CABINET

Subject Heading:	Smart Working Plus
Cabinet Member:	Councillor Damian White
SLT Lead:	Jane West
Report Author and contact details:	Darren Rose, Smart Working+ Programme Manager, darren.rose@havering.gov.uk
Policy context:	Smart Working is a core element, and key to delivering on the Opportunities aspiration within the Corporate Plan to use the technology available to reduce the cost of public services and make life easier for residents. It facilitates the delivery of a new target operating model for the Council by providing the right skills, spaces and technology to collaborate internally and externally.
Financial summary:	Funding for the programme will comprise of existing capital budgets and additional capital funding required.

Existing Capital Budgets
- Approved reallocation of £435,500 capital receipts within the previous Smart Working Phase 1 programme to part fund Smart Working+
- Approved capital receipts of £575,000 (Agreed in Urgent Key Decision May 2020) to part fund Smart Working+
- Approved £217,000 capital receipts from Adult Social Care laptop rollout to part fund Smart Working+

Additional Capital Required
- Additional capital funding required in the sum of £1,665,500 (subject to Cabinet approval).

- This will fund the following projects.

    1. **Microsoft Office 365** £1,719,184.50
    2. **Scan it, Scrap it, Store it, Stop it (S4)** £741,978.43

3. **Smart Working+ People, Culture and Change** £323,161.17

Encompassing the £107k COVID resource cost which occurred during Smart Working phase 1.

Is this a Key Decision?

Yes - Expenditure and anticipated saving of £500,000 or more

When should this matter be reviewed?

November 2021

Reviewing OSC:

Overview & Scrutiny Board

The subject matter of this report deals with the following Council Objectives

Communities making Havering   []
Places making Havering   []
Opportunities making Havering   []
Connections making Havering   [x]

1. SUMMARY

1.1 On 10 September 2019 the Council approved additional capital budget of up to £4,637,000 funded from borrowing for the proposed rollout of the Smart Working programme, across the19/20 and 20/21 financial years, to deliver all elements of the programme, which will support delivery of the Council's digital and efficiency aspirations as set out within the Havering Vision and Corporate Plan and will be funded by invest to save.

1.2 This report sets out the business case for the continuation of the Council's ongoing work to rollout the principles and tools for Smart Working. It builds on the work of the Smart Working Programme and enables the delivery of the Council's aspirations to become an agile organisation working within a new target operating model.

2. RECOMMENDATIONS

2.1 Cabinet is recommended to:

- Agree the implementation of all elements of the Smart Working Plus programme as detailed within this report
- Approve and agree to recommend to Full Council the allocation of additional capital funding in the sum of £1,665,500 profiled in 21/22 financial year to deliver the programme.

3. REPORT DETAIL

3.1 Smart Working is a core element, and key, to delivering on the aspiration to use the technology available to reduce the cost of public services and make life easier for residents. It facilitates the delivery of a new target operating model for the Council by providing the right skills, spaces and technology to collaborate internally and externally.

3.2 The Council has already committed and delivered Smart Working Phase 1, approved by Cabinet in September 2019. Implementation was affected by the pandemic as work was sped-up to meet demand. Phase 1 of the programme successfully rolled out laptops to 70 per cent of staff prior to Covid-19. The benefits of that investment can only be fully realised by completing the rollout of Office 365, digitisation of Council records, data and post.

3.3 Smart Working+ is proposed as a crosscutting enabling programme, and Phase 2 of the Smart Working programme established in 2019. Phase 1 introduced some of the core elements of the foundations for a 'digital first', agile organisation, and was critical to the Council's response to Covid-19 and the spring 2020 lockdown.

3.4 Smart Working Phase 1 was allocated £5,450,000 Capital and £577,000 Revenue proving a total of £6,027,000 to build upon the ICT refresh of hardware and software to embed agile working and support a series of organisational efficiencies, service improvements and behaviour change aligned with the Transformation programme's cultural change work.

3.5 Also included was an undertaking to deliver modest improvements to working environments and facilities as an interim measure in the short to medium term, pending longer-term decisions on the proposals within Havering's Asset Management Strategy. Following the Council's response to Covid-19, there has been a revised approach to the proposed physical infrastructure scope, a separate business will be submitted to repurpose the outstanding budget assigned to the physical infrastructure development.

3.6 Smart Working+ facilitates a joined-up approach to the planned separation of the Council's Microsoft 365 Joint Tenancy with Newham and OneSource; the move to O365; and an organisation-wide Exchange and SharePoint online migration to 'the cloud'. These IT-based activities need to be strategically planned and coordinated to minimise the disruption to services.

3.7 The programme is directly addressing long-standing issues, such as the management of licences, the cost of related services, including telephony, paper costs – and ensuring that senior management are aware of potential efficiencies and how they might be achieved. Delivery will require leadership support and cultural change as well as new systems, policies and processes. Its planned outputs – such as digitisation of paper – fully support the Digital portfolio.

3.8 Since lockdown, the Smart Working programme team have been working closely with services, existing projects and programmes to ensure that the principles of agile, Smart Working are being adopted across the Council. This is being achieved through providing the necessary engagement, training and support people need to fully utilise the collaborative tools available via cloud-based working.

3.9 SMART WORKING
Smart Working has been defined as*, "an approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, in parallel with optimising tools and working environments for employees".*

3.10 Its introduction into the public sector has been led by central government, which has sought to embed Smart Working principles across all departments. Smart Working takes a comprehensive and strategic approach to modernising working practices. A Cabinet Office commissioned PAS (Publicly Available Specification) sets out the core elements of Smart Working principles in a code of practice which covers the domains shown below (Fig.1).
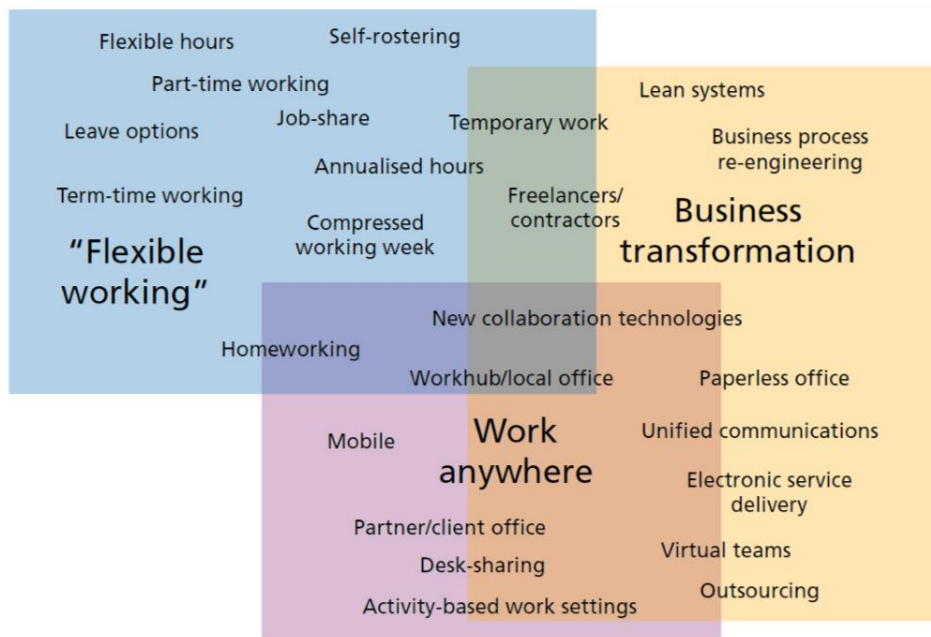
Figure 1

3.11 It is imperative the Council achieves further, sustained organisational resilience and flexibility which is dependent upon the continued introduction of supporting technologies and ways of working.

3.12 The projects profiled for inclusion in the Smart Working+ programme support the Council's business continuity plans, and the adoption of remote working which enables the Council to maintain the ability to deliver frontline and back-office support services in the event of a crisis.

3.13 Terminology
Throughout this document the following terminology is used.
- 'Smart Working' refers to the over-arching approach
- 'Smart Working Phase 1' was the Council's programme to introduce Smart Working principles, including remote working, issuing laptops to all staff.
- 'Smart Working+' – provides continuity from Phase 1 and is the second phase of the Council's programme to embed Smart Working principles and practices.

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4.   REASONS AND OPTIONS

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4.1 A Smart Working approach has been recognised as one of the significant enabling actions to address the need to 'do more with less.' It means taking a strategic approach to flexible workplaces and working – embedding flexibility as the norm. A decision is needed to continue the programme to enable the following ongoing work.

4.2 Digital Council
Smart Working+ relates directly to the Digital Council strand of Havering's Digital Transformation Programme. Smart Working requires organisation-wide communications and engagement, as well as decisive leadership and commitment to address the Council's critical IT infrastructure and the rationalisation of Council assets. For example, The S4,

(Scan it, Scrap it, Store it, Stop it) project aims to make the Council paperless/paper-light, by supporting digitisation of processes and workflows.

4.3 Asset Rationalisation
It directly facilitates the work to rationalise Council assets by applying the Smart Working principles for space rationalisation and the creation of Smart Working environments – i.e. ensuring spaces are configured in a way that breaks down silos whilst maintaining a degree of 'team cohesion'; there is provision for confidential work, resource areas, flexible spaces etc as well as continued focus on remote and mobile working, wherever possible. The project teams supporting asset rationalisation and Smart Working+ are working work closely together to engage managers and teams, identify their space requirements, challenge assumptions about traditional use of workplaces and ensuring that new working environments are fit for future purpose. Engagement will facilitate discussions with teams about the potential impact of remote working on professional practice, in areas such as social work. Evidence and benchmarking from other councils and organisations is being used to inform and evaluate thinking and planning for an ambitious future operating model.

4.4 IT infrastructure
Smart Working+ supports and facilitates changes to critical infrastructure problems, such as separation of the Council's Microsoft 365 Joint Tenancy with Newham and OneSource; the need for a move to O365; and an organisation-wide Exchange and SharePoint online migration to 'the cloud' by:
- Supporting the Enterprise Architecture and Information Governance Boards to introduce coherent and managed approaches to the Council's information architecture through the rollout of MS Teams/SharePoint/OneDrive
- Adding to solutions to knowledge gaps, providing training in how to use the tools, advice, guidance and operating a 'train the trainers' model

4.5 Together with Communities
Working across the Council, Smart Working+ is enabling the creation of foundations which enable the workforce to collaborate with partners, local community organisations, and with residents. It supports the Together with Communities programme to realise new ways of working via digital collaboration tools, including using O365 tools. For example, the O365 project has been piloting training with Havering CAB in MS Teams, SharePoint and OneDrive to help CAB staff to work more closely with Council staff and residents.

4.6 Resilience
The Smart Working+ programme will further support the Council's Covid19 Emergency Response, as well as its resilience in a post-Covid19 world where a 'new normal' will mean the office environment will look different. It provides sustainable remote working solutions, to help to mitigate the impacts of potential further lockdown or elevated tier restrictions, in line with the Council's overall planning and response.

4.7 Other options considered:

4.7.1 Do nothing – Not recommended

The existing legacy IT systems are not sustainable in a modern Local Government context. The Council needs to embrace opportunities to collaborate and significantly improve user experience, which is intuitive, easy to use and supports increased

productivity and engagement with the use of Digital. To realise the full benefits of Smart Working Phase 1, the rollout of Office 365 needs to be completed. A 'do nothing' option has been rejected as it would not address the need to have business systems that are 'fit for purpose', agile and flexible to meet the developing needs of a modern, efficient Council.

4.7.2 Delivering the Programme using in-house resources exclusively – Not recommended
Havering does not currently have the necessary subject matter expertise, knowledge or available resource needed to deliver the Smart Working programme in-house.
Needs include:
- Expert knowledge of MS Office 365, MS Teams (expertise)
- Paper reduction (capacity)
- Asset rationalisation (capacity/experience of introducing flexible working spaces)
- Behaviour change, supporting and ensuring the adoption of Smart Working practices (capacity/expertise).

4.7.3 Delivering the programme using a mix of external expertise and in-house resources. The council has ambitious plans to deliver post-Covid recovery, transformation and a new target operating model. It wants to realise a significant refresh of Borough strategy and introduce and embed a significant change to the way the council delivery its services to residents. It must also simultaneously deliver on an ambitious portfolio of corporate projects that will transform the organisation. Given the existing pressures on workload, additional resources can help deliver Smart Working at pace.

4.7.3.1 From experience elsewhere, we know that sustainability depends on ensuring comprehensive 'knowledge transfer' to support future in-house ownership of digital change. To help to ensure effective transition, the work within the programme is aligned with other key work streams within the wider Transformation Programme and, as part of that alignment, it will understand outputs from diagnostics undertaken to date and the scheduled training needs analysis for digital, data, planning and management skills to support delivery of a 'waterfall' training model to ensure that knowledge and expertise is 'grown' and supported internally.

4.7.3.2 Smart Working+ is working closely with colleagues in services/teams, OneSource and external sources of expertise to ensure that the leadership in Havering are using the current best evidence to plan and make decisions in relation to new ways of working and delivering services.

5. IMPLICATIONS AND RISKS

5.1 Financial implications and risks:

The Smart Working+ implementation costs and funding are as follows:

Office 365			
	Year 1 (2020-2021)	**Year 2 (2021-2022)**	**Total (2-year cost)**
Software		£124,412.00	£124,412.00
Systems	£139,500.00	£255,000.00	£394,500.00
Consultancy	£92,150.00	£190,600.00	£282,750.00
Training	£100,000.00	£90,000.00	£190,000.00

Project Resourcing - Programme Manager, Senior Project Manager, Business Analyst, Business Analyst / Project Manager, PMO, and Communications Specialist	£294,909.79	£432,612.72	£727,522.51
Sub Total	**£626,559.79**	**£1,092,624.72**	**£1,719,184.51**

		S4	
	Year 1 (2020-2021)	**Year 2 (2021-2022)**	**Total (2-year cost)**
Hardware	£4,500.00	£10,500.00	£15,000.00
Systems	£36,750.00	£85,750.00	£122,500.00
Consultancy	£15,750.00	£36,750.00	£52,500.00
Software	£30,000.00	£30,000.00	£ 60,000.00
Project Resourcing - Programme Manager, Senior Project Manager, Business Analyst, Business Analyst/Project Manager, PMO, and Communications Specialist	£207,346.68	£284,631.75	£491,978.43
Sub Total	**£294,346.68**	**£447,631.75**	**£741,978.43**

		People, Culture and Change	
	Year 1 (2020-2021)	**Year 2 (2021-2022)**	**Total (2-year cost)**
Project Resourcing - Programme Manager, Senior Project Manager, PMO, TNA, and Communications Specialist	**£142,203.63**	**£180,957.54**	**£323,161.17**
COVID Costs	**£ 107,346.00**		
		Total Cost	**£2,891,670.11**
2,784,324.11			

Funding	Year 1 (2020-2021)	Year 2 (2021-2022)	Total (2-year cost)
Existing ICT budget (from SW Phase1)	£434,500		£434,500
Approved Contingency Reserves	£575,000		£575,000
Approved Adults IT Budget Transfer	£217,000		£217,000
Additional £1,665,500 funding from Capital receipts (subject to Cabinet approval)		£1,665,500	£1,665,500
Total	**£1,226,500**	**£1,665,500**	**£2,892,000**

TOTAL Cost and Saving Projections (Ongoing)							
Total Ongoing Costs	Year 1*	Year 2*	Year 3*	Year 4*	Year 5*	Year 6*	Total 6-year savings
− 50% reduction in printing	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£1,200,000
− 30% reduction in annual mobile purchases	£34,200	£34,200	£34,200	£34,200	£34,200	£34,200	£205,200
− 30% reduction in mobile phone line rental and data usage in years 1 & 2. Moving to 50% in years 3 – 5.	£68,400	£68,400	£114,000	£114,000	£114,000	£114,000	£592,800
− 30% reduction in external calls made from Council staff.	£57,000	£57,000	£57,000	£57,000	£57,000	£57,000	£57,000
Total ongoing savings:	**£359,600**	**£359,600**	**£405,200**	**£405,200**	**£405,200**	**£405,200**	**£2,340,000**
*Total Ongoing Savings – These figures are not accumulative they are in-year savings							
Total Net Benefit	**-£811,400**	**- £2,172,800**	**- £1,767,600**	**- £1,362,400**	**- £957,200**	**- £552,000**	

5.2 Legal implications and risks:

The report highlights a request for funding allocation and is a matter for Cabinet and Full Council.

The recommendations in this report have no significant legal implications or risks . Officers will note the requirement to follow appropriate procurement routes as detailed within the Councils' Constitution, Contract Procedure Rules and Public Contracts Regulations (as amended) including arranging all relevant governance as required

5.3 Human Resources implications and risks:

5.3.1 There are significant implications for a large proportion of the Councils workforce as a result of the Smart Working Plus programme proposals.

5.3.2 The workforce has responded positively to the impact of the Covid-19 pandemic and we are indebted to our staff for rising to the challenge of working from home during this period.

5.3.3 The Smart Working programme and the delivery of IT tools and devices enabled a large proportion of our staff to quickly move to home working, ensuring we continue to provide services to our residents. This has been supported by the publication of the Smart Working Handbook and a wide range of Covid-19 specific HR policies, guidance and training dealing with managing and working in the context of remote working together with a considerable focus on health & wellbeing. Corporate messaging has also been communicated about the continuing need for the majority of staff to work at home at least until the end of March 2021.

5.3.4 The vast majority of our staff have adapted to the change and many are working more flexibly than they did when they attended the workplace i.e. culture change is already taking place. However, whilst our normally "office based staff" are working effectively from home, they are also forming new habits, patterns of work and different ways of managing, they are doing so without a formal policy setting out how they should be doing this.

5.3.5 Whilst the enforced move out of the office has meant people are working from home, the evidence from staff surveys shows that some people are beginning to find the situation difficult. It is also clear that there are many employees who are looking forward to getting back to the office, and their desks. Managers are expressing concern over their ability to maintain team cohesion and to address the isolation several people are feeling.

5.3.6 The leadership has already committed to a move to a more agile, resilient organisation; however, Smart Working requires a significant culture change that must be visibly supported and led. Failing to make a shift in how people work will impact on the scale of the benefits provided by agile working.

5.3.7 We therefore need to build upon the work above and continue to focus on trust, flexibility and output-based management to address the longer-term vision and maximise the many positive implications in moving to a new operating model.

5.3.8 Improved recruitment and employee retention as a result of flexible working patterns and conditions and a better work/life balance are expected based on evidence from a range of sources including staff surveys and feedback. Other positive implications in moving to a new operating model include the potential to:
•   Reduce sickness levels
•   Improve morale
•   Increase productivity

5.3.9 However, it is also recognised that the significant culture change required has several implications for the workforce. A move to permanent/full time remote/home working for a large proportion of the workforce carries with it a significant degree of risk, not least because it will require a contractual change for each employee as work location

is an explicit term in employment contracts. Therefore, the Council would need to formally consult recognised trade unions and staff about changing this contractual condition.

5.3.10 There will also be implications for managers who would be expected to manage a remote workforce which is a very different proposition to the current ways of working and will require support and training to transition to managing by outputs and outcomes.

5.3.11 There are also many other HR policies and procedures (e.g. health, safety and wellbeing of the workforce, flexible working, how we on-board/off-board staff, provision of training and equipment etc.) which will need to be revised to ensure that they align with and support the new operating model and the necessary consultation needs to be held with recognised trade unions.

5.3.12 All of the above is part of the Smart Working Plus Programme and a specific resource is currently being recruited to take forward this piece of work at pace.

5.3.13 The digital skills needed to work in the 'new world' need time to be introduced and embedded – 'a time lag' will be inevitable which may disrupt delivery of some services. Careful planning with managers/services and early engagement will help mitigate significant impact.

5.3.14 Without effective engagement and consultation with services about how Smart Working principles work alongside people's professional practice e.g. social work, there is a risk of alienation, professionals leaving the organisation and the failure of the organisation to adopt agile principles.

5.4 Equalities implications and risks:

5.4.1 The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

(i)   The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
(ii)   The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
(iii)   Foster good relations between those who have protected characteristics and those who do not.

5.4.2 Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

5.4.3 The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

5.4.4 An EqHIA (Equality and Health Impact Assessment) has been carried out when a proposed or planned activity is likely to affect staff, service users, or other residents. The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

5.4.5 The Smart Working Plus programme and in particular the promotion of an agile working culture, will offer staff the opportunity to work flexibly, both in terms of location and working times, addressing potential barriers to work for some individuals.

5.4.6 The programme, supported by the broader digital agenda, will also offer residents greater flexibility in how and when they choose to access council services.

5.5 Health and Wellbeing implications and risks

5.5.1 Smart Working brings with health and wellbeing implications for staff, the evidence is on balance, that the benefits outweigh potential dis-benefits. A workforce wellbeing programme includes all the elements from our four pillars of Wellbeing; Psychological, Physical, Financial and Social. Throughout the pandemic this programme has been enhanced in relation to remote working, where colleagues are now required to carry out their work, predominately in their own homes. A key emphasis has been accessibility and the development of initiatives that enable staff to take responsibility for their own wellbeing.

5.5.2 There are some elements of remote working (working from home or a hub) that may have a detrimental effect to someone's wellbeing, these are around mental health, isolation, loneliness and lack of social connection with their team and the organisation.

5.5.3 Support for colleagues is paramount when it comes to their wellbeing and development of this programme will need support from senior management to ensure the right support is in place at the right time.

5.5.4 In 2021 we will be rolling out a mental health APP – Thrive and developing our offering for managers to enable them to support their teams by rolling out a mental health and wellbeing briefing for people managers. This includes a focus on having wellbeing conversations to support our holistic approach to wellbeing.

5.5.5 We will launching our wellbeing calendar 2021, as we have over the last two years and delivering the recognition awards in March 2021.

Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	Smart Working+
Lead officer:	Susie Faulkner, Assistant Director Transformation, Transformation, Chief Operating Directorate
Approved by:	Darren Rose, Programme Manager, Transformation, Chief Operating Directorate
Date completed:	23/12/2020
Scheduled date for review:	23/12/2021

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Did you seek advice from the Public Health team?	No
Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact EqHIA@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

About your activity

1	Title of activity	Smart Working+
2	Type of activity	Programme, new or change in service, initiative
3	Scope of activity	**Information architecture** Paper digitisation and Office 365 rely upon a coherent and strategic approach to the information architecture. The purpose of this project is to 'clean up' the file structures, improve search capabilities and ensure data access is correctly managed and secured to get ready for MS Teams and SharePoint. This includes ensuring the new foundations for Havering's information architecture meets business needs and working practices. This means: • Working closely with the leadership team and managers to develop an infrastructure which supports the direction of travel towards increased agility • Resolving current licencing issues, leading to clarity on allocation and costs to Havering • Putting in place a transparent and fit-for-purpose solutions for activities, including standing up MS Teams sites and security policies. **S4: Scan it, Scrap it, Store it, Stop it** S4 is a paper reduction project aimed at making the Council paper light/paperless. It involves undertaking paper audits to identify the location and types of paper records and information the Council has and, taking account of retention and GDPR issues, finding appropriate solutions for digitisation. The project also identifies existing areas of good practice, sharing examples and supporting colleagues to move to paperless/paper-light working.

The team are currently working on rationalising the number of MFDs (printers/scanners) and planning the procurement process for their replacement in 2021, as the Council is now out of contract with the current supplier.

Telephony
The Council's existing telephony provision requires updating. This project will look at the use of council telephones, mobile phones, Skype/MS Teams for calls internally and externally, consider options for the most appropriate, cost-effective telephony options for Havering and make recommendations to the Council.

People, culture and change
The engagement event *Be the Change, See the Change*, took place in February 2020 and revealed the need to engage managers and staff across each directorate in order to tailor Smart Working to the way they normally work.

A Council-wide need for Smart Working due to the Coronavirus pandemic removed many cultural barriers preventing the workforce from wholeheartedly adopting Smart Working practices in March 2020.
The entire workforce adapted to working from home, supported by Smart Working, HR, ICT and Public Health teams through online training, continued technology rollout and the launch of a Smart Working Together Handbook in April 2020.

Smart Working+ must help Havering's workforce make the transition from 'working from home' to 'remote working', in line with the Council's Recovery and Asset Rationalisation strategies. The focus of cultural change for Smart Working is:

- Awareness of Smart Working+ programmes, goals, objectives, and support and resources available
- Salience – Digital literacy and reduced ICT troubleshooting requests
- Improved and better-informed attitudes/beliefs towards Smart Working+ practices
- Self-efficacy – staff are empowered as a digitally-literate, flexible and agile workforce in their everyday work; proven increased productivity

- Social norms – staff start to see the importance of home working for the future of work; increased two-way conversations with staff around Smart Working+
- Behavioural intention – willingness and intention to do things differently, adoption of Smart Working+ practices and new software and digital tools
- Behaviour change – Entire workforce is digitally-literate, with the correct tools to support safe working on Council premises and effective home working.

There is a joint planning and delivery with the People, Organisation and Transformation programme (POT) team which aims to:
- Develop a flexible, agile and high performing culture that is open, inclusive and supportive
- Use previous activity (staff surveys), to shape an understanding of the status quo, agree how we follow the direction of travel towards being flexible, agile and high performing
- Deliver a programme of events, activities, communication and engagement that will help move the organisation at pace, in the desired direction and embed the values and behaviours we expect to see
- Help the organisation understand and communicate the 'common goal' and what it will take to get there.
- Collate and share stories of success and what 'good' looks like.

This work will help the Council understand what happened during the pandemic and why the response worked so well, implement the lessons learned. It will also ensure there is a coherent link to the outcomes from the Leadership Diagnostic findings and the recommendations – specifically, the critical success factors (CSFs).

Develop an 'Agile/Smart Working' toolkit in stages, informed by consultation and engagement with SLT and staff to cover policies and procedures, using tools (training and guidance), templates and resources.

4a	**Are you changing, introducing a new, or removing a service, policy, strategy or function?**	Yes	If the answer to <u>any</u> of these questions is **'YES'**, please continue to question **5**.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is **'NO'**, please go to question **6**.
4b	**Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?**	Yes		
4c	**Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?**	Yes		
5	**If you answered YES:**	**Please complete the EqHIA in Section 2 of this document.** Please see Appendix 1 for Guidance.		
6	**If you answered NO:**	N/A		

Completed by:	Darren Rose, Smart Working Programme Manager, AM Management Costs, OneSource
Date:	23/12/2020

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:
Smart Working is a core element, and key, to delivering on the aspiration to use the technology available to reduce the cost of public services and make life easier for residents. It facilitates the delivery of a new target operating model for the Council by providing the right skills, spaces and technology to collaborate internally and externally.

Smart Working+ is proposed as a crosscutting enabling programme, and Phase 2 of the Smart Working programme established in 2019. Phase 1 introduced some of the core elements of the foundations for a 'digital first', agile organisation, and was critical to the Council's response to Covid-19 and the Spring 2020 lockdown.

Smart Working+ facilitates a joined-up approach to the planned separation of the Council's Microsoft 365 Joint Tenancy with Newham and OneSource; the move to O365; and an organisation-wide Exchange and SharePoint online migration to 'the |

cloud'. These IT-based activities need to be strategically planned and coordinated to minimise the disruption to services.

The programme is directly addressing long-standing issues, such as the management of licences, the cost of related services, including telephony, paper costs – and ensuring that senior management are aware of potential efficiencies and how they might be achieved. Its planned outputs – such as digitisation of paper – fully support the Digital portfolio with a focus on providing essential services to residents.

A Smart Working approach has been recognised as one of the significant mitigating actions to address the need to 'do more with less.' It means taking a strategic approach to flexible workplaces and working – embedding flexibility as the norm.
To become a modern, flexible organisation, Havering must become a fully digitally enabled organisation. However, introducing the technology does not, on its own, mean that the Council will realise all the potential benefits. Shifting to an outputs-based management approach requires a significant cultural change aligned to the ambition to be an organisation able to reduce demand and meet the needs of residents.

Expand box as required

Who will be affected by the activity?

Staff will undertake a culture shift from working in the office full-time to working in the office part-time incorporating remote working principles. Ways of working for staff and the delivery of council services will embark on a radical change utilising automated processes and digital solutions.

Working across the Council, Smart Working+ is ensuring that the foundations are in place to allow the workforce to collaborate with partners, local community organisations, and with residents.

Expand box as required

Protected Characteristic - Age: Consider the full range of age groups

Please tick (✓) the relevant box:		Overall impact:
Positive		• No direct adverse impact on protected characteristic of age
Neutral	✓	*Older workers may be less likely to undertake training to use tools*
Negative		*Expand box as required*

Evidence:
Anecdotal evidence from staff comments and understanding the demographics of the organisation. However, this will be mitigated by a number of factors (change networks, focus groups etc.)
*Expand box as required

Sources used:
LB Havering Demographics data from staff surveys and staff engagement.
*Expand box as required

Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
Please tick (✔) the relevant box:		**Overall impact:** • Positive: people with disabilities to choose where they work, may ease their condition • Reduction in staff travel to the office and costs as a result of agile working.
Positive		
Neutral	✔	
Negative		Negative: Mental Health Conditions – staff may be struggling with mental health from the impact of working from home, HR have created policies and provided advice and training to accommodate working styles. **Expand box as required*

Evidence:
HR Policy – advice and guidance   There are tools on MS Teams e.g. Live Caption (text to talk) – which enables those with hearing/visual impairments to engage with virtual calls more effectively.
*Expand box as required

Sources used:
Mental Health & Wellbeing plans
*Expand box as required

Protected Characteristic - Sex/gender: Consider both men and women	
Please tick (✔) the relevant box:	**Overall impact:**

Positive		• No direct impact on protected characteristic of sex/gender
Neutral	✓	
Negative		*Expand box as required*

Evidence:
Smart Working principles are equally applicable to all sexes and genders.

Expand box as required

Sources used:

https://onesourceict.sharepoint.com/:b:/s/SmartWorkingPlus2/ESh3-BTKlw9FtzBYWHOA3b0Bbi_Sv8nB1mEYkNNr5BM6Xg?e=bf5VaE

Expand box as required

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
Please tick (✓) the relevant box:		**Overall impact:**
Positive		• No direct impact on different ethnic groups and nationalities
Neutral	✓	
Negative		*Expand box as required*

Evidence:

Expand box as required

Sources used:

Expand box as required

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
Please tick (✓) the relevant box:		**Overall impact:**
Positive		• No direct impact on protected characteristic of religion, faith and belief.
Neutral	✓	
Negative		*Expand box as required*
Evidence:		
		Expand box as required
Sources used:		
		Expand box as required

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual		
Please tick (✓) the relevant box:		**Overall impact:**
Positive		• No direct impact on protected characteristic of sexual orientation
Neutral	✓	
Negative		*Expand box as required*
Evidence:		
		Expand box as required
Sources used:		
		Expand box as required

Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
Please tick (✓) the relevant box:		**Overall impact:**
Positive		• No direct impact on protected characteristic of gender reassignment
Neutral	✓	
Negative		**Expand box as required*
Evidence:		
		*Expand box as required
Sources used:		
		*Expand box as required

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership		
Please tick (✓) the relevant box:		**Overall impact:**
Positive		• No direct impact on protected characteristic on Marriage/ civil partnership status
Neutral	✓	
Negative		**Expand box as required*
Evidence:		
		*Expand box as required

Sources used:
Expand box as required

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
Please tick (✓) the relevant box:		**Overall impact:**
Positive	✓	• Reduction in agency costs covering vacancies/long term sickness absence. Metrics will be tracked and monitored to ensure this reduction is realised
Neutral		
Negative		Negative: no expectation of staff on maternity to work, Keeping In Touch arrangements will need to be clear for the expectations for people that are on leave – obligation on employer to ensure person on maternity/adoption are kept in touch with what is happening at work so when they return they can easily adapt to a flexible working environment. *Expand box as required*

Evidence:

MS Teams is the platform that enable staff to work flexibly or from home and continue to maintain contact with manager and colleagues albeit in a virtual environment when appropriate.

Expand box as required

Sources used:

Expand box as required

Socio-economic status: Consider those who are from low income or financially excluded backgrounds		
Please tick (✓) the relevant box:		**Overall impact:**
		• Increased success in staff recruitment and retention, particularly of key workers (where working environment can be a differentiating factor)
Positive	✓	
Neutral		Negative: Non-essential IT kit may not be affordable e.g. desk, foot rest

		etc.
Negative		
		Expand box as required

Evidence: no empirical evidence, however, anecdotal evidence has been considered

Expand box as required

Sources used:

Expand box as required

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.		
Please tick (✔) all the relevant boxes that apply:	**Overall impact:**	
Positive		• Positive: Reduction in staff sickness absence and improved wellbeing with work-life balance • Negative: Staff may not want to work from home, staff could have mental health problems
Neutral	✔	
		Expand box as required
Negative		**Do you consider that a more in-depth HIA is required as a result of this brief assessment?** Please tick (✔) the relevant box **Yes** ☐ **No** ☒

Evidence:

HR Policy – advice and guidance

(evidence-based from other Councils)

Staff survey, work life balance
Expand box as required

Sources used:

Mental Health & Wellbeing plans

Expand box as required

3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

	1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u>	**Proceed with implementation** of your activity
✓	2. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u>	**COMPLETE SECTION 4:** **Complete action plan** and finalise the EqHIA
	3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level	**Stop and remove** the activity or **revise** the activity **thoroughly.** **Complete an EqHIA on the revised proposal.**

4. Action Plan

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optimise positive impacts. In this section you should list the specific actions that set out how you will address any negative equality and health & wellbeing impacts you have identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
Mental Health & Wellbeing	Negative	All council policies be updated to consider the smart working - agile approach	There will be a series of updated appropriate policies with support people can get and strategies for addressing any negative impact	Smart Working+ policies – Apr 21'	Mark Butler
Socio-economic	Negative	Council to agree minimum issued kit to all staff and to consider an appropriate budget for peripherals	Staff survey and feedback to check that staff have the appropriate kit and can work safely remote	Mar 21'	Darren Rose

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

5. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

Review: Should be reviewed on an annual basis   **Scheduled date of review:** Dec 21' **Lead Officer conducting the review:** Eloh Agbahowe   **Expand box as required*