EQUALITY IMPACT ASSESSMENT (EIA)

Agile Working Offer

Service/policy/strategy/practice/plan being assessed	Agile Working Offer
Business Unit/Service Area	HROD Strategy & Commissioning
Is this a new or existing service/policy/strategy/practice/plan? *If an existing service/policy/strategy/practice/plan please state date of last assessment*	This is a new programme of work that brings together new and existing practices. We have revised our existing EQIA so that it takes into account new elements added to the programme. The programme now covers practices and strategies on agile working (process), better use of property and our assets (Space), technology and people.
EIA Review team – list of members	Rich Thomas, Kate Sullivan, Marie Percival, Keira Rounsley
Do any other Business Units/Service Areas need to be included?	The Agile Working Offer is an organisation-wide programme of work that will have an impact on workstyles; behaviour; workspace, processes and technology. On this basis, this assessment is to incorporate the whole organisation.
Date of assessment	Existing Assessment was July 2019. This has now been revised November 2020 to incorporate additional parameters of the offer

Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and/or employees? *If **yes** please let your Assistant Director and the Customer Relations Team know as soon as possible*	Yes, this has a potential to raise concerns with our employees who are currently on the flexi-time working, as they have a choice as whether to move to an agile working arrangement or to remain on that style of contract in which case they must follow the protocols which are more stringent than an Agile Worker, plus flexi-time workers may still have to attend an office.

Details of service/policy/strategy/practice/plan

Scoping and Defining	
(1) What are the aims, objectives and outcomes of the service/policy/strategy/practice/plan?	● To enable our workforce to provide services to our customers where and when they need them; and ● To deliver the Our People Vision 'Warwickshire County Council, a great place to work with outstanding leadership and a talented, agile workforce' ● To achieve our outcomes within Our People Strategy including the Vision, Values, Behaviours, Design Principles and building blocks all set the principles for this programme.

	● To optimise the use of and return on our estate ● To maximise the use of new technology and processes to enable people to work more efficiently and effectively.
(2) Who are the customers?	Corporate Board How We Work Board/How We Will Do Things Board. Staff and Managers Service users/customers Residents/Businesses Trade Unions. Elected Members
(3) How has equality been considered in the development or review so far?	To date, the project has considered any reasonable adjustment requirements. A working team have discussed any unintended consequences of the offer and how to mitigate any risks to individuals and/or teams. Accessibility and availability of resources and/or technology has been considered. The building environment aspects of the project take into account the Equality Act, 2010 and ensures, wherever

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	practicable, that accessibility throughout the building(s) and to the necessary technology and new ways of working are key priorities.
(4) What is the reason for the change/development?	We want to transform the way services are delivered and this means a more flexible and mobile workforce. Following a spot check in June 2020, we learnt that 34% of our people would prefer to permanently work from home, 59% would like to work a hybrid of working from home and from the office and 7% would prefer to work from an office location. The check in survey in September 2020 told us that 86% of people feel that they are either as productive or more productive working from home. The workplace redesign consultations with managers have echoed support for individuals to work in a more agile way. The future offer for Agile Working is an offer which allows for an adult-to-adult relationship within teams to decide when, where and how an individual's work is best carried out, in line with service need. The Agile Working Offer should enhance a service's delivery and increase flexibility within the team, not reduce the number of days/hours employees are available for work. Nearly a fifth of staff who responded to the Your Say survey in 2018 said that we need to improve the working environment and that buildings are dated and no longer fit for purpose. The 2019 Your Say Survey again highlighted that further work needs to be done on our working environment.

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	Our recent Survey 2019 also highlighted there we need to continue to improve the accessibility of resources so that people Access information from a variety of location, therefore a review of our processes and technology will improve this requirement. The Council's customers will experience the benefits of an improved Council as staff will be able to work in a more agile way which will also improve performance and work / life balance and promote customer excellence in all that we do. By taking a proactive approach and re-shaping our assets and building to meet the needs of our services, staff and customers we will reduce our accommodation costs.
(5) How does it fit with Warwickshire County Council's wider objectives?	The vision is to support the One Organisation Plan (OOP 2020) and the Council's Corporate Plan 2025 by delivering a highly efficient, affordable and cost effective public estate that meets the needs of the Council and supports the communities we serve and to support staff to work in a more modern and flexible way. The New Operating Model states we will be lean, efficient and agile in the way we work. This programme will review and provide a more integrated, collaborative, secure and efficient way of working. Equality, Diversity and Inclusion is central and at the heart of this work programme. This programme is an enabler to the delivery of our People Strategy and it's building blocks Culture, Values and Behaviours, Talent Management, Leadership and Performance, and Organisational Design.

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(6) Why might it be important to consider equality and the protected characteristics?	A strong culture change and the increased use of mobile IT technology are required to support a new working model for the majority of staff. This model involves creating flexibility in working arrangements and using mobile IT technology to give staff more freedom in their working methods and will mean an acceptance from the majority of staff that they will no longer have a dedicated desk, within an office. The project therefore depends upon an enthusiastic update of the new ways of working and this must be considered in the development stage of the service change to ensure that any impacted staff are supported and feel valued to enable them to embrace change. We previously identified the following reasons and benefits of an Agile Working offer **Table:** **Climate Change** In the Council Plan 2025, there is a greater emphasis on action on climate change and therefore the environmental benefits around this can not only be seen individually, but also for the council as a whole, by supporting the action already being taken to respond to climate change.

To individuals	To WCC
• Greater freedom to manage time and tasks • Better work life balance • Reduced unproductive commuting and lower carbon footprint • Fewer co-worker interruptions and distractions • Greater freedom to plan around personal appointments and commitments.	• Better productivity • Increase in employee engagement Better use of our property assets • More attractive offer to potential new employees, increasing calibre and diversity 1.

	Sustainable and Resilient Workforce
	We have already seen a reduction in our sickness absence rates since individuals have been working at home. Having a sustainable and resilient workforce is a priority for the council, and the agile working offer can hopefully continue to have a positive impact on attendance at work. It is anticipated, once the threat of coronavirus has passed, that this will be particularly positive in terms of stress and mental health absences, which currently make up a third of our absence reasons. As part of the Agile Working Offer, it is important that consideration is given to the benefits of the individual and the organisation to ensure they are inclusive of our entire workforce. Equality, Diversity and Inclusion is central and at the heart of this work programme. It will also be important that we have regard to the Health and Safety of our employees who work in a more agile/ remote way. This will be a lay aspect of the implementation of the new arrangements to ensure that employees when working remotely are doing so from an environment and home 'set up' which meets statutory requirements relating to working conditions.
Information Gathering	
(7) What sources of data have you used?	Equalities and Diversity Workforce and Gender Pay Gap Report 2019-2020 Your Say Survey 2018/2019

You must keep a record of any data you have currently used as supporting evidence	Our People Strategy.(2018/19 and refreshed Dec 2020) Digital Strategy. New Operating Model (2018) Consultation and engagement with Our People Board Consultation and Engagement with Senior Leadership Forum Consultation with Our High Performing Culture Volunteers. Analysis of data gathering in relation to staff location and current working patterns and practice and ICT and equipment requirements Building Inspections Consultation with Trade Unions and Staff and Pensions Committee
(8) What does the data you have tell you about your customers and about protected equality groups?	Staff within protected characteristic groups are largely representative of the wider population, however there is more we can do to ensure we are inclusive. For example, we recognise the need to provide a better employment experience for our disabled employees. Staff without a disability have an engagement score of 74%, compared to 65% with a disability. Equally, 0% of promotions were achieved by members of staff with a disability in 2018-19. We also had more leavers than starters with a disability.

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	The Agile Working Offer can bring about additional benefits and improvements to the way we attract, retain and develop staff, including those from Protected characteristics groups. Our data allows us to understand our workforce. By offering Agile Working and enhanced trust in our teams we envisage higher performance and engagement for all staff.
(9) What do you need to know more about?	Individual needs of employees and their individual remote working environments Service specific technology
(10) How could you find this out and who could help you?	As we roll out new technology we pick up and are responsive to needs and queries early on by running pilots. We will also engage with key services and managers as part of our change readiness process to ensure we are picking up and assessing requirements and needs early on in the programme. Reasonable Adjustment Questionnaire and/or H&S assessment questionnaire Service-specific EQAs, completed alongside team principles
Engagement and Consultation	

(11) Who have you consulted with from protected equality groups?	We have worked with key stakeholders from services within WCC including our EDI Practitioner who has fed back to our employee forums as and when necessary and will continue to do so throughout this work. As managers roll out flexible working across their teams, they will be asked to develop a service specific EQiA.
(12) Who else could you consult with?	Disability task and Finish Group/ Staff Network and Staff Carers Network Employee Forums Trade Unions – have initially spoken about this at a JCC meeting will continue to inform as the project moves along Specific services within WCC as necessary for expertise and guidance
(13) Who can help you to do this?	Working group has been set up to look at the initial Agile Working Offer including colleagues from Legal, HR, Advisory Services, ICT, Cyber Security & Data Protection, HSW, EDI – this relationship will continue throughout the project should it be identified we need expertise and guidance
Monitor and Evaluate	

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(14) How will you monitor and evaluate the service/policy/strategy/practice/plan?	Undertake reviews of the project at key stages across the project life cycle to ensure it still offers equality of opportunity and does not exclude any specific group
	Review one – part way through development
	Review two – pre 'go live'
	Review three – post 'go live'

(15) Analysis of impact and potential actions:

Protected characteristics from the Equality Act 2010	What do you know? Summary of data about/feedback from your service-users and/or staff	What does this mean?		What can you do? All potential actions to:
		Positive impacts identified (actual and potential)	Negative impacts identified (actual and potential)	• **Eliminate discrimination/mitigate negative impact** • **Advance equality of opportunity** • **Foster good relations**

| Age | The Council's age profile shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.5% in the workforce compared with 13.1% in the local population, and the 50-59 age groups where there is a notably higher representation of 29.2% in the workforce compared with 20.1% in the local population. This is relatively similar compared to last the last two years figures | Increased flexibility may offer opportunities for individuals who may not have been able to work previously due to other commitments such as caring responsibilities.

Offers the opportunity to work fewer hours for those approaching retirement. | Some members of staff and customers may have difficulties adapting to new technology and ways of working | Develop programme of training and support for new technology and ways of working |
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| Disability | Of employees who have reported whether they have a disability, 7% have reported yes, and 93% no. This is broadly reflective of the general population of Warwickshire.

There has been a slight increase since last year in the number of people reporting whether they have a disability or not (76.1%) and in the number of people indicating that they have.

Approximately 1 in 4 people in the UK will experience a mental health problem each year. In England, 1 in 6 | Increased flexibility may offer opportunities for individuals with disabilities to work at home which may better suit their needs.

Potentially a reduced requirement to travel to and from a central office will enable more people access to work. | The introduction of hot desk and home working may negatively impact some employees with disabilities if they require specialist equipment to fulfil their role. Likewise, not all staff may be physically able to clear their desk at the end of a working day.

It is known that social isolation is particularly an issue for people with disabilities. Some disabled agile workers are more likely to feel | Engagement with employee disability groups and/ or key services once detailed design is being developed to review proposals and ways of working to ensure successful deployment when design completed. Technology to be DDA compliant and accessible. As well as making use of the Disability Advisors and specialist disability related training for managers.

Create pilot groups on all strands of work to sense check programme and identify any potential queries, issues that we need to resolve prior to full organisational roll out.

Ensure sufficient blue badge parking

Ensure regular reviews for people with disabilities regarding their wellbeing

Ensure building are DDA compliant - including access, use of materials (such as flooring), use of colour for those with visual impairments and facilities |
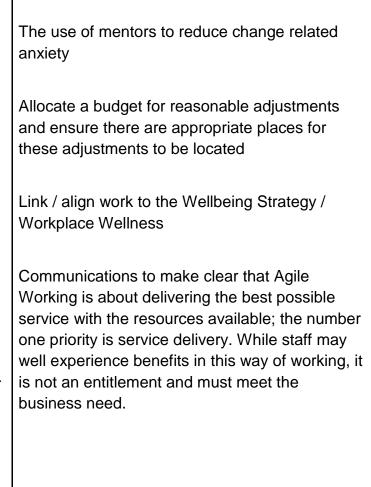|---|---|---|---|---|

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	people report experiencing a common mental health problem (such as anxiety and depression) in any given week. Current figures suggest two million people in the UK experience work related mental health problems at some point in their lives, with stress being the largest cause. Mental health is the highest reason (30%) for absence in the council and is a priority to address.		isolated at the loss of social interaction and this may lead to stress and depression and ultimately a reduction in their quality of life. Disabled people may need accessible equipment to be maintained differently, which may cause problems for their ability to work at home if not properly addressed. As a result, disabled people may be less productive, resulting in more potential	The use of mentors to reduce change related anxiety Allocate a budget for reasonable adjustments and ensure there are appropriate places for these adjustments to be located Link / align work to the Wellbeing Strategy / Workplace Wellness Communications to make clear that Agile Working is about delivering the best possible service with the resources available; the number one priority is service delivery. While staff may well experience benefits in this way of working, it is not an entitlement and must meet the business need. Service specific Team Principles established with EQIa's built into that process so that managers take responsibility to ensure requirements are identified and resolved (where

| | | | | capability concerns or lack of ability to meet targets which may impact on future promotions. We also acknowledge that people with a reasonable adjustment may not have the space at home/other locations to work | appropriate). We will guide staff and managers to individual wellness plans and additional support as part of our Information, Advice and Guidance on the Intranet. |
| | | | | Where people need specialist chairs and office equipment at work this must also be available at home, regardless of the cost – using technology particularly for | |

			longer periods, risks exacerbating the conditions of many staff.

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

Clients with disabilities still need the same flexibility of | |

			services and people to meet them as they would have if all the staff were based in an office environment. Remote working could be very difficult for many people with learning disabilities. These people need more regular, short bursts of practical support rather than longer supervision sessions and may also benefit from having a consistent environment rather than remote working or hot desking.	

			People with speech impairments or who are hard of hearing or Deaf may be limited in some of their tasks if they are not part of a larger team, and may need to make more phone calls; the same may be true for people who have visual impairments and who might have difficulties with written information. Staff with anxiety or other mental health conditions may find the new	

		ways of working difficult		
Gender	The Council employs a higher percentage of women (69.2%) than men (30.8.4%) at 31 March 2020 (The percentage of women has slightly increased by 0.6% from 31 March 2019 Our mean Gender pay gap is 2.7% which has	Increased flexibility may offer better work/life balance opportunities for individuals who may not have been able to work previously due to other commitments and help towards closing our	**None**	As part of Agile Working, WCC must ensure part-time and full-time workers are treated fairly and equally; not doing so will have a disproportionate effect on one sex.

	reduced from 3.2% in 2019 Our Median Gender Paygap is 8.7%, which has reduced from 11.4% in 2019.	Gender Pay gap when positioning it as an opportunity adopted by men as well as women, and as much for senior roles as junior roles		
Race	The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other shows a higher representation of BAME employees (15.3%) compared with the general Warwickshire population (11.8%) The proportion of employees who are of	The project will include prayer/multi faith rooms	For those whose English is not their first language there may be issues understanding the language used for new technology	Take this into account when developing a programme of training and support for new technology and ways of working

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	BAME origin has remained at the same level compared to March 2019. Our mean ethnicity Pay Gap is -2.6% and the median ethnicity pay gap is -3,2%, meaning that those from a BAME background earn more than White British employees.		
Religion or belief	The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire). Of employees who have reported a religion or belief (66.5%), 53.4% are Christian, 13.2 % declared a religion	Introduction of the project may offer greater scope for individuals to structure work around important religious events such as Eid or Ramadan.	None

	other than Christian, or are agnostic, and 28.0% no religious belief .			
Gender Reassignment	There is currently no data available	None	None	
Pregnancy and Maternity	There is currently no data available	Introduction of new flexible working opportunities will allow increased choice in working arrangements where service demands allow.	Those with family commitments, may arrive later and struggle to find appropriate parking	
Sexual orientation	Of employees who	None	None	

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	have reported sexual orientation, 95.6% are heterosexual, 2.8% gay or lesbian and 1.5% bisexual. These figures have remained relatively similar to 31 March 2019. This is broadly reflective of the general West Midlands population.			
Marriage and Civil Partnership **(Note: only in relation to due regard to eliminating unlawful discrimination)**	No data	None	None	

(16) Outcomes of Equality Impact Assessment		
Action	**Timescale**	**Responsibility**
Tailor the assistance and support, which will be provided to all, to individuals within group who require additional help in the transition to new ways of working.	Following needs assessment	Agile Working Project Manager/Change Manager
Engagement with employee disability groups and specific support services once detailed design is being developed and pilot groups are implemented to review proposals and ways of working to ensure successful deployment when design completed. Technology to be DDA compliant and accessible. As well as making use of the HR/ EDI/HS&W Advisors to ensure appropriate policy, education and training is in place to adopt new technology and new ways of working.	Aligned with detailed design	Agile Working Project Manager/Change Manager
The proposed "bottom up" cultural change approach has the engagement of staff at its heart; this will form the basis of the change in each area. Teams will work together during the participatory design stage to define how they will be organised to work effectively and what the major barriers to change will be	In line with communication plan	Agile Working Project Manager
Team Principles will be developed at Directorate and Service levels to ensure appropriateness of agile working across their service. This will	January 2020 onwards	SDs and ADs

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include the opportunity for appropriate staff to move to the Agile Working offer.		
Each staff member identified as an Agile Worker, either full or part time, will be required to complete a questionnaire to ascertain whether their environment is suitable for working. This will include a means of identifying any barriers to agile working which may need addressing. This could also be used to gather data on the various equality groups such as gender, ethnicity, etc.	When final proposals have been consulted on	Agile Working Project Manager
DSE Assessments – For all Agile Workers and for those workers whose self-assessment identifies a major barrier to agile working	When final proposals have been consulted on	Agile Working Project Manager
Change Agents– The project will identify champions from the business to own and lead the change in their areas.	Change Agents identified and training underway	Agile Working Project Manager
The project will establish a model office to allow staff to see the proposed solution and provide feedback and raise concerns.	In line with communication plan	Agile Working Project Manager
During the initial stages of the implementation for each service the project will aim to define exactly how each service could deliver customer services differently using the new ways of working and associated technology.	ASAP	Agile Working Project Manager

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Undertake reviews of the project at key stages across the project life cycle to ensure it still offers equality of opportunity and is inclusive	Ongoing	Agile Working Project Manager
Each team to complete a mini-EIA of their Team Principles to analyse impact on equalities at department-level. Guidance to be provided.	Jan 2020 onwards.	SDs and ADs

Date of Next Review	**April 2021**

Name and signature of Officer completing the EIA	**Marie Percival**
Name and signature of Assistant Director	**Sarah Duxbury**
Name and signature of Directorate Equalities Champion	**Keira Rounsley**

If you would like any equalities support or advice on this completed document, please contact the Equalities Team on 01926 412370 or equalities@warwickshire.gov.uk

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NEXT STEPS ONCE COMPLETED:

1. ***Go to File – Rename, and enter a new document name (e.g. Title of the EIA followed by - EIA)***

2. ***Go to Share (top right hand corner) Add Assistant Director and the Directorate Equalities Champion with 'can edit' option to gain their signatures and for recording purposes***

3. ***Once signed off, ensure the completed EIA is saved in a secure place***

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