BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

- For Resolution -

Thursday 8th October 2009

Report of: Service Director: Strategic HR & Workforce Strategy

Title: SMART Working HR Policy

Ward: Citywide

Officer Presenting Report: Mark Williams, Service Manager
(Corporate HR)

Contact Telephone Number: 0117 92 24838

RECOMMENDATION

That the Smart Working HR Policy is adopted with effect from 1st January 2010.

Summary

The Committee is asked to approve a new Smart Working HR policy which sets out new organisational principles for working in the Council.

The significant issues in the report are:

The Council is transforming the way in which we provide services. Attracting and retaining skilled staff, reducing the cost of the way we do things, providing customer excellence and continuously improving our services are the key ingredients of our transformation journey. We are now introducing more flexible and responsive methods of working. We call this "smart working". This new policy sets the new smart working practices can now be used in the workplace and when they can be utilised.

1. Policy

1.1 This policy replaces the New Ways of Working – Transforming Workspace Policy with effect from 1st January 2010. The policy does not relate to the rights of individual staff to request flexible working. This is covered by the provisions of the Council's Worklife Balance Policy.

2. Consultation

2.1 **Internal**

The policy has been the subject of consultation with:-

- Strategic HR Group on 15th July 2009.

- New Ways of Working Programme Team including the senior responsible officer and the smart working project board.

- Trade Unions – 31st July 2009 HR Policy Consultation Meeting. There was a further consultation with the Single Status Trade Unions on 23 September 2009. It was agreed that there would be further consultation on how the policy will be implemented.

- Disabled Employees Self Organised Group.

- Focus group of managers who have been assisting in the design of documentation that supports the policy.

The feedback from stakeholders has been positive and there is universal agreement that smart working will be a key in enabling improved organisational performance and embedding continuous improvement.

2.2 **External**

Not applicable.

3. Context

3.1 A copy of the new policy is as set out in Appendix B for Members' consideration.

3.2   The new policy is also cross-referenced with other Council policies and procedures, including expenses, health & safety and changes in office accommodation.

4.   Background and Assessment

4.1   A key aspect of in the Council's Business Transformation is transforming the way we work. Smart working is an intrinsic element of the drive to improve both individual and organisational performance. It also requires a management style which is focussed on new work practices, a flexible work environment and the use of new technologies. Smart working is also designed to improve the council's proposition as an employer of choice both to existing employees and in the labour market. This new policy represents new standard in the organisation and be introduced in all workplaces over time.

4.2   The new policy is a short document which has been designed to be accessed and used through the intranet with links to other relevant HR policies and guidance etc. The main features of the Smart working HR policy are that it sets out:-

- the benefits of smart working;
- the different types of smart working that are available;
- a procedure for introducing smart working which is based on business requirements and places a requirement for consultation with all the employees affected by the change;
- home working on a whole time basis can now take place but only with employee agreement;
- management responsibilities; and
- employee responsibilities.

5. Other Options Considered

5.1   The New Ways of Working – Transforming Workspace Policy could be retained. However, it was always planned to review the policy and it is considered the proposed Smart Working Policy meets the council's requirements.

5.2   The option of compulsory homeworking was considered but discounted. This is on the basis that the targeted office space reductions have been successfully implemented in those areas of the council where smart working practices have been introduced e.g. Romney House, Colston 33 and St Annes House.

6. Risk Assessment

6.1   It is considered that the risks of implementing the policy are low. The aims and aspirations of smart working have already been promoted widely in the workforce through "Making a Difference" and the intranet and there is widespread organisational support at all levels.

7. Equalities Impact Assessment

7.1   The assessment undertaken in respect of the New Ways of Working – Transforming Workspace Policy has been refreshed and updated to reflect the provisions of the new Smart Working Policy and is provided at Appendix A.

Legal and Resource Implications

Legal

There are no specific legal implications arising from this Report. The proposed Smart Working Policy takes into account the existing policies and procedures applying to employees within the Council.

(Advice from Husinara Jones for Head of Legal Services)

Financial

(a) Revenue:

There are no direct financial implications arising from this report the purpose of which is to outline the 'SMART working HR policy'.
All managers intending to introduce smart working practices into their department must thoroughly consult with their employees and have an approved business case before implementation.

(b) Capital:

Not Applicable.

(Advice from Stephen Skinner, Head of Finance, CSS and Chief Executive Depts)

Land

Not applicable

Personnel

If the implementation of Smart working is effective, it should assist in improving the profile of under-represented groups in the workforce.

Appendices

Appendix A - Equalities Impact Assessment
Appendix B - Draft Smart Working HR Policy

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:

None

Equality Impact Assessment Toolkit

Title of service, function or policy being assessed	**New Ways of Working : Smart Working HR Policy (formerly Transforming Workspace Policy)**
Name of directorate and service	Resources: Strategic HR & Workforce Strategy
Name and role of officers completing the assessment	Mark Williams, Pauline Davey, Shirley Payne, Saskia Holtkott
Contact telephone number	0117 922 4960
Date assessment completed	April 2008
Updated	August 2008 February 2009 September 2009

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?	The is a review and renaming of the 'New Ways of Working policy'	Review existing documentation and retain 'Fit for Purpose' elements Research current thinking and incorporate up to date best practice into revised documents
1.2	What is the aim, objective or purpose of the policy/service/function?	To transform the way in which the council operates To help managers to take control of their business area to provide the best service to their customers. To ensure a flexible and responsive method of working is adopted that reduces costs to the business whilst improving service delivery To help maintain a work life balance initiative for staff, whilst ensuring that service needs are met To improve recruitment and retention and assist in promoting the Council as an employer of choice	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 Health and Safety ICT Members (HR Committee)	Consultation with Trade Unions, Self Organised Groups, Managers, HRBPs

1.3b	Who are the Consultative bodies?	This is a review and renaming of the 'New Ways of Working policy'	Review existing documentation and retain 'Fit for Purpose' elements Research current thinking and incorporate up to date best practice into revised documents
1.4	Who defines or defined the policy/function? How much room for manoeuvre is there?	New Ways of Working Programme, Smart Working Project 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 (Rights of carers) in terms of their availability to the majority of the workforce	
1.5	Who implements the policy function? Is it possible for bias/prejudice to creep into the process?	Managers will have the discretion to apply the guidelines flexibly with guidance from HR and H&S and ICT. 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	Review policy and its impact in June 2010. Need to monitor application and impact and develop monitoring systems other than through complaints. Use Business Transformation 'Rumours Board' and possibly carry out poll via The Source to gather feedback Also, potential monitoring through Staff satisfaction survey
1.6	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?	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 service level	Develop a guidance checklist/toolkit for managers to guide their decision making.

| 1.7 | What factors or forces are at play that could contribute or detract from the outcomes identified earlier in 1.2?

SWOT analysis (See appendix B) | Employees' wishes for Smart 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.

Home working is voluntary and managers will need to use a range of working methods including effective diary management and desk sharing to achieve the aims of the policy

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 increase

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 | Regular review of guidelines and communication with all staff about changes to corporate accommodation targets

Retain flexibility wherever policy

Mandatory training for staff and managers |
| | | Possible Council move from Delivery to Commissioning which may require additional / new ways of working

Political change, Service needs change

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.

Managers may resist on the grounds of having to managing staff 'a a distance', and / or lacking the confidence to do so.

Managers will need to be in control of staff workload and working patterns to make the policy work.

Managers will need to set up a robust communication network with staff working from home or other locations to ensure staff are effectively managed at a distance and understand expectations | |

1.8	How do these outcomes meet or hinder other policies, values or objectives of the public authority (this question will not always apply)	Work life balance policy is supported by the Smart Working HR Policy Potential positive impact on recruitment and retention The effective implementation could assist in improving representation of the communities in the workforce Travel expenses policy	Adjust Work Life Balance Policy to reflect the Smart Working HR Policy
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)	Partner organisations such as PCT, Police Sharing of facilities - This is a future aspiration rather than an integral part of the guidelines at this stage Procurement for office furniture and ICT is covered by existing procurement regulations.	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.	Disability: Adjustments to house and home to accommodate home working Possible restrictions on desk sharing if reasonable adjustment are required. Additional support and advice may be required to enable disabled employees to make homeworking requests and identify reasonable adjustments All groups: Social isolation, impact on informal learning in the work place Impact on those living in large family circumstances Young People: Loss of 'on the job learning' opportunities and development of a work ethos Carer needs: expectations of undertaking	Obtain feedback from self organised groups

		domestic duties whilst at home Religion and belief: Religious observation	
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	Mandatory training for employees and managers

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?	Since April 2009, the New Ways of Working Policy has been used as part of the Office Accommodation Project. Currently around 80 staff are utilising voluntary homeworking. This will be extended as staff move to Somerfield House and will be utilising Smart Working	The information of Smart Working as part of all Office Accommodation projects and review of project evaluation.
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 Vision HR System	Voluntary home working can be added to the information which managers will be able to enter onto Workforce for members of their team

Data from Staff satisfaction survey 2007:
11% of staff within the Council who responded to the survey use the home working policy, of these respondents;
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 Business Transformation Group | Used Making a Difference to seek staff view in Smart Working |
| 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 | Seek mechanism for gathering views from staff who are not in a Trade Union or member of a self organised group. Making a Difference has been used to seek staff view on Smart Working |

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 2010 survey	Smart Working Toolkit and materials will be provided via the Source and through "Making a Difference" Further feedback from Self Organised Groups and Trade unions as agreed

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	Formal and informal consultation and involvement during Autumn 2007 and Spring 2008, February 2009, July 2009 and September 2009
3.2	What method / form of consultation can be used?	Questionnaires face to face meetings Data analysis	Meetings with TU. Request for feedback on draft policy from SOGs Feedback from HR managers

3.3	What consultation was actually carried out as part of this EQIA and with which groups?	Feedback obtained from Rainbow group, Corporate BME group and Disabled employees group. Consultation with Trade Unions. Meetings with ICT. Feedback from HR managers Specialists input from finance (re tax and insurance issues)	Views from Disabled Employees Group have been sought as part of the revisions to the policy
3.4	What were the main issues arising from the consultation?	Anticipated: BCC providing subsidy towards use of utilities for those working substantially from home. Productivity / Trust / Performance management 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	The new Smart Working HR Policy will ensure consistent application and managers are required to consult with this work group

4. Assessment of impact

	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.	
	Note 1: it is agreed that the New Ways of Working : Transforming Workspace policy will be reviewed in April 2009. **Note 2:** Comments made by the SOGs relate to the initial development of New Ways of Working. The policy had again changed by the time their feedback was received. In this policy development process a number of issues which were raised by the SOGs have already been addressed. Others will be considered in light of further available data during the review of the policy in April 2009	
		Impact or potential impact (negative, positive or neutral)
4.1	**Gender** – identify the impact/potential impact of the policy on women, men and transgender people	More women are employed by the Council, so it is likely that more women than men will be afforded the opportunity of home working. Many women occupy administrative post within the council. Because of their front line nature, such posts are less likely to be suitable for home working and therefore there may be a differential impact on women in terms of their ability to access home working Undertaking domestic chores could have adverse effect. Feeling of isolation and lack of support from team, manager, colleagues. Cost of working from home could increase due to increased electricity, but could be offset by paying less transport costs. A reimbursement towards cost of £167 pro rata per annum is available under the policy for those working from home on a regular basis (ie not ad hoc) Managers will need to ensure communication with this group is not affected.

		As of February 2009 there are 43 Females home working and 31 males homeworking. Women are working an average of 17.71 hours per week at home. Men are working and average of 20.30 hours per week at home.
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)	Reasonable adjustments will be required at home and ICT must be able to support requests for help, in the same manner as it currently undertaken. Working at touch down areas/ desk sharing may not be an option for disabled people, especially if adjustments are required to ICT equipment / seating arrangements are required. Managers will need to ensure communication with this group is not affected. Home working may be isolating for disabled employees and can remove many of the human social benefits of going out to work Home working may provide an opportunity for people to work from home when they are too unwell to travel to work, but are able to undertake work from home, thus reducing sickness absence Desk sharing may reduce the sense of comfort and security for some employees, potentially those with mental health issues The disabled employees group will be contacted for their views.

Summary of feedback received from the Disabled Employee Group:

- Disabled employees may need additional support in requesting and undertaking home working so that their individual needs can be considered on a case by case basis. The establishment of a 'buddy system' was proposed
- The benefits of dedicated workspace / desks were highlighted
- The need for some desks / workstations to be excluded from desk sharing for access reasons was highlighted.
- Success of home working and new ways of working will need to be monitored
- It is important for BCC to retain the visible diversity of its workforce at the front line of service delivery and not to 'hide it' by high levels of home working
- Some disabled employees may be restricted in the type / level of mobile working they can undertake due to technological limitations
- Policy should contain a statement which says that BCC will support managers to enable their disabled staff (with access requirements) to maintain their work stations and them not to be used by others (where appropriate). Business need should not come into this decision.
- Partnership working may be limited by organisations choice of software and compatibility with BCC systems
- Home working could be It could be an opportunity for some disabled employees to work part time and introduce the work scenario to many disabled people e.g. job share and job experience.
- Reasons for a disabled employee requesting home working should be explored. Is it due to access needs in the workplace, poor team relations, harassment, lack of confidence etc. Where necessary support should be available for disabled employees to raise these issues
- Option of regular home working for less than two days per week should be made available to part time workers

Issues emerging from meeting with Corporate Equalities officer January 2009
There are 700 staff identified as disabled on Workforce across the Council. 105 are registered as part of the Disabled Employees Group. 24% of Disabled staff have no access needs. Many disabled staff use assistive software, support workers or different hardware as reasonable adjustments. By and large this enables them to work within the same systems as non-disabled members of staff. However when systems change or workplaces change - this can cause particular problems for disabled staff who then have to realign their reasonable adjustments to accommodate the change. Sometimes the change makes a job more inaccessible than it was in the beginning and this is a particular concern for disabled staff. An equalities impact assessment needs to anticipate who would be affected by the changes and pay particular attention to disabled staff who would be adversely affected (worse off) following proposed changes.

Identification of specific groups of disabled employees and how flexible working may effect them:
- Neurolinguistic Group (dyslexia, dispraxia, aspergers): They often need to organise their work in a particular way, if they are unable to do this it can cause distress.
- Sufferers of Mental & Emotional Stress: They often need to organise their work in a particular way, if they are unable to do this can cause distress.
- Those that have a chair set by Occupational Health: Will require space to store chair when they are not using it and reassurance that no-one will use their chair in their absence.
- Those that have a modified workstation (can include employees with assistive software on PC, extra space for equipment etc): assurance that this will continue to be provided for them in the office and if desk-sharing is not appropriate their desk will remain dedicated to them.

Homeworking:
- For homeworking applications being made as a reasonable adjustment it may be possible to secure funding from Access to Work, if the employee works solely from home.
- Experience has shown that there can be difficulties getting assistive equipment to work with BCC systems. VDI (Virtual Desktop Infrastructure) could represent a potential answer to this and this is currently being considered.
- Video phones could potentially be explored as a solution, currently our ICT system does not allow this. Equalities would be prepared to pay for the platform.

Mobile & Remote Working:
- Some disabled employees cannot drive due to their disability. This could limit their ability to be "mobile". Some are also unable to carry large amounts of paperwork etc that is heavy/unwieldy.

Open Plan Offices & Desk-sharing:
- Users of assistive "speaking" software will require a quiet area in which to work.
- Neurolinguistic Group (dyslexia, dispraxia, aspergers): Are adversely affected by open plan working - light and sound distractions have a far higher negative impact on this group of disabled people. 20% of population can be part of this group and this issue is commonly raised at Disabled Employees Group meetings as being a major problem for staff affected.

Potential Issues and Concerns of Disabled Employees in the Introduction of Flexible Working:
- A fear of being "pushed out" of the office by managers who find it difficult to accommodate the needs of their disabled staff within the office.
- Staff that could possibly be victims of harassment still need access to appropriately identified support when homeworking/mobile working/remote working.
- Some disabled staff need more guidance from managers - some visually impaired staff need regular liaison of their work involves home visits, Deaf staff miss a lot of 'office chatter' and need to be kept informed of office activities etc. Staff with mental and emotional distress need more support from time to time. Staff feel emails don't replace this, possibly video contact would assist more.

Some tips as to how to make the introduction of flexible working as smooth as possible for disabled staff:
- Start communicating with them about the changes as early as possible. It is too late to start talking with them when the project is at implementation phase.
- Have a clearly defined process available to aid preparation.

The suggestion of contacting all 700 registered disabled employees once a year seeking their views on the changes being brought about by Business Transformation was recognised as potentially very useful for our project, Business Transformation and the Council as a whole.

4.3	**Age** – identify the impact/potential impact of the policy on different age groups	Young people may not be able to learn work place protocols about the standards expected in a working environment. Young people may be more likely to live in rented or shared accommodation where it may be more difficult to identify suitable space for homeworking Older people may experience difficulty using the IT equipment e.g. Blackberry. Older employees may be more reluctant to try new ways of working if it represents a substantial change from the working patterns / environments they have previously used
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 corporate BME group will be contacted for their views.

Summary of comments received from CBME group:
- Clarity requested around travel expenses and reimbursement
- Clarity requested around the amount of notice a manager needs to give when they need to recall an employee who is working from home to return to a BCC office location either to cover an unexpected emergency or to terminate a home working arrangement
- Will staff have to share storage space such as desk drawers and filing space with colleagues
- It will be difficult to get a true picture of how the new policy is working
- If home working becomes compulsory in the future, how will this work for employees who are in rented or shared accommodation and would compulsory home working extend to managers?
- Private Housing Teams would like to be included in consultation as some staff already home work
- Suggest monitoring the reasons why people want to 'give up' home working to identify the issues
- 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?
- Clarity requested around the issue of care responsibilities. E.g. 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
- Monitoring in relation to access to training and performance / development issues is needed
- Clarity is needed around the issue of employees potentially being asked to repay a proportion of equipment / installation costs if they return to office based working. It should be clear how this might work in particular cases e.g. Maternity leave, where a manager initiates the return to office based working rather than the employee and employees who commenced home working prior to this policy coming into force
- Information about the various touch down sites should be available
- More clarity needed around child care scenarios e.g impact of school holidays on home workers, extent of flexi working for home workers

| 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: |

Summary of comments from the Rainbow Group:
- Home workers must still be able to attend SOGs meetings
- Isolation may be more significant for LGB staff who could loose peer support
- Suggest buddy system for home working LGB staff
- Suggest not claiming repayment (for proportion of equipment / installation if returning from home working after less than a year) 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.

- 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.

- Reasons for requesting home working should be monitored 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.

- 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.

- Suggest focus groups for LGB staff or anticipating potential issues rather than just waiting for usable LGB data.

| 4.6 | **Religion/belief** – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those with no religion. | 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. |

4.7	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.	No direct or indirect discrimination identified in the guidelines	Implementation to be monitored during 2008/09 with a policy review in April 2009
4.8	If you have identified any adverse impact(s) can it be avoided, can we make changes, can we lessen it etc?	• 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) • Include equalities in mandatory training • 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	Consultation with trade unions in Spring 2008 Feedback received from some self organised groups in Spring 2008 HR Committee approval process in April 2009
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)	Incorporated into annual action plan for Corporate Development team

5.4	What needs to be monitored?	Number of requests made / agreed / refused and reasons. 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	To include further consultation with SOGs and Trade Unions and corporate equalities group. Use of 'Rumours Board' and The Source and staff satisfaction survey
5.6	How will the monitoring information be published?	To be agreed	To include reports to Trade Union meetings and HR Committee

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?	Corporate Development HR team	Incorporated into annual action plan
5.8	How will the results of the EqIA be published?	To be agreed	Incorporated into reporting process for HR committee and via corporate equalities team

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: New Ways of Working : Transforming Workspace Policy
Name and role of officers completing assessment: Saskia Holtkott, recruitment Auditor
Date assessment completed:April 2008

Issues identified	Actions required	Progress milestones	Officer responsible	By when
Rapid changes in Business Transformation Programme	Review of policy in June 2010	Further identification of best practice amongst high performing authorities Gathering and monitoring of data on take up and issues arising from policy	Recruitment Auditor	June 2010
Potential negative impact on disabled employees (raised at meeting between Ian Parr/ Merlin Jones and Anne James- January 2009)	*Investigate further the implications of using assistive equipment over VDI and the use of video conferencing etc.*	This matter is being considered by the ITIP and an Equality Impact Assessment is being delivered	Rob Gilmore	December 2009

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**	**Needs**
Trade Unions	Impact on equalities and employees. Subsidy issue (ultimately a CMT decision), H&S	+ / -	Participate in the policy development process Consult on drafts and influence outcome
Employees	Impact on their working terms and conditions and environment. Flexibility, equality	+ / -	Information, advice, guidance , training, Equalities impact assessment. Consultation through TUs

Departmental Managers	Impact on productivity / service delivery, management issues, costs	+/ -	Participate in the policy development process Consult on drafts and influence outcome
Health & Safety	Legal compliance, house and home issues (adaptations), risk assessments	+/ -	Seek input on H&S content, submit drafts for comment
ICT	Technical feasibility. Compliance with ICT processes, data security, equipment security	+/-	Seek input on ICT content, submit drafts for comment
Human Resources	Process which supports organisational needs and is compliant with legislation and relevant regulations. Process which supports employee relations	+	Leading on document review and production. Consult with AHRMs and HRMs. Inform of process
Business Transformation Group (Mark Williams / Stephen Wray / Ian Parr)	Fit for purpose guidelines. Guidelines which support the aims of business transformation	+	Seek input on draft
Accommodation stakeholders (Alun Owen, Jeremy Screen)	Guidelines which support the aims of the asset management plan / accommodation review	+	Seek input on draft

Secondary Stakeholders			
Self organised Groups	Equality of application, reasonable adjustments, monitoring of impact	+ / -	Consult and seek input for equalities impact assessment and draft guidelines
Politicians	As a support tool for other strategic priorities - cost savings, efficiency and effectiveness	+ /-	Inform
Legal	Legal compliance , equalities	+ / -	Seek legal comment / input
Insurance (Dave Mikkelson)	Insurance issues, to protect Council equipment	+ / -	Seek input relating to insurance issues
"External" stakeholders			
For Future Consideration			

Appendix B Strength	Response	Weaknesses	Response
- 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	- 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 drivers within guidelines - Highlight relevant legislation	- 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	- 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
• Wider regional working • Recruitment and retention • Green travel • Reduce Council cost • Delivery to commissioning model • Employee choice / employer of choice • training / ethos change	• 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 • Training to generate flexibility and creative approach to flexible working	• Unsuitable homes • Lack of take up • Lack of funding • Resistance to change • H&S	• Retain choice to work differently • Consultation / information • Contracts 'work anywhere in Bristol' • Savings, budget control, Access to Work • training, information, process monitoring • risk assessments

SMART WORKING

HR POLICY

Draft: 14th September 2009

Author & Owner: **Mark Williams**

Contact:mark.williams@bristol.gov.uk
0117 92 24838

Introduction

The council is transforming the way in which we provide services. Attracting and retaining skilled staff, reducing the cost of the way we do things, providing customer excellence and continuously improving our services are the key ingredients of our transformation journey. We are now introducing more flexible and responsive methods of working. We call this "smart working". This is the new standard for the organisation and will be introduced in all workplaces.

The key drivers for Smart working are:
- 'high trust' working relationships
- output/outcome based performance management
- employee involvement and consultation
- high levels of employee engagement
- encourage diversity in the workplace
- skill and talent enhancement
- flexible, effective, quality work environment
- enabling and widely deployed technology

For employees, some of the benefits are considered to be:
- Less time spent travelling to offices (this can be up to 20% of the working day).
- Reduced travel costs (car running costs, parking, and fares).
- Better integration of work responsibilities and family commitments.
- Higher productivity.
- Less stress.
- Better time management.

Does this policy apply to me?

It applies all staff other than those employees who work in schools.

Smart working practices

We define smart working as one of the following:-

- Conventional Desk based worker

- Shared Desk or Hot desk

- Mobile Working

- Call Centre

- Voluntary Home working (can be full or part time)

One or more of these smart working practices can be utilised in a team. Examples of what each of these means are set out at the end of this policy.

Smart working in my workplace?

It is the job of Service Managers to agree with their people, the arrangements that best suit the services that they provide to their customers. They are responsible for determining the arrangements with their teams in accordance with business requirements. All managers, introducing smart working practices must thoroughly consult with their employees and have an approved business case before implementing smart working practices. A tool kit to support managers to implement smart working, a business case template and check list are accessible on the following URL:-

The line manager's responsibilities

- To implement the approved business case for smart working in their team.

- That there is comprehensive induction and training in the chosen smart working practice.

- That appropriate health and safety risk assessments are in place.

- That any reasonable adjustments that are required are implemented.

- To ensure that supervision, team meetings and PMDS meetings are properly scheduled and take place in Council premises.
- To ensure that the clear desk policy is implemented and appropriate storage is provided to each employee.

The employee's responsibilities

- The working environment is safe.
- Take reasonable care to safeguard Council property.
- If loss or theft of Council equipment does occur, report if immediately to the Police and your manager.
- Keep all Council data and information secure at all times
- Ensure Display Screen Equipment guidelines are followed at all times
- Take regular breaks from work
- Return all equipment should the smart worker cease being "smart" or leaving the Council's employment.
- To have a clear desk

Expenses

Expenses can be claimed if you work from home and these are set out in the Council's Expenses, Benefits and Travel Policy:

http://intranet.bcc.lan/ccm/content/articles/css/hr/policy-pages-new-format/e2g/expenses-benefits-and-travel-policy.en

Health and Safety

The Council's Health and Safety Policy provides an overview of both manager and employee responsibilities for health and safety and can be accessed through the following link:

http://intranet.bcc.lan/ccm/content/file-storage/css/hr/policies/corporate-health-safety-and-welfare-policy.en

The Display Screen Equipment Policy / Guidance indicates what actions must be taken to set up and maintain a safe workstation, including the undertaking of a workstation assessment.

DSE Policy URL

Where the introduction of Smart working coincides with a change in office accommodation, the Changes in Accommodation Policy must be complied with. The link is:-

http://intranet.bcc.lan/ccm/content/file-storage/css/hr/policies/accomodation-changes.en

HR Policy Changes

This policy replaces the New Ways of Working – Transforming Workspace Policy with effect from 1st January 2010.

Other related documents

Code of Conduct
Information Security and IT Security Policy

Examples of Smart Working Practices

Conventional Desk Based worker

Anil has a dedicated pedestal and desk in the office where his team is based. Due to the nature of the work Anil has some locally installed software on the managed desktop PC. Anil logs into the telephone on the desk but at the end of the day he will log out to allow others to use the desk when he is not there eg on leave or sick. This allows the desk to be used by someone else when it is free.

Anil sometimes works at a pod within the office. He uses the pod when he is working on a specific piece of work and collaborating with perhaps two or three other team members. Anil and his team like working in this way as they find it very productive. They are able to gather together to focus on the task in hand, rather than trying to cram together at a desk. Also their discussions do not disturb the rest of the team.

Anil takes part in meetings with colleagues in other locations but, sometimes, uses video or tele conferencing. This saves Anil travelling time to and from meetings and means he has more productive time available at work. It also saves unnecessary travel expense.

Anil's manager has been coaching him to contribute to the improvement of the team's performance. Anil now leads team 'improvement workshops'. Service improvements identified in the workshops have contributed to higher levels of performance. Anil feels he has increased his skills, that he has 'made a difference', and is more motivated. Anil's level of job satisfaction has increased.

Shared Desk (or 'hot' desk)

Ben's manager has agreed that he can work from home three days a week. When Ben is working from home, he still attends meetings at the office as required. He is easily contactable and for anyone speaking to him it appears just as though he is in the office. Through his telephone profiles, and the business phone Ben has been provided with, on the day he works from home he is able to

take his usual share of the priority hunt group calls and deal with these as necessary. He is also able to transfer a call to a colleague when necessary.

On the days Ben works from home, he uses the equipment supplied to him to accesses the network. He does this using the Virtual Desktop Infrastructure (VDI) as described in Scenario 4 below.

When Ben is in the office, he does not have an allocated desk, but instead, uses one of the desks allocated to his team for their shared use. The workstation has a managed desktop PC.

(An alternative may see a worker using a laptop to connect to the office wireless network.)

Ben has a roaming telephone profile and logs into the phone on the desk. He will log out again when he has finished so the desk and phone can be used freely by the next person. Ben uses the mobile pedestal for storage of personal affects. When he has finished, he clears the desk and returns the mobile pedestal to its designated location in line with the office etiquette.

When Ben is in the office, he often works with other colleagues in the pod to plan joint work and work creatively.

Ben will sometimes arrange to meet with a colleague at the break-out area where they eat their lunch together. As Ben works from home for a large part of his week, it gives them both a good opportunity to catch up and have a relaxed chat away from the desk.

Mobile working

Claire has no fixed work location and is predominantly a non-office based worker.

Claire's role means that she spends a significant amount of time meeting with customers/partners/suppliers at various locations. Claire uses a blackberry or other hand-held device to effectively manage communications and her diary commitments.

However, when Claire needs to she is able to access applications on the PC's either at an office landing pad or at her team's shared

desk area. Alternatively, if she has been allocated a laptop she would use this. Claire's files are all stored electronically, so she is able to access these readily. This enables Claire to work flexibly and manage her time effectively, either when out on location, or from home, or at a Council office.

Claire attends team meetings at an office when required. She sometimes has 'virtual' 1-1 meetings with her line manager by telephone.

Because she does not have to return to a specific work place, Claire has increased her productive work time and works more efficiently than before.

Claire now feels more motivated and satisfied with her job as she feels that by using different technology, having greater choice in work location and her ability to manage time more effectively she provides a much better service.

Charlie is also a non-office based worker. However, unlike Claire, the characteristic of his role is that he is very rarely in an office. Typically, his van is his office. For the majority of his time, he works using hand-held mobile devices that he uses for maintaining contact with the office and periodically reporting on his movements for the purposes of Health & Safety. He receives his work list and any associated information via his hand-held device and is able to report back progress against his work list which he will do from the premises of the site his visiting or from his van.

Charlie is required to attend the weekly team meeting in the office. He also attends the office for the fortnightly 1-1 meeting with his supervisor.

Home working 'High production/processing role'

This example relates to an employee working in a customer service centre role, working at home. This would additionally require the use of technology to receive and make customer telephone calls using 'Genesys telephony', with calls being recorded for monitoring purposes and visibility of customer call handling information (eg calls waiting) as if they were present in the office.

Dan works from home four days per week. Dan's work space at home has been assessed to ensure it meets Health & Safety standards.

Dan performs back office 'processing' work (eg benefit claims) for a specific service that is dependent upon technology to perform work. Dan's role is transaction based and is heavily reliant upon a PC for accessing office systems, processing, accessing files and for other applications eg GroupWise.

Dan has been provided with a business broadband link which enables him to use a 'virtual desktop' (VDI) to log into the BCC network providing him with access to everything just as if he was present in the office. Business broadband also ensures satisfactory system performance times to maximise efficient working and maximum output.

BCC have provided Dan with a business telephone line. Dan has a Direct Dial Inward extension number (DDI) registered to him. Dan only ever gives out this number and has a series of routing rules set up so that he is able to have all of his business calls routed to the location Dan is working from. This enables Dan to receive and make business calls, transfer calls to other people on the BCC telephony system and also be part of the team hunt group handling calls as if he were present in the office.

Dan is contactable by colleagues and managers during working hours by telephone, instant messaging, presence management and email. This ensures Dan can maintain effective communication and working with colleagues and his line manager, seek advice and support as well as 'feeling' part of the team whilst at home.

Dan attends team meetings and training in the office when face-to-face communication is a requirement.

Sometimes when Dan is working from home he is easily able to take part in meetings being held at Council offices with colleagues who are office based using tele conferencing or video conferencing.

Dan uses e-learning packages where appropriate for training purposes.

Dan says he now has a better work/life balance as he saves travelling time that means he has more available free time for his family and social interests.

Home working – general role

Debbie works from home three days per week but does not perform heavy processing activities. Typically when at home she needs to access files on the network, write and save reports and use email. All of her calls are typically to Council colleagues with a few calls to suppliers. Her role has been assessed and domestic broadband is adequate.

Like Dan above, Debbie has been provided with a BCC supplied telephone to enable her to make and receive calls. (Alternatively a mobile phone may have been provided).

Debbie is contactable by colleagues and managers during working hours by telephone, instant messaging, presence management and email. This ensures she can maintain effective communication and working with colleagues and her line manager. This also enables her to feel part of the team whilst at home.

Debbie attends team meetings and training at an office when face-to-face communication and/or access to an office based facility is critical to a successful outcome. She sometimes has 'virtual' 1-1 meetings with her line manager by telephone.

Home working - manager

Edith is a manager and typically works from home one day a week and on some evenings. Edith organises her week so that she can use her time working from home to write reports, catch up on e-mails and start to formulate some initial ideas which she wants to take to her team meeting to work on and develop together. When the team meeting does take place, it will be in the office meeting room that Edith has pre-booked via GroupWise. One member of the team will not be able to attend, but will be able to join in for a specific part of the meeting via teleconference. Team members working jointly on actions will then collaborate in the pod areas.

Edith has elected to use her home PC. She is able to connect into the BCC network via the browser and a Vasco token that was

supplied to her by the Council, and she then logs into Novell using VDI to gain access to all her applications and files.

When at home, Edith and her team are able to stay fully in touch. Edith sets her telephone profile so that calls route to her as though she was in the office. Also, she sets up her Instant Messenger status to show that she is 'online – flexible working from home'. All of her team are using Instant Messaging. As best practice, they all set their status to reflect what they are doing, eg 'meeting' 'at desk' 'out of building' ' flexible working from home' etc. Edith and her team find this is really useful and like the 'connection' it fosters. As a team that is smart working it helps to connect the virtual team some of who will be working from home, out of sight. At a glance they are able to see who is available.