

Cabinet

6th October 2020

The Dorset Workplace

For Decision

Portfolio Holder: Cllr P Wharf, Corporate Development and Change

Local Councillor(s): Cllr

Executive Director: Aidan Dunn, Executive Director, Corporate Development

Report Author: David McIntosh

Title: Corporate Director (HR and OD)

Tel: 01305 221815

Email: david.mcintosh@dorsetcouncil.gov.uk

Report Status: Public

Recommendation:

That Cabinet

- A) Approve the implementation of the Dorset Workplace
- B) Allocate a budget of £1,060,000 in support of this

Reason for Recommendation:

1. Executive Summary

Since the time of its inception, Dorset Council has been clear about its ambitions to be a modern, efficient organisation and an employer of choice. A significant element of this is the way in which our employees go about fulfilling their job roles. The objective of the Dorset Workplace is to establish a set of principles that will allow employees to work from the place or more likely the places where they can best serve residents, customers and clients in the most effective way.

A significant majority of employees have confirmed that they can and wish to work much more flexibly. Senior managers have also confirmed that this approach fits with the future requirements of their services.

Implementing this is a complex piece of work which will impact a large proportion of the workforce. It needs leadership to bring about a fundamental change in how we do things, and this can only happen if it is properly resourced and co-ordinated. The Dorset Workplace incorporates not just the physical workplace but also how our people are managed, the technology they use, the training and development they receive, the working methods they use, how they communicate together and with others and, ultimately, how services are delivered.

The Dorset Workplace is the enabler to a major rationalisation of the council's office estate. The approach to this will be set out in detail in the council's Asset Management Plan, due to be considered by Cabinet in November.

The council has declared a Climate and Ecological Emergency and is committed to taking direct action to reduce the negative environmental impact of our services. The implementation of the Dorset Workplace will bring about a reduction in employee commuting and the overall number of business miles travelled. This aspect forms an important part of the Dorset Travel Plan which is currently being developed.

2. Financial Implications

Implementation of the Dorset Workplace will make the most significant contribution to the rationalisation of the Council's office estate with the corresponding reduction in revenue costs. It also creates the potential for capital disposals. The approach to these will be covered in the council's Asset Management Plan which will come forward to Cabinet in November.

The council currently spends approximately £2.5m a year on employees' business travel. Deploying an agile approach to work will mean that this can be reduced.

In order to realise these savings, some investment in this programme is required. This is estimated at £1,060,000 to cover the cost of reorganising office spaces to meet the new requirements, provide suitable equipment to maximise the benefit of these changes and to support managers and employees through the process of changing working practices.

3. Climate implications

The positive impacts of these changes come through the benefits of having a smaller office estate and the opportunity to significantly reduce travel, both commuting to and from workplaces but also in business mileage, by locating front-line workers nearer the customers and residents they serve.

It should be noted that there is a negative carbon impact of employees heating and lighting their homes at times when they would have previously been in the office.

4. Other Implications

The implementation of the Dorset Workplace will require employees to work in new and different ways. This might lead to the need to change some employment terms and conditions. Trade unions have been briefed and consulted. Their comments will be reported verbally to Cabinet.

5. Risk Assessment

Having considered the risks associated with this decision, the implementation of Dorset workplace currently correlates to three previously identified corporate level risks. These are set out in Appendix A.

An appropriate budget allocation will mitigate the risk of failure of other significant and dependant programmes, most notably the delivery of the reduction in the office estate set out in the Asset Management Plan as well as the reduction in the impact of employee travel, covered in the Carbon and Climate Emergency Strategy.

With programme controls in place the health, safety and wellbeing impact can be mitigated.

There remain some unknowns concerning the future impact of COVID-19 upon the delivery timetable of Dorset Workplace, but this can potentially be reduced through a programme of phased deployment.

6. Equalities Impact Assessment

The draft Equalities Impact Assessment is attached at Appendix B.

7. Appendices

- A Risk Assessment
- B Equality Impact Assessment

8. Background Papers

The Dorset Council Plan 2020 – 2024

9. New ways of working

9.1 One of the driving principles of local government reorganisation was the opportunity that this presented to rationalise the resources of the six predecessor authorities and in doing so bring about changes to how services are delivered. The Case for Change included numerous references to the opportunities that could be realised through mobilising the workforce to be agile and for services to be developed digitally optimising the use of technology designing services around customer needs. These and other interventions would allow the new Dorset Council to create a modern, fit for purpose organisation.

9.2 The council established its four principles when adopting its Plan in February of this year: -

- Customer focused
- Effective and modern
- Employer of choice
- Sustainable organisation

The Dorset Workplace supports each of these.

9.3 While the council must adopt ways of working which are compatible with its own ambitions, they should also account for the trends in how changes in both society and technology in particular are having on the world of work. Increasingly organisations are valuing and measuring the contribution of their workforce through outcomes and the achievement of objectives rather than the traditional approach of input, time and “presenteeism”.

9.4 People’s lives are more varied now than they were. Options and opportunities to mix work with other aspects of life are no longer bound by the same time constraints. Careers are more mixed with second careers and career gaps being common. The employment relationship is often more fluid with the use of contractors, interims, flexible workers, the gig economy.

9.5 Specialist skills are still valued and important but the need for employees to also be able to demonstrate leadership at any level, manage portfolios of work, be financially and commercially aware, understand and engage in digital has increased.

- 9.6 Technology and access to information means that work is done differently. Data plays an increasingly important role in decision making and shaping organisations and different skills are required.
- 9.7 All of these changes have seen the workplace and work itself change significantly over a period of say the last 20 years. More recently the necessary response of employers to the COVID-19 pandemic has accelerated and accentuated this and has presented the need to work remotely and in very different ways. This has brought about change at a rate that previously could not have been imagined, both in working practices and attitudes staff and managers held about working virtually.
- 9.8 On a daily basis, organisations who ordinarily have employees working from their office estate, are announcing radically different arrangements for the future. At one end of the scale some have said that their employees will not return to the office at all, ever. More commonly though, many private and public bodies are recognising that the need for employees to attend an office on a routine basis is unnecessary. Instead they have identified the opportunity to allow much more flexibility for those who were, until very recently, identified as office-based workers. A mix, or blended approach to the working week is being put in place with employees able to work from home, in the office or indeed elsewhere and in a way which is effective for both them and their employer.
- 9.9 There are multiple benefits of this including reduced costs for both employer and employee, reduction in carbon emissions and an improved employment offer for potential recruits.

10. The council's response to COVID-19

- 10.1 On 16 March, the UK Government announced as part of the COVID-19 lockdown that "those who can work from home must work from home". Almost overnight, 2,500 of our employees who work from our current office estate began to work from or out of their home. For the vast majority of these employees, this way of working has been adopted for their entire working week.
- 10.2 Meanwhile it is important to note that other colleagues whose work demands in the community remained unchanged or indeed increased, continued to work in the field.
- 10.3 Therefore, depending either on the job role, the constraints of working practices, lack of technology solutions or an individual's personal circumstances, some have continued to work in communities (albeit with restrictions) some are working from a council office environment, in part at least, while many others remain working entirely from or out of their home.

- 10.4 The government's COVID-19 secure office guidelines were implemented and a comprehensive survey carried out to confirm who needed some restricted access to an office. Smaller offices where the guidelines would have been impossible to comply with were closed. About 500-600 of the 2,500 staff that would normally be working from an office were allocated a desk for their sole use. In practice many of the allocated desks have been used sparingly and only when unavoidable.
- 10.5 Government have reiterated last week the guidance that employees should work from home if they can. Therefore, we continue to have a limited number of people in the office, with the majority continuing to work from or out of their home.
- 10.6 Working from or out of their home has not suited everyone and we have taken that into account in our response. However, it does work for many and although the need to respond to COVID-19 left no time at all to plan, it is still very evident that there is a great deal of support for and potential in allowing employees to continue to work in these flexible, virtual ways that have been adopted over the last six months.
- 10.7 While it was already the council's intention to adopt more agile working approaches, the COVID-19 response in relation to office-based workers has demonstrated the potential to go further, faster and at greater speed than was imagined. However, to make permanent changes to ways of working, rather than merely reacting to COVID-19, needs to be properly considered, shaped to suit the organisation and take into account the vast array of job roles and circumstances of our employees and this is what the Dorset Workplace sets out.

11. The Dorset Workplace

- 11.1 The aim of the Dorset Workplace is to establish a set of organisational principles that allow employees to work in a modern, efficient and technology-enabled environment where they can best serve residents, customers and clients in the most effective way. Dorset Council has a huge variety of job roles that can be delivered effectively utilising different workspaces. For example, we have many employees in front-line roles who deliver services in specific locations, whereas others will need to travel across the county to meet with clients and customers. Non frontline employees can work remotely on their own or may need to work collaboratively with colleagues to deliver their roles.
- 11.2 In considering how best to organise work it is important to challenge ourselves not to simply follow traditional conventions but to seek what would genuinely be most effective in carrying out those roles, rather than

personally convenient or previously perceived as right. An example in practice is how the response to COVID-19 has demonstrated that employees do not need to travel to an office to carry out certain types of work, such as virtual meetings that can be carried out effectively anywhere.

11.3 Dorset Council has now had the opportunity to experience new ways of working that may have previously faced resistance. By combining our experiences of how we were working before with what we have learnt working through COVID-19, the council and its workforce can bring about more permanent changes, which further the aspiration to achieve the five principles presented in the Council Plan. The objectives of the Dorset Workplace are:

- Modern, efficient and technology enabled ways of working
- Improved work/life balance of employees
- Reduced revenue cost of the office estate
- Reduced carbon emissions
- Improved customer service

11.4 To assist in developing an understanding of how this would work in practice the following list gives examples of how things would change:

- An employee's work pattern is shaped around the needs of their job role and their circumstances.
- Digital is central to how we work, using technology that supports new efficient ways of working, such as Microsoft 365 (including Teams) to connect and collaborate with colleagues and partners, and a digital/customer platform that provides well designed, automated services that are available online removing the need for paper processing.
- Improving our use of data to understand demand, predict the future and respond to need. Having the right digital skills and traits to enable this change.
- Through adopting the principle of data protection by design, as work processes are redesigned enabling staff to work from any location, we improve our ability to manage records and data safely and appropriately whatever form they are in.
- We will identify what records will need to be transferred out of offices, stored and managed so that they can be retrieved for business purposes, to respond to FOIs, subject access requests and ultimately destroyed at the end of their retention period.
- Face to face collaboration can be done in any suitable space. This might be an office environment, a customer's premises or some other appropriate location.

- The technology enables employees to work where they can best serve their customers. It is simple, useable, robust and reliable.
- Office workplaces are designed around employees' needs.

11.5 Implementing the Dorset Workplace also supports and enables the changes to deliver improved customer focus and the way in which the council delivers services by taking a customer led approach to:

- Channel shifting customers (where appropriate) to lower cost, faster delivery models.
- Creating a single whole council front door for the customer which will make better use of our buildings and staff.
- Freeing up capacity for staff to be available in our communities for those who need us most, when they need us.

11.6 The council employs around 4,500 people (excluding schools-based staff). While there are a very large number of services and a myriad of individual job roles within those services, around 3,000 of our team have a key factor in common; that is, they work in and from office environments either for all or part of their time. Again, there will be a large degree of variation when looking at the detail of this and some roles will lend themselves better to working in an agile way than others. Similarly, personal circumstances will have a bearing on this.

12. Employee Engagement Feedback

In order to provide an evidence base for this piece of work we used our employee engagement tool HIVE to run a pulse survey which asked employees about their future working arrangements. This work was also supported by a series of employee forum workshops to establish what is important to colleagues regarding their future working arrangements and identify what benefits and challenges they have encountered whilst working differently during COVID-19. The information gathered from these activities were then communicated back to colleagues for further comment.

The pulse survey had a response rate of 47% of the workforce.

Analysis of the Hive results show that 90% of respondents would want to work flexibly for one day a week or more (53% said a few days a week, 29% said every day). Furthermore, 72% of respondents felt that 80-100% of their role can be effectively carried out away from their 'traditional' workplace environment.

Respondents were asked to identify what the biggest benefits to working in a different way had been for them. The three highest responses were:

- Less time travelling (61% of respondents)

- More flexibility (49% of respondents)
- Better work life balance (48% of respondents)

These results were echoed by the participants responses in the Employee Forum workshop where the top themes identified from the responses were:

- Better home/work life balance (94% mentions against total attendees)
- Better use of technology/increased skills (82% mentions)
- Greater flexibility/control over working pattern (82% mentions)
- Reduction in travel time/cost (74% mentions)

In the Forum workshops the better use of technology and increased skills gained from working differently during the response from COVID-19 was also identified as key benefits.

Along with seeking feedback on the benefits to working differently, the Hive survey also sought feedback on what challenges employees have faced over recent months. The three highest responses were:

- Feeling isolated from colleagues (55% of respondents)
- Getting access to resources/information to work from home (27%)
- Internet connectivity (22%)

Participants in the Employee Forum Workshops were also asked to identify the biggest challenges they have identified whilst working differently in their response to COVID-19 where the top themes identified were:

- Feeling more isolated/negative impact on well-being (91% mentions against total attendees)
- To many back-to-back remote meetings (78% mentions)
- Physical impact e.g. weight gain, less active (59% mentions)
- Issues with protocols/guidance to support remote communication/remote meetings (50% mentions)

The recent Hive survey and Employee Forum workshops also identified that employees wanted to be involved in any conversations that would lead to different ways of working, but would welcome the opportunity to work flexibly across different work locations, including home workspaces, offices and other spaces.

13. Feedback from senior managers

Alongside the two channels of employee engagement has been engagement with senior managers across the organisation. Semi-structured conversations have been undertaken with all corporate directors, and a series of structured conversations, based on the information gathered from corporate directors, are

now taking place with all heads of service and service managers. Once complete, in excess of 100 senior managers will have fed into the discussion.

- 13.1 These conversations have focused on future service delivery models, and the associated future ways of working and office accommodation requirements of services in the post-COVID era. Conversations have been framed by the constraints of the financial situation, a rationalised office estate, and the opportunities presented by the new ways of working developed during the pandemic.
- 13.2 The outcomes of the senior manager conversations are similar to the outcomes of the employee engagement. Senior managers are more receptive to and ambitious regarding new ways of working than pre-COVID-19. The vast majority of senior managers saw a future with a mixed economy of home working and office-based working for the majority of their teams.
- 13.3 There was a recognition that for some colleagues, working from home would not be an appropriate solution because of the type of work (frontline/operational services) or because of their home set up. However, for the majority of colleagues, senior managers are looking to a future where colleagues work from or out of their home more and come into the office less regularly.
- 13.4 Prior to the COVID-19 pandemic the office estate was (on average) functioning on a 7 to 10 desk ratio (7 desks for every 10 colleagues). Post COVID-19 senior managers estimate the proportion of their teams requiring to work from an office at any one time varies from 20% to 50%. The range is reflective of the wide variation in types of service delivery across the organisation. However, it demonstrates a desk ratio of 5 to 10, or 4 to 10 is achievable.
- 13.5 Senior managers noted the primary reasons for a need for office accommodation in the future included collaborative working, working on sensitive or challenging pieces of work and the benefits of 'bumping into someone'. In addition, being office based is a requirement for the completion of some paper-based tasks, including post and scanning (a corporate solution could be considered for this), printing and access to paper files. Implementation of our digital vision and new ways to deliver services will have a significant impact in modernising council processes and reducing the need to print, post and access paper.
- 13.6 Collaborative working (within and across teams) was seen as a key driver for use of office space and is a driver for the proposed changes to office space noted in section 14.4. Managers noted an ongoing need for teams to come together face to face to work on specific pieces of work, and to

have face to face team meetings (albeit less frequently), with an ongoing use of virtual meetings.

- 13.7 Senior managers also saw a need for colleagues working in sensitive and challenging areas of work to have the ability to work in the same office space at certain times. This includes colleagues working on complex and sensitive cases involving services users. Examples of this need are seen across the organisation (for example some teams in Adults and Children's, as well as other teams dealing with customers including but not limited to Revenues and Benefits, Housing and so on), and as well as colleagues working on pressured or complex pieces of work (an example here is Finance teams working on end of year close down).
- 13.8 Most senior managers noted that the enforced working from or out of their home during the pandemic had meant colleagues had to try new ways of working and managing, and for many this had been a better experience than they might previously have imagined, and was seen as the first step in a journey to changing our working culture. Some senior managers noted the importance of training and support for line managers to equip them with the tools and confidence to manage remotely.
- 13.9 Senior managers noted that some services have a locality delivery model which requires office space in locality areas. The demand for this, in the main, lines up with the current area office provision and asset management plans.

14. The future office estate

Feedback via the various engagement channels enables us to see that a functional and flexible office environment is required to meet the future needs of the organisation.

- 14.1 A significant proportion of the office estate has undergone refurbishment and transformation in recent years and as such much is open plan with break out spaces. However, to fully enable the new ways of working further alteration is required.
- 14.2 To further reinforce Dorset Council's corporate behaviours, and in particular the 'One Team' approach, it is felt important that there are similar features across all our office buildings (taking into account the differences in building layout and shape). This is easiest achieved through consistent signage and use of similar furniture and colour palate.
- 14.3 The main features of the future office environment are proposed to include:

- 14.3.1 More flexible large meeting space and collaborative workspace. These are larger spaces with flexible and movable furniture which can be booked in advance and set up according to the requirements of the team using the space at the time.
- 14.3.2 There is less requirement for traditional desk space (for example moving from a 7:10 to 4 or 5:10 ratio). Where desks are retained, they would be shared (hot desking) and not designated to individuals, with the standard corporate IT set up. Specific workstation (DSE) requirements would still be met.
- 14.3.3 Office space would be organised into zones for services/directorates to enable our responsibilities around confidentiality and data protection to be met, as well as to enable collaborative working.
- 14.3.4 In addition to service/directorate zones, each office building will include more open zone / touch down space and bookable desks than are currently available across the office estate.
- 14.3.5 Whilst the use of virtual meeting tools will continue, there remains a requirement to meet face to face in some instances and as such meeting rooms of various sizes will continue to be provided. Meeting rooms will be furnished with the appropriate IT kit as well as flexible furniture or meeting tables with integrated power and data points.
- 14.4 The new office environment will have implications for how people work, including the sharing desks, a requirement to adhere to the clear desk policy, less personal storage, and a continued drive to digitise technology solutions. Teams will need to plan ahead to ensure that not all team members come in on the same day, and to book collaboration spaces in advance. Colleagues will also need to develop new skills, such as facilitating meetings where there is a mix of people attending in person and virtually.

15. Home-Based Working

- 15.1 Feedback from our engagement shows that many colleagues can and would like to continue working from or out of their home for part of their working week. This flexibility is known to improve people's work/life balance. Spending less time travelling to work is seen by most as a clear benefit.
- 15.2 The main factors of home-based working which will need to be worked through during the implementation of the Dorset Workplace are summarised as:

- The equipment that employees would need to be both effective and safe
- How confidential and sensitive matters are handled, including compliance with GDPR
- Broadband strength and reliability
- The opportunity to improve employee's work/life balance while ensuring lines between home-life and work-life don't become blurred
- The support, through learning and development, to maximise the use of technology as well as develop new ways of working
- How managers lead "dispersed" teams and the support they need in doing this
- A reduction in the reliance some services have on paper records by enabling access to the required information from anywhere.

15.3 With proper planning, resourcing and a structured approach to implementation all those matters can be successful overcome.

16. Implementation

Implementing the Dorset Workplace across the organisation is a significant undertaking and will follow the key stages and components of any great change programme. The council's corporate management team will have an important role leading the programme. We will need to ensure that we have adequate implementation resources, a focus on communications and engagement as well as a programme which is built upon a solid understanding of our customers and how our culture will need to change and evolve in order to create a modern, efficient organisation.

17. Leadership & Management

17.1 Strong effective leadership where the behaviours and new ways of working are role modelled and reinforced throughout all levels of the organisation will be essential to enabling sustained buy in to the successful implementation of the Dorset Workplace. When implementing the change, we will build upon the tools and frameworks already available through our People Strategy work and response to COVID-19 as well as developing additional resources and workshops where there is a clearly identified need.

17.2 It is recognised that effective implementation of the Dorset Workplace will be built upon a clear understanding of our organisational culture and the enablers and blockers of change. An early part of implementation planning therefore will be using the work already completed as part of our People Strategy as well as any additional activity to ensure agreement on the

culture we are aiming to achieve in the council and where we currently are in that journey.

- 17.3 Whilst building upon what we already have, our implementation will be a mix of learning opportunities, resources and interventions available to managers and teams to enable them to work individually and together effectively in a modern, efficient and technology enabled environment. During the phased rollout stages, we will work closely with managers and their teams engaging and supporting them to build successful teams in a new environment as well as implement new ways of working, as required.
- 17.4 Communications and engagement throughout the organisation will be fundamental to a successful implementation. We will need to have a highly visual communications approach, ensuring employees and managers understand the rationale for change, what we are aiming to achieve and how we are going to get there. We will consider developing change champions possibly through using elements of the Employee Forum as well as helping colleagues to 'see the change' in practice by utilising methods such as the sharing of case studies, tips and 'day in the life' examples of how managers and employees are delivering services in a modern work place.

18. Timescales

- 18.1 In light of the continuing need to have in place COVID-19 secure office arrangements, SLT have told all those employees affected that they should expect to be working as they are now until the end of March next year. This is in line with current government guidance and will of course be kept under review.
- 18.2 Once the COVID-19 restrictions are lifted, then employees in scope could return to their previous working pattern. However, more sensibly, they should begin to adopt the type of approach described in this report. Given the numbers involved, the different circumstances and service demands, it will not be possible to have that in place for all, but the ambition is to have as much as possible ready by the end of March.
- 18.3 In order to maximise the benefit early with the teams whose work most easily lends itself to an agile approach would form the first stages. Once those are complete then the programme could move on to cover the remainder of the workforce in scope.
- 18.4 With a start date for April 2021 it is envisaged that the whole programme would be in place by early 2022.

19. Cost Implications

- 19.1 Large scale organisational transformation requires an element of investment to ensure that change takes place in a well-managed and planned way and that new ways of working are properly embedded. The Dorset Workplace will deliver on the council's four principles and will affect a large part of the workforce.
- 19.2 The benefits will be realised sooner with a sensible level of investment. This is summarised as follows:

Changes to the physical office environment to allow for agile working, the need for new flexible collaboration spaces, robust technology in meeting rooms, and associated aspects of creating the right workspaces. (note: as much of the existing furniture and equipment will be used as is possible)	£650,000
Equipment to enable home working	£250,000

Well-being support for employees	£80,000
Leadership, management and employee learning and development to embed change	£80,000
	£1,060,000

19.3 The council should aim to fund the costs through flexible use of capital receipts. At present the budget and MTFP make no assumptions about these, so the first £1m or so of them can be applied to this project, unencumbered. However, finance colleagues suggest that in the event that capital receipts fall short of this value, that £1m of reserves is set aside from the next phase of reserves rationalisation (scheduled for October, as part of the 21/22 budget setting process) to ensure funding is available and the project does not stall. This is critical as the Dorset Workplace underpins the rationalisation of the office estate through the Asset Management plan, delivering the associated revenue savings.

19.4 There will be resources required to manage our legacy of paper records because services have significant volumes of paper around them in offices. As we redesign ways of working and move to digital there will still be a legacy of paper records to be managed through their lifecycle to final destruction. There are clear retention periods in place for different categories of records and so there is a good policy basis to work from. Before COVID-19 a bid to the transformation fund was being progressed to support this work and appropriate archiving, retrieval and storage. This bid to the transformation fund will be refreshed, taking into consideration the aims of the Dorset Workplace, to enable this work to take place.

Appendix A

Risk Assessment

Current Risks:

Corporate Risk Ref	Risk Title	Dorset Workplace Risk Description	Risk Rating
CRR01	Budget	In order to implement Dorset Workplace a budget will need to be available to procure equipment/provide a support package to colleagues and finance conversion of office space to meet future workforce requirements.	High
CRR13	Health, Safety, Wellbeing	A change to colleagues' future working arrangements could have an impact on some individuals' wellbeing. A failure to protect the wellbeing of employees could lead to significant financial and or reputational damage	Medium
CRR21	Covid-19 Response	Uncertainty over our required future responses to Covid-19 will have a continued impact to the future design and delivery of programme	High

Residual Risks with controls in place:

Ref	Risk Description	Dorset Workplace Control Measures	Residual Risk Rating
CRR01	Budget	<ul style="list-style-type: none">Dorset Workplace can help facilitate savings in office estate	High

		identified in Asset Management plan	
CRR13	Health, Safety, Wellbeing	<ul style="list-style-type: none"> • Hive pulse Survey to gather viewpoints of staff • Employee forum workshop to test initial ideas • Ask us anything webinar and communications to play back data recorded to staff. • Future phases of work will engage with colleagues at a service/teams level for local implementation based on colleagues input in ongoing conversations 	Low
CRR21	Covid-19 Response	<ul style="list-style-type: none"> • Future phases of work to be done incrementally 	High

Appendix B

Equalities Impact Assessment

Equality Impact Assessment (EqIA)

Before completing this EqIA please ensure you have read the guidance on the intranet.

Initial Information

Name:	Mark Turner
Job Title:	Project Manager
Email address:	Mark.r.turner@dorsetcc.gov.uk
Members of the assessment team:	Tamsyn Harwood, David Patrick, Deborah Smart, Susan Ward Rice
Date assessment started:	19.08.2020
Date of completion:	
Version Number:	1

Part 1: Background Information

Is this (please tick or expand the box to explain)

Existing	
Changing, updating or revision	
New or proposed	X
Other	

Is this (please tick or expand the box to explain)

Internal (employees only)	X
External (residents, communities, partners)	
Both of the above	

What is the name of your policy, strategy, project or service being assessed?

Dorset Workplace

What is the policy, strategy, project or service designed to do? (include the aims, purpose and intended outcomes of the policy)

Since the time of its inception, the Council has been clear about its ambitions to be a modern, efficient organisation and an employer of choice. A significant element of this is the way in which our employees go about fulfilling their job roles. The objective of the Dorset Workplace is to establish a set of principles that will allow employees to work from the place or more likely the places where they can best serve residents, customers and clients in the most effective way.

What is the background or context to the proposal?

One of the driving principles of local government reorganisation was the opportunity that this presented to rationalise the resources of the six predecessor authorities and in doing so bring about changes to how services are delivered. This would allow the new Dorset Council to create a modern, fit for purpose organisation.

The Council established its four principle when adopting its Plan in February of this

Year:

- Customer Focused
- Effective and Modern
- Employer of Choice
- Sustainable Organisation

The Dorset Workplace supports each of these.

While the Council must adopt ways of working which are compatible with its own ambitions, they should also account for the trends in how changes in both society and technology in particular are having on the world of work.

Increasingly organisations are valuing and measuring the contribution of their workforce through outcomes and the achievement of objectives rather than the traditional approach of input time and “presenteeism”.

People’s lives are more varied now than they were. Options and opportunities to mix work with other aspects of life are no longer bound by the same time constraints. Careers are more mixed with second careers and career gaps being common. The employment relationship is often more fluid with the use of contractors, interims, flexible workers, the gig economy.

Specialists skills are still valued and important but the need for employees to also be able to demonstrate leadership at whatever level, manage portfolios of work, be financially and commercially aware, understand and engage in digital has increased.

Technology and access to information means that work is done different. Data plays an increasingly important role in decision making and shaping organisations.

All of these changes have seen the workplace and work itself change significantly over the period of say the last 20 years. More recently the necessary response of employers to the COVID-19 pandemic have accelerated and accentuated this and has presented the need to work remotely and in very different ways. This has brought about change at a rate that previously could not have been imagined, both in working practices and attitudes staff and managers held about working remotely.

On a daily basis, organisations who ordinarily have employees working from their office estate, are announcing radically different arrangements for the future. At one end of the scale some have said that their employees will not return to the office at all, ever. More commonly though, many private and public bodies are recognising that the need for employees to attend an office on a routine basis is unnecessary. Instead they have identified the opportunity to allow much more flexibility for those who were, until very recently, identified as office workers. A mix, or blended approach to the working week is being put in place with employees able to work from home, in the office or indeed elsewhere and in a way which is effective for both them and their employer.

There are multiple benefits of this including reduced costs for both employer and employee, reduction in carbon emissions and an improved employment offer for potential recruits.

Part 2: Gathering information

What sources of data, information, evidence and research was used to inform you about the people your proposal will have an impact on?

The following Data sources were used to inform this EQIA

Case Studies of other organisations

- Christchurch and East Dorset Councils
- Aberdeenshire Council
- Essex County Council
- Wiltshire Council
- Rotherham Metropolitan Council
- Barnet London Borough
- Wokingham Council
- Aylesbury Vale
- South Hams Council
- Dell
- Xerox

[Link to research doc containing summarised case studies](#)

Government initiatives

- Project Nomad
- Civil Service Blog

Research Papers

- [The Future is Flexible](#) – by Werk
- [Employee Wellbeing; The effects of remote working on stress, wellbeing and productivity](#) – by Nuffield Health
- [A flexible future](#) - by O2, conducted in partnership with ICM and YouGov *(this links to a page with info where you can request the full report)*
- [Flexible working white paper](#) – by O2 from 2011

Related News Articles

- [Let's never go back to work. Let's go forward](#): In this article suggests as we look ahead to the lockdowns perhaps beginning to lift, we should take what we've learned as an opportunity rather than rubber band back to old habits. This is written by Keith Ferrazzi, founder of Ferrazzi Greenlight, a research institute founded on the pillars of behavioural science and its effects on business.
- [13 ways the coronavirus pandemic could forever change the way we work](#): in this article CNBC Make It spoke to futurists, employment experts, CEOs, designers and more to find out how the pandemic could forever transform the way we work.
- [Why Remote Work Matters](#): The author of this post looks at all the aspects of why it is inevitable that remote work is the way of the future thanks to the many benefits that it brings. From both the perspective of an individual and a business. This is written by Alex Garella is a Software Engineer and Internet Entrepreneur with many years of experience at various startups in different industries.
- [Remote working can boost wellbeing](#): A news article from HR Review relating to Nuffield Health's latest whitepaper

To view the full 'Employee Wellbeing; The effects of remote working on stress, wellbeing and productivity, [click here](#).

- [Company Culture](#): A useful resource from HR Zone, looking at how developing a great organisational culture is key to being an employer of choice. It looks at how to hire and keep high-performing, creative talent that will drive the business forward, it is imperative to invest in the ethos, environment and spirit that makes up the workforce.
- [How to optimise remote working: an employee engagement toolkit](#): Looking at the six stages of remote working, wellbeing and an action plan for recovering from a crisis.
- [Flexible working post lockdown could intensify competition to attract and retain staff](#) – news article from HR Review

Demographic information extracted from Dorset Council's HR & Payroll system. This was used to get a further understanding of the demographic of our employees.

Hive Pulse Survey on Future Working arrangements.

[Link to Summary Report](#)

Employee Forum Workshop Analysis

[Link to Analysis](#)

Structured Conversations with Corporate Directors

[Link to Powerpoint Summary \(Last section of presentation\)](#)

What did this data, information, evidence and research tell you?

Key themes identified from research

What worked well:

- Senior leadership
 - o Visibly embracing
 - o Role modelling
 - o Leading
- Employee engagement
 - o Focussing on people
 - o Having employee champions/change agents
 - o A guide or website where employees are kept up to date on what is happening, schedule of moves etc.
 - o Clear instructions on what employees need to do to help the moves etc.
 - o Buddy system
- Communications (in lots of different formats to ensure all employees are reached)
 - o A highly visual campaign
 - o Explaining the benefits and the why
- An all-round support package in place for employees:
 - o Wellbeing
 - o Building a coaching culture, to help support through the transition
- Technology to support the changes:

- o Laptops for all employees
- o Access to emails on own devices
- o Follow me printing
- o One telephone system
- o Outlook used and updated with open calendars
- o Desk level power sockets and ports
- A dedicated project team
- o With named contacts (for example journey leads) to work and support teams through the process
- o Having larger scheduled moves (for example one a week) not lots of small moves each day
- o Floor walkers to assist / welcome employees on moving days
- Clear transformation plan

Challenges:

- Employees nervous about change
- o Isolation of working at home
- o Issues with trust and fairness
- o Concerns about losing the face to face contact with colleagues and the effects on team working
- Long hidden management issues revealed
- ICT issues
- Up-skilling employees (for example to use the technology)
- Time restrictions
- Budget restrictions
- Introducing new applications and systems to support the changes
- Cost

Benefits:

- Positive impacts were seen for;
 - o The wellbeing of employees
 - o Customers accessing services; better customer services / easier access / improved or more modern offices in locations easy for residents to get to
 - o The working environment
 - o Employee satisfaction
 - o Employee turnover – this was reduced
 - o Sustainability – reduced energy costs

- Saving money for the organisations, allowing them to continue to provide services (e.g. reduced mileage claims, reduce office costs, reduced sickness absence)
- Increased productivity
- Increased data security
- Business continuity safeguarded through more flexible ways of working: Employees able to work when snows etc.
- Reduced storage

Demographic Information

The data contained within this EqlA for internal analysis relates to non-school's employees, as the system does not encompass those working in schools. The data below was collected at two different times. The data for age, disability, ethnicity and gender were all collected as at 31 October 2019. The data for sexual orientation and religion/belief was as part of an EqlA completed in August 2019. It relates to all employees of Dorset Council, held on the HR Payroll systems: SAP and ResourceLink. [Please see the EqlA here.](#)

Data as at 31 May 2019:

Gender	
Category	Overall workforce (Amount / %)
Male	1,758 / 37.37%
Female	2,946 / 62.63%
Total	100
Ethnicity	
Category	Overall workforce (Amount / %)
White British	3,258 / 69.26%
White Other	113 / 2.4%
BAME	53 / 1.13%
Prefer not to say	354 / 7.53%

Not declared	926 / 19.69%
Total	100

Disability	
Category	Overall workforce (Amount / %)
Disabled	129 / 2.74%
Not disabled	2,710 / 57.61%
Prefer not to say	312 / 6.63%
Not declared	1,553 / 33.01%
Total	100

Age	
Category	Overall workforce (Amount / %)
14 – 24	293 / 6.23%
25 – 39	1,124 / 23.89%
40 – 49	1,116 / 23.72%
50 – 59	1,441 / 30.63%
60 – 64	482 / 10.25%
65+	248 / 5.27%
Total	100

* Employees aged between 14-16 are 'Casual Swim Helpers'

Data collected between 29-31 May 2019:

Sexual Orientation			

Category	Overall workforce (%)		
Heterosexual	37.13		
Lesbian / Gay	0.58		
Bisexual	0.16		
Other	0.27		
Prefer not to say	7.04		
Not declared	54.82		
Total	100		
Religion / Belief			
Category		Overall workforce (%)	
Christian		15.14	
Buddhist		0.14	
Hindu		0.02	
Jewish		0.02	
Muslim		0.02	
Other		0.72	
No religion		10.99	
Prefer not to say		4.02	
Not declared		68.93	
Total		100	

Hive Pulse Survey on Future working arrangements

This pulse survey ran between the 23rd of July and the 5th of August. Since we launched this survey during the end of term we communicated to staff prior to the survey if they still wanted to participate and were term time only they had the option of receiving the survey at a personal email address.

We received 1,664 responses, which equates to a 47% response rate.

Part of the survey's purpose was to seek an understanding of what the appetite to work differently in a life post-pandemic would be. Again, various options were given that they could select their top 3 preferences from:

- Continued working:
 - o Only 4% of respondents do not want to continue working as they do now
 - o Conversely, 90% of respondents would want to work this way, once a week or more (53% said a few days per week, 29% said every day).
- We asked what kind of working space would people be most frequently looking to use, post-pandemic:
 - o 77% of respondents said the space they look to frequently work at home
 - o 61% selected their normal workplace
 - o Meeting rooms, hubs/satellite offices, hot desks and touch down areas were less commonly selected, each only being chosen by 21% of respondents or lower

Working differently

We asked what the biggest benefits and challenges were to working differently, by proposing various options that they could select their top 3 preferences from, as well as seeking how much of a person's work could be undertaken working remotely/from home:

- 72% of respondents believe that 80-100% of their role can be effectively delivered outside of their traditional workplace environment
- The biggest benefits:
 - o Less time travelling – 61%
 - o More flexibility – 49%
 - o Better work life balance – 48%
- The biggest challenges:
 - o Feeling isolated from colleagues – 55%
 - o Getting access to resources/information to work from home – 27%

Internet connectivity – 22%

Though there is a clear appetite to continue working in this way, there are some tangible ways forward that we can consider from this survey. Wellbeing continues to be an area we need to address, scoring consistently lowest out of all of the questions asked.

Employees want to feel a part of the conversation and decision making, ensuring that one size doesn't fit all, and more clarity is sought of what the Dorset Workplace may look like.

Managers, on the most part, are confident in their ability to manage remote teams, though some support could be offered to build on this.

Trust is a big factor in enabling employees to feel supported to work in a different way. Consistent messaging and corporate support of working differently will ensure employees feel trusted to work differently. This will positively impact on engagement, which is proven to have a positive impact on productivity and loyalty.

Employee Forum Feedback

We carried out four employee forum sessions on the 12th, 13th, 18th, 19th August. We were conscious that this was during the summer holidays so arranged to share our feedback on the week commencing the 7th of September

to still give colleagues the opportunity to communicate their feedback over the findings before we submit the cabinet report.

The employee forum sessions consisted of three main activities where we

- Invited participants to share their thoughts of the opportunities and challenges of working the way we did pre-covid at the end of last year.
- Invited participants to share their thoughts of the opportunities and challenges of working differently during covid.
- Invited participants to share their thoughts of what they would definitely like to have in their future working arrangements, what they would hate to have, and anything they didn't mind to experience.

Comments from the session were recorded and themed appropriately and a weighting applied as a percentage by the number of mentions – the number of down votes against the total number of participants.

Impact of Covid 19

Opportunities

- 94% better home/work balance
- 82% better use of technology/increased skills
- 82% greater flexibility control over working pattern
- 74% reduction in travel time/cost

Challenges

- 91% Feeling more isolated/Negative impact on wellbeing
- 78% Too many back to back remote meetings
- 59% Physical impact e.g. weight gain/less active
- 50% Harder to communicate/support colleagues about well being remotely

Future Working Arrangements

I would definitely want more of this

- 121% Flexibility in working hours/location
- 62% Continue homeworking majority of week
- 49% Regular SLT and team meetings and webinars
- 43% Ability to go to local office for work, hot desk facilities use i.e. printing

I definitely would hate to have this

- 43% Going back into the office full time
- 35% No or less face to face interaction
- 34% Being forced to work from home
- 24% No choice in how to work

I wouldn't mind either way if I had this

- 56% Mix of homeworking and working from office

Conversations with Corporate Directors

Office Workforce

- Clear impact of Covid19 WFH experience
- More ambitious in relation to flexible remote working

Some colleagues will need to be office based due to home situation

Mix of home working and office base

Estimates of proportion of teams with a requirement to be office based at any one time varied from 20% to 50% (50% more common)

Reasons for Office accommodation

- Collaborative working
- Sensitive/challenging work (immediate access to face to face support)
- Benefits of 'bumping into someone'

Barriers to working differently

- Mental wellbeing (Challenges of working from home/service areas dealing with sensitive/challenging work)
- Quality of home broadband/ connectivity
- Concerns about productivity
- Specific office-based tasks (printing, post, paper files etc)

Types of office space

- Zones of workstations allocated to services/directorates (Confidentiality, collaboration)
- Touch down/open zones across the office estate (including bookable desks) and informal drop-in spaces
- Bookable confidential spaces
- Large flexible meeting/ collaboration spaces
- Breakout spaces and smaller meeting rooms across estate
- Continuation of virtual meetings (quality technology in all meeting spaces)
- Customer facing (doesn't necessarily need to be in office locations)
- Storage (Equipment, Paper filing and the journey to digital)

Culture

- The office is what many colleagues are used to, but WFH during COVID has meant colleagues have had to try out new ways of working
- Importance of training and support for line managers- equip with tools and confidence to manage remotely
- Supporting colleagues and teams through a transition to a new way of working

- Experience from previous office transformation programmes suggest line managers are key to embedding cultural change in way we use our office spaces

Localities and Locations

- Dorchester highlighted as location for central (non-locality/HQ office)
- Requirement for 'touch down/open zone' desks across estate
- Some services have a requirement for locality working

Is further information needed to help inform this proposal?

Not at this stage but once our high level principles in the Dorset Workplace Report have been agreed by cabinet the implementation stage of this work involves a lot more engagement and further conversations with colleagues. Dorset Workplace is also closely related to the Asset Management Strategy which is defining our future estate and also is linked with the Customer Promise and the Customer Service Strategic Principles paper.

Part 3: Engagement and Consultation

What engagement or consultation has taken place as part of this proposal?

Delivery Team Meetings

Our delivery team formed on the 27th April we expanded our team to include at least one high level representative of each directorate to make sure Dorset Workplace aligns with other high-level activities taking place across the council.

Communications with staff

We held an initial ask us anything session with colleagues on the 3rd of July to inform that we were looking to look to learn through their experiences of

responding to Covid-19 we outlined that we were going to start engaging them in July through Conversations with Corp Directors, A hive survey and employee forum workshops.

This was followed up by an intranet article on the 22nd of July which advertised the employee forum sessions in August and how to sign up.

Hive Survey

We launched the hive survey on the 25th of July mindful that due to time constraints and that we were launching it over the term time we communicated to staff before hand if they still wanted to participate if they were term time only they could supply a personal email address for us to send the survey to.

The five survey on future working ran for two weeks until the 5th of August and was designed to give us a temperature check of what the general direction of travel was amongst staff about what they initial futures towards future working arrangements will be.

Employee Forum Workshops

The Employee Forum workshops took place on 12th, 13th, 18th and 19th of August each session had the capacity of 25 people. We had 85 colleagues initially sign up but only 68 colleagues attended the sessions.

Out of the attendees we had representation from all directorates

Legal and Democratic 2%

Chief Execs 2%

Public Health 6%

Childrens 16%

Adults 20%

Place 25%

Corporate 29%

Structured Conversations with Corporate Directors

In July structured conversations were held with each Corporate Director to discuss with them what their future requirements will be for their services.

How will the outcome of consultation be fed back to those who you consulted with?

It is important to note the activities we have carried out are only early engagement with staff to ascertain the direction of travel and to help inform the design of high level principles. If cabinet would like us to proceed there will be a lot more future conversation with staff down to a more localised level.

On the 2nd of September the combined results from our early engagement exercises were fed back to CLT on the 10th of September we are holding another Ask us Anything webinar to share our feedback with colleagues and an intranet article is also going live to inform colleagues of our findings so far and give them the opportunity for further comments.

Please refer to the Equality Impact Assessment Guidance before completing this section.

Not every proposal will require an EqIA. If you decide that your proposal does **not** require an EqIA, it is important to show that you have given this adequate consideration. The data and research that you have used to inform you about the people who will be affected by the policy should enable you to make this decision and whether you need to continue with the EqIA.

Please tick the appropriate option:

An EqIA is required (please continue to Part 4 of this document)	Y
An EqIA is not required (please complete the box below)	

This policy, strategy, project or service does not require an EqIA because:

Name: Mark Turner

Job Title: Project Manager

Date:08/09/20

Please send a copy of this document to [Diversity & Inclusion Officer](#)

Next Steps:

- The EqIA will be reviewed by Business Intelligence & Communications and if in agreement, your EqIA will be signed off.
- If not, we will get in touch to chat further about the EqIA, to get a better understanding.

Part 4: Analysing the impact

Who does the service, strategy, policy, project or change impact?

- If your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option. Please cut and paste the template accordingly.

For each protected characteristic please choose from the following options:

- Please note in some cases more than one impact may apply – in this case please state all relevant options and explain in the ‘Please provide details’ box.

Positive Impact	<ul style="list-style-type: none"> the proposal eliminates discrimination, advances equality of opportunity and/or fosters good relations with protected groups.
Negative Impact	<ul style="list-style-type: none"> Protected characteristic group(s) could be disadvantaged or discriminated against
Neutral Impact	<ul style="list-style-type: none"> No change/ no assessed significant impact of protected characteristic groups
Unclear	<ul style="list-style-type: none"> Not enough data/evidence has been collected to make an informed decision.

Age:	<i>Positive Impact</i>
What age bracket does this affect?	All
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>Giving staff greater choice over their working arrangements should encourage inclusivity both for staff who wish to be home based or office based or somewhere in-between.</p>

	<p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	--

<p>Disability: (including physical, mental, sensory and progressive conditions)</p>	<p><i>Unclear</i></p>
<p>Does this affect a specific disability group?</p>	<p>No</p>
<p>Please provide details:</p>	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>Greater flexibility may help some colleagues with Disabilities in their place of work. But Hidden disabilities need to be carefully considered as there is potential for these disabilities to remain hidden if there is greater remote working.</p> <p>Leadership and culture workstream of Dorset Workplace will work on</p>

	<p>guidance and support for managers to help manage their teams in office/remotely which may help balance this.</p> <p>We also need to ensure any reasonable adjustments/specialist equipment is still considered if a colleague is working from home as well as the office.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	---

Gender Reassignment & Gender Identity:	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>However consideration does need to be given to colleagues going through gender reassignment if they are home working as they may feel more isolated and we may need to consider</p>

	<p>what support managers give them if they work remotely to keep in communication and help support their reintroduction to work.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	---

Pregnancy and maternity:	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>In terms of pregnancy if place of work is normally far from home having greater flexibility may make it easier for colleagues to attend Doctors/Hospital appointments and reduce the associated travel.</p> <p>Also flexible working may possibly help support new mothers returning to</p>

	<p>work though additional support measures may need to be considered.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	--

Race and Ethnicity:	<i>Positive Impact</i>
Please provide details:	<p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>

Religion or belief:	<i>Positive Impact</i>
Please provide details:	<p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support</p>

	and training we provide to managers and colleagues.
--	---

Sexual orientation:	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>Giving staff greater choice over their working arrangements should encourage inclusivity both for staff who wish to be home based or office based or somewhere in-between.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>

Sex (consider both men and women):	<i>Positive Impact</i>
Please provide details:	If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet

	<p>their own personal circumstances and workplace needs.</p> <p>Giving staff greater choice over their working arrangements should encourage inclusivity both for staff who wish to be home based or office based or somewhere in-between.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	---

Marriage or civil partnership:	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>We may need to consider cases where personal circumstances might change in a relationship which might result in a very negative impactful situation if a colleague continues homeworking.</p>

	<p>In cases such as this we might need to consider how a member of staff has the option of attending the workplace and accessing support without having to disclose their personal circumstances.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	--

Carers:	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>If a member of staff works where the person they have caring responsibility for we may need to consider any impact on wellbeing that working in the same environment may have.</p>

	<p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	--

Rural isolation:	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>However in cases where we have staff in rural areas who want to work remotely but have poor connectivity. They feel more impacted by isolation if they struggle to connect with colleagues etc.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support</p>

	and training we provide to managers and colleagues.
--	---

Single parent families:	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>Giving staff greater choice over their working arrangements should encourage inclusivity both for staff who wish to be home based or office based or somewhere in-between.</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>

Social & economic deprivation:	<i>Positive Impact</i>
Please provide details:	If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet

	<p>their own personal circumstances and workplace needs.</p> <p>In cases where people may want to work differently but struggle with the increased costs incurred by working from home is there a risk of excluding these colleagues from the option of home working?</p> <p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	--

Armed Forces communities	<i>Positive Impact</i>
Please provide details:	<p>If implemented properly Dorset Workplace will empower colleagues by giving them greater flexibility to determine how they work to best meet their own personal circumstances and workplace needs.</p> <p>Giving staff greater choice over their working arrangements should encourage inclusivity both for staff who wish to be home based or office based or somewhere in-between.</p>

	<p>One thing which does need to be considered for protected characteristics is if more colleagues are remote working is there a risk bullying and harassment or intimidation is less likely to be picked up on by colleagues? And does this need to be considered in the support and training we provide to managers and colleagues.</p>
--	--

Part 5: Action Plan

Provide actions for **positive**, **negative** and **unclear** impacts.

If you have identified any **negative** or **unclear** impacts, describe what adjustments will be made to remove or reduce the impacts, or if this is not possible provide justification for continuing with the proposal.

Issue	Action to be taken	Person(s) responsible	Date to be completed by

EqIA Sign Off

Officer completing this EqIA:		Date:	
Equality Lead:		Date:	
Equality & Diversity Action Group Chair:		Date:	

Next Steps:

- Please send this draft EqIA to: [Diversity & inclusion Officer](#)
- [The report author will be invited to an Equality & Diversity Action Group \(these are held monthly - dates are available on the intranet\)](#)
- [The Equality & Diversity Action Group will review the EqIA and you may be asked to make some alterations](#)
- [EqIAs are signed off and published](#)

[The report author is responsible for ensuring any actions in the action plan are implemented.](#)