: - May wish to monitor people returning to the office and reasons why</p>
	<p>Other - Are staff expected to make a request in the same way if they wish to regularly work remotely from another office location? If so who would be the responsible person to setting that up at the other end?</p>
	<p>There may need to be clear protocols in place for reporting harassment, inappropriate behaviour etc if remote working from another office location eg Who does the employee report this to?</p>

	<p>There will need to be clear guidance in place for remote workers and the offices receiving them so that staff know who local arrangements e.g. Evacuation, first aiders and H&S reps etc.</p>
	<p>Contractual variations - If they decide that it's not for them do they go back to their original contract. And if they do would this not pose a problem if there is no desk space available?</p>
	<p>Employees can make a request for home working to their manager or it can be management led. - Explain Management led. Do they mean it will be made compulsory, you wont have a choice.</p>
	<p>Where it is accepted that an employee will work at home during normal work hours they will be required to demonstrate that they do not have dependant care responsibilities within their stated working hours. - What if the have children at school and they are taken sick and need to be at home. What if they have elderly parents who live with them (this needs to be explained more fully)</p>
	<p>Managers may find communication difficult - This should be interesting The BME/ Black Unison group have found that managers are often reluctant to address work related issues with Black staff until they become a major problem. They start disciplinaries against the poor bewilder staff member.</p>
	<p>The flexible working policies- Contracting work out. Sharing premises with the Police - if this happens we will have to be Police checked (I'm not talking about CRB checks)</p>
	<p>ICT and Office Furniture - We were advised categorically by ICT that staff were not allowed to use their own PC for home working due to security reasons. Recently an IT engineer in ICT who advised that if staff did use their own PC they would need to have compatible software and hardware to support the system. If this is the case who would take on these costs?</p>
	<p>There are additional costs to teams/sections of having landing pads e.g. Telephone bills (cost of calls from landing pads and cost of transferring land lines to mobile phones) also any additional furniture and IT costs for IT issues related to landing pad equipment.</p>
	<p>Re-imburement of expenses - As stated above if attending a key meeting on a work from home day can travel time be claimed from home (or city boundary for staff who live outside Bristol). If not then is this to be treated as an office day?</p>

	<p>One of the benefits of home working being sold to staff is cost saving on travel costs and travelling time. In addition this is one of the reasons why BCC are not paying for utility costs e.g. Gas and electricity. Surely if staff are then expected to come in for a meeting on a home working day this arrangement cancels itself out.</p>
	<p>The likelihood of everyone being in the office on the same day will become less whilst meetings and attendance at meetings will become more important.</p>
	<p>Performance and Development - Fairness - It would be quite easy for a home worker to be more closely supervised than other colleagues doing the same job who are office based. The home worker may be expected to explicitly explain/record each step of their work, whilst for someone in the office an overview would be acceptable.</p>
	<p>Returning from home working - Employees who find that home working is unsuitable for them within the first year may not be able to afford to pay back costs and therefore may not advise their manager that they wish to return to the office and risk under performing (potentially) which could lead down the managing performance and disciplinary route.</p>
	<p>All employees are entitled to training and development in line with PMDS and the corporate development policy, regardless of their work location. - This needs to be monitored by HR to make sure that people are not being disenfranchised and how will it be done.</p>
	<p>Home worker Training - experience of staff having attended this training, suggests that 85% of the compulsory home worker training relates to health & safety issues. There perhaps should be more information for staff and managers on communication etc. N&HS have recently started running a 'Managing remote teams' programme which covers other home working issues in slightly more detail, but it would be good to have one programme that covers both these elements.</p>

Employees who wish to terminate a home working arrangement may be asked to reimburse the authority for a proportion of the financial costs incurred for example cost of office furniture, broadband installation and ICT equipment - **Do they mean termination after under a year or anytime after the year is up! What if the employee (woman) becomes pregnant do they still have to pay when they go on maternity leave. Will the equipment be taken out.**

What if the manager ceases the agreement to work at home who pays for the equipment. (it is predicted that the cost would amount to a couple of grand) Why should the employee have to pay. Will they have to pay it back over a phase period.

What about the people who have already signed up to do flexible working from home. Are they aware that they might have to pay money back to BCC if they decided that it is not for them or their circumstance change.

General points

There is no mention of Part Time workers and how they are affected by this policy e.g. As PT staff should be treated the same as FT staff, are PT staff entitled to work from home and on what basis e.g. Will this be pro rata? Will they entitled to only occasional home working?

Clarification is needed on whether the home is to be treated as a place of work on a work at home day.

For example: Carers would be expected to make child care arrangements for children etc when working from home. However, if travelling between the home and the office for a meeting, travel cannot be claimed as it is deemed home to work travel. Also would this mean that travel is then within or outside of work time?

If travel time could not be claimed in these circumstance is the home worker who comes into the office for a meeting expected to change this day to a work from the office day? If so there may be issues finding a desk to work from as someone else may be using the free desk on that day (this is less of a risk where drop in facilities are provided).

A list of BCC offices where hot desks and meeting spaces are available and details of how to book these desks/meeting rooms would be useful.

Child care - What happens in half term and school holidays when children are at home and being looked after by partner at home on a work from home day?

Flexi - Are home workers expected to be operational from 9 - 5? What if you want to work in the evening when children are gone to bed? How would this fit in with the need to make child care arrangements??

What if your child is older e.g. 12 - 16? Do the same child care rules apply?

Office talking etc -Research on remote teams suggests that managers need to allow for 'catch up' time in the office or when staff groups meet for team meetings. It refers for the need for people to have to catch up with each other informally and advises that managers build in time for this to happen at the start or end of meetings.

We have found this to be the case in our office as there are different groups of people in the office each day and some may not have seen each other for a couple of weeks (especially if part time). However, the office protocol documents suggest open plan working staff must be mindful of others around them when working and informal chat can be distracting to some and can lead to some staff making complaints about others and potentially action being taken without regard for the need for people to catch up. Managers would need to think about how this can be managed appropriately and ensure all staff are aware of what is acceptable.

4.5	Sexual orientation - identify the impact/potential impact of the policy on lesbians, gay men, bisexual and heterosexual people	No issues identified. Managers will need to ensure communication with this group is not affected. The Chair of LGB group will be contacted for their views. Views received from Rainbow group:

<p>Comments from the Rainbow Group: Policy: Under 1.1 Scope, adding Equalities Policy as one of the policies and procedures that is listed as being expected to comply with. Again, under section 3.4 Working at BCC Partner Agencies. Add Equalities Policy to list of 'application of appropriate policies'</p>
<p>Equalities Add something about ensuring access to attend SOG meetings.</p>
<p>Assessment for suitability for home working Mentions 'isolation', this may be even more significant for LGB staff who could lose peer support.</p>
<p>Communication, identifying a work buddy. Perhaps a similar buddy could also come from the relevant SOG?</p>
<p>Training. Equalities issues should be included as a mandatory part of the training.</p>
<p>Minimum period of one year. Suggest waiving repayment if decision to return is connected with the individual being part of an equalities group. The council needs to retain employees from these groups and they should not be penalised if working arrangements negatively impact on these groups.</p>
<p>Equalities Impact Assessment SOGs to be included in main stakeholders. Consideration of negative impact if the policy causes a lack of a particular equalities group in the workplace. This could negatively impact on addressing equalities issues in the workplace and a perception that these issues are no longer relevant because people from the equalities groups are no longer present. Potential positive aspects of having a diverse workplace culture could be lost.</p>
<p>1.5 Recognition that prejudice is possible. What about possible move to home working of all those who do not feel the office environment is a comfortable place to be? Must be monitored (and increase publicity of the need to record sexual orientation) to see if LGB staff are 'fleeing' a hostile environment. Removing themselves may give a short term improvement for the individual but will not help effect organisation change.</p>
<p>1.8 "Potential impact on recruitment and retention" Is this perceived to be positive or negative?</p>
<p>2.5 Sexual orientation monitoring needs high profile promotion to get data that can actually be used.</p>
<p>4.1 Question the assumption that more women than men will be "afforded the opportunity of home working" just because more women than men are employed by the council.</p>
<p>No consideration of transgender issues. For example will there be a positive or negative effect on people transitioning as home working rather than office based staff? Suggest researching with other large employers with similar home working policies or contact with transgender groups.</p>

	<p>4.5 Sexual orientation issues: isolation, access to LGB peer support, loss of office role models. For some people access to SOG meetings may actually increase, if staff do not have to explain to colleagues their absence from the office.</p> <p>How will managers ensure communication with this group continues, if culture is not sufficiently open for individuals to be open about their sexual?</p>		
	5.2 - 5.6 Monitoring. Suggest focus groups for LGB staff or anticipating potential issues rather than just waiting for usable LGB data.		
4.6	<p>Religion/belief – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those with no religion.</p>	<p>Home Working may be preferred for those who need to practise their religious observations. Managers will need to ensure communication with this group is not affected.</p>	
	Key questions	Answers/notes	Actions required
4.7	<p>Have you identified any areas in which the policy/service or function is indirectly or directly discriminatory? If you answer yes to this please refer to legal services on whether this is justifiable within legislation.</p>	<p>No direct or indirect discrimination identified in the guidelines</p>	<p>Implementation to be monitored</p>

4.8	If you have identified any adverse impact(s) can it be avoided, can we make changes, can we lessen it etc?	<ul style="list-style-type: none"> • Effective communication between managers and employees • Consider 'buddy' system and dedicated phone line • Consider training and development (possible to include specific guidance in new corporate development and performance policy) • Monitor application of guidelines • Deal with complaints through employee grievance process 	
4.9	Are there additional measures that could be adopted to further equality of opportunity in the context of this policy/service/function and to meet the particular needs of equalities groups that you have identified?	Non identified at this stage	

5. Internal processes for the organisation

Making a decision in the light of data, alternatives and consultations

	Key questions	Answers/notes	Actions required
5.1	How will the organisations decision making process be used to take this forward?	Presentation of draft to Office Accommodation Programme Board. Consultation process with Trade Unions and self organised groups Agreement through HR Committee	

Monitoring for adverse impact in the future

	Key questions	Answers/notes	Actions required
5.2	What have we found out in completing this EqIA? What can we learn for the future?	EqIA is a useful planning / development tool	Periodic review of EqIA as monitoring data informs how implementation is impacting on different employee groups
5.3	Who will carry out monitoring?	Departmental HR (to be agreed)	
5.4	What needs to be monitored?	Number of requests made / agreed / refused. Break down by equality group Qualitative and quantitative feedback from those using the guidelines	
5.5	What method(s) of monitoring will be used?	To be agreed	

5.6	How will the monitoring information be published?	To be agreed	
Publication of results of the equality impact assessment			
	Key questions	Answers/notes	Actions required
5.7	Who will take responsibility for writing up the EqIA report?	To be agreed	
5.8	How will the results of the EqIA be published?	To be agreed	
5.9	Who will take responsibility for this?	To be agreed	

6. Equality Impact Assessment Improvement Plan

Please list actions that you plan to take as a result of this assessment (continue on separate sheets as necessary). These actions need to be built into the service planning framework and targets should be measurable, achievable, realistic and time bound.

Title of service/function or policy being assessed:
Name and role of officers completing assessment:
Date assessment completed:

Issues identified	Actions required	Progress milestones	Officer responsible	By when
	To be agreed			
	To be agreed			

	To be agreed			
	To be agreed			
	To be agreed			

Appendix A

Stakeholder analysis is the identification of a project's key stakeholders, an assessment of their interests, and the ways in which these interests affect project riskiness and viability

Primary Stakeholders: Those ultimately affected, either positively (beneficiaries) or negatively (for example, those involuntarily resettled) and those who can significantly influence, or are important to the success of the project	Interests	Potential project impact
Trade Unions	Impact on equalities and employees. Subsidy issue (ultimately a CMT decision), H&S	+ / -
Employees	Impact on their working terms and conditions and environment. Flexibility, equality	+ / -
Departmental Managers	Impact on productivity / service delivery, management issues, costs	+ / -
Health & Safety	Legal compliance, house and home issues (adaptations), risk assessments	+ / -
ICT	Technical feasibility. Compliance with ICT processes, data security, equipment security	+/-

Human Resources	Process which supports organisational needs and is compliant with legislation and relevant regulations. Process which supports employee relations	+
Business Transformation Group (Mark Williams / Stephen Wray / Ian Parr)	Fit for purpose guidelines. Guidelines which support the aims of business transformation	+
Accommodation stakeholders (Alun Owen, Jeremy Screen)	Guidelines which support the aims of the asset management plan / accommodation review	+
Secondary Stakeholders		
Self organised Groups	Equality of application, reasonable adjustments, monitoring of impact	+ / -
Politicians	As a support tool for other strategic priorities - cost savings, efficiency and effectiveness	+ / -
Legal	Legal compliance , equalities	+ / -
Insurance (Dave Mikkelson)	Insurance issues, to protect Council equipment	+ / -
"External" stakeholders		
<i>For Future Consideration</i>		

Appendix B

Strength		Weaknesses	
	Response		Response

<ul style="list-style-type: none"> • Staff Support for flexible / home working • Working examples in place • ICT advancement • Transport policy • Need to reduce accommodation costs • Cost / business drivers • Increased legislative requirement 	<ul style="list-style-type: none"> • Keep home working voluntary. Aspects of flexible working such as desk sharing may be compulsory • Analyse pilots of Colston 33, St Anne's and Romney and incorporate learning into new guidelines • Guidelines to include use of up to date technology • Highlight benefits of reduced travel • Provide information for cost benefit identification, so that managers can identify cost implications • Highlight the business 	<ul style="list-style-type: none"> • Management trying to change working practices • Investment required • Lack of central funding • Lack of understanding / fear of change • Business need in some departments will make home working / flexible working difficult to implement 	<ul style="list-style-type: none"> • Highlight benefits of home / flexible working • Keep home working voluntary • address culture change and fear of change through training and promotion • Savings, budget control, Access to Work (for reasonable adjustments) • Allow flexibility at local level - make clear in guidelines that business needs are foremost
---	--	---	--

Opportunities		Threats	
	Response		Response

<ul style="list-style-type: none"> • Wider regional working • Recruitment and retention • Green travel • Reduce Council cost • Delivery to commissioning model • Employee choice / employer of choice • training / ethos change 	<ul style="list-style-type: none"> • Identify potential joint / partnership working with surrounding authorities and partners such as PCT and police etc. (long term) • Advertise home working / flexible working through the recruitment website • Promote flexible working (at landing pads or home) to reduce car miles • Monitor expenditure against savings over time to assess financial savings • Monitor impact through recruitment and selection and exit questionnaires 	<ul style="list-style-type: none"> • Unsuitable homes • Lack of take up • Lack of funding • Resistance to change • H&S 	<ul style="list-style-type: none"> • Retain choice to work differently • Consultation / information • Contracts 'work anywhere in Bristol' • Savings, budget control, Access to Work • training, information, process monitoring • risk assessments
--	--	---	---

Appendix C
 Benchmarking Information on Reimbursements for Home Working

Authority	Cost covered	Amount	Notes
Bristol		£150 per annum pro rata	
Birmingham		None	Under review
Dorset		None	
BATHNES	Broadband connection provided for home workers	£104 per annum for staff who work at home on average 4 days per week or more	Being considered
Manchester	Broadband internet usage allowance up to £15 per month (subject to income tax). Employee must arrange broadband connection. All IT equipment provided by council	Flexibility allowance of 20% salary for working 35 hour rota including nights/w'ends over 8 week cycle	Interim working arrangement for ICT staff during consultation period - all night and weekend work to be conducted from home