

Predictive Equality Impact Assessment (PEIA) FOR COUNCIL DECISIONS ONLY

Title of report or proposal:

Establishing the Resident Services Department

Describe in full the aims, objectives and purpose of the proposal, including desired outcomes:

The Smart Working Programme is the proposed mechanism for h&f to manage the requirements and implications on HR/OD, technology, service delivery & accommodation to deliver substantial potential savings through minimising demand for and maximising savings from civic accommodation. Executed well, the programme will also deliver major benefits in the form of staff motivation and productivity as well as additional service efficiencies. In addition the Smart Working Programme should be the principal mechanism to release the space necessary to allow h&f to realise cashable savings from our civic accommodation.

Department:

Finance

Form and report MUST be checked and countersigned by the Principal Policy Officer – Equalities (Pinakin Patel) before the report proceeds to the Cabinet Member(s).

Officer Responsible:

John Mallaghan, Head of Corporate Programmes. Extension 5025, John.Mallaghan@lbhf.gov.uk
(Signature, Print Name, Contact Number and Email Address)

PPO Equalities:

(Signature, Print Name, Contact Number and Email Address)

PLEASE ANSWER THE FOLLOWING QUESTIONS:

1. Who are the main people that this decision will affect?

“Smart Working” is the term chosen at h&f to describe the broad ranging programme of work required to produce the set of corporate policies and manage the delivery of solutions that will allow:

- ✓ The kind of flexible, productive and rewarding working environment for service teams that best fits the needs of h&f and our customers.
- ✓ The further optimisation of civic accommodation use, and maximisation of the potential savings.
- ✓ Real, measurable service improvements enabled through the creative use of mobile technologies.
- ✓ Quantifiable, demonstrable productivity improvements for a wide range of employees.
- ✓ The requirements and implications of Smart Working on HR, OD, Accommodation, Culture & Technology to be carefully considered, agreed and delivered across the council.

The programme will therefore affect both staff and customers by providing flexible solutions that enable staff to work the way they need to in order to deliver real service improvements whilst minimising the cost to the council of office accommodation.

2. Identify the risks that could prevent the planned outcomes

Some of the key challenges we face at h&f to a successful implementation of Smart Working include:

- Readiness & Capability of the organisation to effectively manage in a Smart Working environment.
- The “Culture of Possession” – a territorial belief that space belongs to individuals & Departments.
- Realising the benefits in real financial terms.
- Demonstrating the benefits of Smart Working quickly enough to show what can be done.
- Managers’ cultural mistrust over remote working.

- Overcoming the view that Smart Working is only about technology

3. Could the proposal have a positive impact on **a)** race **b)** disability **c)** gender **d)** sexual orientation **e)** age **f)** belief system groups? (Please provide evidence e.g. user feedback, complaints, ethnic monitoring, diversity monitoring?)

a) b) c) d) e) f) Yes. The programme, if managed well, should be able to deliver positive impacts in all these areas. To make sure that it is well managed and structured we have so far only requested funding for a mobilisation phase that, whilst engaging with some potential “quick wins”, will culminate in the production of a full 5 year business case and programme plan.

4. Could the proposal have a negative impact on **a)** race **b)** disability **c)** gender **d)** sexual orientation **e)** age **f)** belief system groups? (Please provide evidence e.g. user feedback, complaints, ethnic monitoring, diversity monitoring?)

a) b) c) d) e) f) No. The programme, if managed well, should not have any negative impacts in any of these areas.

5. Can any negative impact of the decision be justified?

N/A

6. If you have undertaken any internal/ external research or consultation(s) please list these below:

There is a wealth of best practice data available from Project Nomad, a Centre of Excellence for mobile and flexible working in local government, led by Cambridgeshire County Council. In addition a number of London area councils are further along the path than h&f, and have valuable experience we can learn from. We have already visited, or have plans to visit during the mobilisation phase, Hillingdon, Ealing, Westminster and others.

7. Do you need to undertake any further consultation? If so, what and with whom?

Please see Section 6 above.