



## Form to be used for the Full Equalities Impact Assessment

<b>Service Area:</b> Business Improvement		<b>Section:</b> People Team	<b>Date of Initial assessment:</b> 3 October 2022	<b>Key Person responsible for assessment:</b> Gail Malkin	<b>Date assessment commenced:</b> 3 October 2022
<b>Name of Policy to be assessed:</b>		Internal Hybrid Working Policy			
<b>1. In what area are there concerns that the policy could have a differential impact</b>		<b>Race</b>		<b>Disability</b>	<b>Age</b>
		<b>Gender reassignment</b>		<b>Religion or Belief</b>	<b>Sexual Orientation</b>
		<b>Sex</b>		<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>
<b>Other strategic/ equalities considerations</b>		<b>Safeguarding/ Welfare of Children and vulnerable adults</b>		<b>Mental Wellbeing/ Community Resilience</b>	
<b>2. Background:</b>  Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.		<p>This policy formalises the working practices that have been in operation since the start of the pandemic. Hybrid working arrangements have the potential to have a greater, negative impact on:</p> <ul style="list-style-type: none"> <li>employees with a disability who do not have adequate space at home for a work station with all necessary adaptations</li> <li>people who find working from home affects their mental health due to more limited social interaction and reduced peer support and who may also have stress, anxiety or depression</li> <li>younger employees who may live in shared accommodation and have to work from a</li> </ul>			

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	<p>bedroom</p> <p>Equally, there are potential benefits for the same groups in that:</p> <ul style="list-style-type: none"> <li>• hybrid working cuts out travel that might be difficult, time consuming or stressful</li> <li>• a better work/ life balance can be achieved through travel time savings</li> <li>• travel costs are reduced</li> </ul> <p><b>Workforce data</b></p> <p>Disability: 10.7% of the workforce have declared a disability. This compares favourably with local population at 6.7%. Disabilities include visual and hearing impairments and stress and we have employees who are neurodiverse.</p> <p>Age: Average age is 45. The Council's workforce is fairly evenly split between the three decade age groups of 30 to 40, 40 to 50 and 50 to 60.</p>
<p><b>3. Methodology and Sources of Data:</b></p> <p>The methods used to collect data and what sources of data</p>	<p>Employee feedback through previous surveys.</p> <p>Discussions with managers to agree team principles that cover ways of working.</p> <p>Feedback from union representatives.</p> <p>More recent data collection has been as part of the Flexible Working Programme and includes:</p> <p>Consultation with staff took place in two Let's Talk events held on the 7th and 13th September 2022. Over 250 staff attended these sessions, representing a third of the workforce. Following these sessions staff were invited to contact the dedicated Future Workplace email address to raise any specific concerns about hybrid working arrangements and the move to the Town Hall.</p> <p>Staff networks were contacted during the w/c 12th September to ask if they would like to raise any concerns. Feedback was received from two members of the Women's Health Network and the</p>

	<p>Accessibility Champion/Advisor and two members of the LGBTQIAPIs Network. This was specifically about the office arrangements at the Town Hall under a hybrid working policy.</p> <p>Meetings were set up with staff members who raised specific concerns at the Let's Talk sessions.</p> <p>Over 20 members of staff have raised EIA specific concerns via the dedicated email for the programme.</p> <p>A Future Workplace staff survey was launched on 30th September which gathered information about staff requirements when using the Town Hall under the hybrid working policy.</p>
<p><b>4. Consultation</b></p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> <li>• Why you carried out the consultation.</li> <li>• Details about how you went about it.</li> <li>• A summary of the replies you received from people you consulted.</li> <li>• An assessment of your proposed policy (or policy options) in the light of the responses you received.</li> <li>• A statement of what you plan to do next</li> </ul>	<p>As the policy is not new but is simply formalising existing practice, no new consultation has been carried out but hybrid working has been the subject of much organisation-wide consultation and discussion.</p> <p>Where concerns have been raised about hybrid working, measures have been put in place to meet individual, employee needs and management practices have been changed to offer better support to employees.</p> <p>More recently, individual and group needs have been re-assessed because of the move to the Town Hall. We have surveyed employees and taken feedback through staff engagement sessions and questions sent by email.</p> <p>A number of individuals have raised concerns not with hybrid working but with the arrangements at the Town Hall regarding desks and other equipment and building access. Individual needs are being accommodated for employees with a disability and those who wish to work only in an office because of practical issues or because of mental health reasons.</p> <p>The next staff survey in November will provide an opportunity for further feedback on hybrid working.</p>

**5. Assessment of Impact:**

Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults

<b>Race</b> Neutral	<b>Disability</b> Negative	<b>Age</b> Neutral
<b>Gender reassignment</b> Neutral	<b>Religion or Belief</b> Neutral	<b>Sexual Orientation</b> Neutral
<b>Sex</b> Neutral	<b>Pregnancy and Maternity</b> Neutral	<b>Marriage &amp; Civil Partnership</b> Neutral

Some employees with a disability are negatively impacted because under hybrid working as they do not have a dedicated work space when attending an office.

**6. Consideration of Measures:**

Measures taken include: providing height-adjustable desks and chairs as standard, accommodating individual needs such as locker space for storing equipment and medication, designing a new DSE

<p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>assessment and training package and allowing individuals to work in an office only if home is not suitable or if an individual's mental health is at risk.</p> <p>People management practices have been adapted to provide more regular "check-ins" and team social interaction to make up for lost social interaction from regular face-to-face contact.</p> <p>Employees have been able to order office equipment needed for home working.</p>				
<p><b>6a. Monitoring Arrangements:</b></p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.</p>	<p>We will continue to communicate with staff through the Future Workplace communication channels and keep the programme email established so staff can make contact regarding specific concerns.</p>				
<p><b>7. Date reported and signed off by City Executive Board:</b></p>					
<p><b>8. Conclusions:</b></p> <p>What are your conclusions drawn from the results in terms of the policy impact</p>	<p>The policy impact has both positive and negative consequences but the positive benefits outweigh any challenges and staff are very happy with hybrid working and have not asked for a change to working arrangements. The current cost of living crisis has impacted the savings being made through less frequent travel but time savings from reduced commuting are also very valuable. We have accommodated individual needs whether at home or in the office to minimise any challenges from hybrid working.</p>				
<p><b>9. Are there implications for the Service Plans?</b></p>	<p>NO</p>	<p><b>10. Date the Service Plans will be updated</b></p>	<p>N/A</p>	<p><b>11. Date copy sent to Equalities Lead Officer</b></p>	<p>N/A</p>

.13. Date reported to Scrutiny and Executive Board:		14. Date reported to City Executive Board:		12. The date the report on EqlA will be published	N/A Internal
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Signed (completing officer)

Signed (Lead Officer)

**Please list the team members and service areas that were involved in this process:**

Gail Malkin, Head of People  
 Isaac Durno, Flexible Working Programme Manager  
 Elaine Swapp, Principal Regeneration Officer

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