

Employee Equality Impact Analysis (EIA)

1. Delivery Unit/Function and/or Service: London Borough of Barnet and Partners	
Date assessment completed: 25/04/2017	
Title of project/proposal/policy change/Alternative Delivery model/organisation change being assessed: The Way We Work Programme	
2.This EIA is being undertaken because it is:	
<input type="checkbox"/> A result of organisation change <input checked="" type="checkbox"/> Part of a project proposal or Barnet Transformation programme 2016 – 2020 <input type="checkbox"/> Other please specify: –	
3.Names and roles of officers completing this assessment:	
Lead officer	Rebecca Harris (TW3 People Workstream- Graduate)
Stakeholder groups	London Borough of Barnet Council CSG Re Cambridge Education The Barnet Group
Representative from internal stakeholders (please specify)	The Way We Work Programme Board Stephen Evans (Assistant Chief Executive and TW3 Programme Sponsor) Gareth Griffiths (TW3 Programme Director) Chris Smith (Head of Estates) James Mass (Assistant Director for Community and Wellbeing, Adults & Communities) Clair Green (Assurance Director) Katie Mayers (Head of Communications) Jenny Obee (Head of IT and Information Management) Collette McCarthy (Head of Children’s Joint Commissioning, Family Services) Melanie Pullen (Colindale Office Project Director, Re)

Representative from external stakeholders (please specify)	<p>Alison Dawes (AD - School Access & Corporate Services, Education & Skills)</p> <p>James Wills-Fleming (Director of Corporate Programmes, CSG)</p> <p>Alun Parfitt (Director of Operations, Re)</p> <p>Richard Budd (Director of Operations, CSG)</p> <p>Trudi Kleanthous (Director of Corporate Services, Barnet Homes)</p>
Delivery Unit Equalities Network rep	Natasha Edmunds (Strategic HR Lead)
Commissioning Equalities rep (where appropriate)	Lesley Holland (Equalities Lead)
HR rep (for employment related issues)	Graeme Lennon (HR Director)

4. Employee Profile for the Proposal

Protected Characteristic		Barnet Workforce and Partners
Gender	Female	57.76%
	Male	41.85%
	Unknown	0.39%
Age/Date of Birth	18-21	0.89%
	22-29	8.81%
	30-39	16.09%
	40-49	16.13%
	50-64	29.13%
	65-74	2.81%
	75+	0.36%
	Under 18	0.11%
Ethnicity	White	
	British	42.20%
	Irish	2.77%
	Turkish Cypriot	0.07%
	Greek Cypriot	0.39%
Other White	6.71%	
Mixed	White and Black Caribbean	0.75%
	White and Black African	0.50%
	White and Asian	0.71%
	Other Mixed	0.78%

Protected Characteristic		Barnet Workforce and Partners
	Asian and Asian British Indian Pakistani Bangladeshi Other Asian	5.40% 0.78% 1.07% 1.10%
	Black or Black British Caribbean African Other Black	5.44% 5.54% 1.14%
	Chinese or Other Ethnic Group Chinese Other Ethnic Group	0.36%
	Other Ethnic Group (not listed)	1.78%
	Prefer Not to Say	21.35%
Disability	Yes	3.09%
	No	73.93%
	Partial	4.55%
	Prefer Not to Say	18.44%
Disability Type	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	0%
	Hearing (such as: deaf, partially deaf or hard of hearing)	0.32%
	Vision (such as blind or fractional/partial sight. Do not include people who wear glasses/contact lenses)	0.18%
	Speech (such as impairments that can cause communication problems)	0%
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	0.21%
	Severe disfigurement	0%
	Learning difficulties (such as dyslexia)	0.85%
	Mental illness (substantial and lasting more than a year)	0.18%
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	0.21%
	Prefer not to say	97.69%
	Other Disability	0.32%
Gender Identity	Transsexual/Transgender (people whose gender identity is different from the gender they were assigned at birth)	0.14%

Protected Characteristic		Barnet Workforce and Partners
	Prefer Not to say	0.07%
	Not Known	91.37%
	Not Transgender	8.42%
Pregnancy and Maternity		
	Pregnant	0.00%
	Maternity Leave (current)	0.14%
	Maternity Leave (in last 12 months)	0.00%
	Prefer not to say	99.86%
Religion or Belief		
	Christian	29.38%
	Buddhist	0.36%
	Hindu	3.48%
	Jewish	1.63%
	Muslim	3.06%
	Sikh	0.28%
	Other religions	1.92%
	No religion	9.13%
	Not stated	45.58%
	Agnostic	1.88%
	Jain	0.28%
	Humanist	0.07%
	Atheist	2.95%
Sexual Orientation		
	Heterosexual	44.69%
	Bisexual	0.50%
	Lesbian	0.53%
	Gay	0.71%
	Unknown	53.57%
Marriage and Civil partnership		
	Married	22.38%
	Single	22.17%
	Widowed	0.39%
	Divorced	2.70%
	In Civil partnership	0.67%
	Cohab	4.62%
	Prefer not to say	46.29%
	Separated	0.78%

5. How are the equality strands affected? Please detail the positive/negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.

Equality Strand	Affected?	Explain how affected
1. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Positive <input type="checkbox"/>

		Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
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Explanation of impact:

It is not expected that the Way We Work programme will have any adverse impact on staff from any particular age group.

The introduction of new technology will need to consider training and support for all technological capabilities and appropriate consideration is being taken to better understand the support required by staff. However, we have no reason to believe that any age group will be affected disproportionately in a positive or negative way by the programme. A pilot of the Smarter Working Tools (new technology), Proposed Staff Technology Packages (which includes Choose Your Own Device (CYOD), Bring Your Own Device (BYOD) and Accessories) and EDMS (Electronic Document Management System) will include teams from different delivery units and demographics to identify the cultural and technological impact of the programme. We will offer support to staff irrespective of age.

2. Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
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Explanation of impact:

To date, the number of staff that disclosed they have a disability or partial disability in Barnet Council and their partners is just under 8% of the workforce, however, 18.4% of the workforce did not disclose this information which could mean that there is a higher proportion of the workforce with a disability. There are no delivery units or partners that have a disproportionate number of people that have a disability/partial disability and appropriate consideration will be given when London Borough of Barnet (LBB) inducts teams into the Colindale Office.

The Colindale Office will be built in compliance with The Equality Act 2010, and access into and around the building (including externally) and facilities will be considerably enhanced/improved. However, it should be noted that the new ways of working mean that staff will 'hot desk' which means a 'fixed' or 'permanent' desk will not necessarily be allocated, unless there are exceptional medical circumstances or physical disability which requires this, and this will be reviewed on a case-by-case basis.

All staff chairs are currently ergonomic and will continue to be so in the Colindale office. Those staff who currently have a workplace assessment for special equipment will be required to undertake a new assessment in the Colindale office. However it is worth noting that staff will be encouraged to work anywhere that is most conducive for them to perform their job, which is not

limited to the Colindale Office (i.e. home, library, café, etc.), and will be equipped with new technology to support this new way of working. Staff will be equipped with IT Peripherals (e.g. laptop bags, screen protectors, headsets) to support working remotely and will be given the choice to use personal equipment for work purposes which will mean less need to carry equipment between work and alternative locations.

Carer responsibilities for disabled dependants will be considered. However, the flexibility of choosing where and how staff work within the new ways of working guidelines should empower carers with more choice and flexibility and give more certainty of scheduled attendance. Staff will get the chance to shape their arrangements with the rest of their team when forming team agreements.

TW3 has taken into consideration the potential impact on mental health of infrequent or impersonal contact with their team or manager that could arise from poorly managed remote and flexible working practices. All team members will have the opportunity to input into their team agreement and will work with their managers and fellow team members to determine what proportion of their time will be spent remote working. There will be no requirement for staff to work remotely and managers will receive training and development around managing a team remotely in an effective manner.

Considerably fewer disabled parking spaces will be available at the Colindale offices compared to the current provision at NLBP and Barnet House. This will be mitigated through blue badge permit holders being able to park anywhere in the CPZ for no charge as well as in disabled bays associated with the Colindale office. The Equality Act (2010) compliant provision will be made for Blue badge permit holders to have access to disabled parking spaces at the Colindale office, and blue badge permit holders will be granted a compulsory car user permit which will allow access to additional parking facilities. Blue badge holders, who are passengers, will be permitted to allow the driver of the car they are travelling in to use the Blue badge car parking permit for journeys when the Blue badge holder is a passenger. Issues relating to short-term illness will be worked through with managers to mitigate travel issues and these staff can arrange their remote working pattern to avoid travel into the office.

Ground floor storage will be provided at the Colindale site for storage of essential and heavier equipment. However, staff will be reviewing their equipment, as well as their paper records as part of the Bin, Scan, Store campaign, ahead of the move to Colindale. Staff are also encouraged to align their personal timetable to avoid unnecessary travel to the Colindale Office. Pool cars will be available a three minute walk away from the office for staff who need to carry heavy equipment around the borough.

Changes to working arrangements and building facilities will be communicated via weekly newsletters (FirstTeam), LBB intranet and TW3 microsite accessible to all LBB staff and partners. Face-to-Face engagements such as staff briefings, exhibitions and meetings will be considered as an appropriate channel to communicate to blind/visually impaired staff. Where an employee's disability impacts on their working environment, reasonable adjustments will be made specific to individual needs.

Trade Unions will be kept informed and all these factors will be considered and monitored throughout the programme.

3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive <input checked="" type="checkbox"/>
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		Negative <input type="checkbox"/> Neutral <input type="checkbox"/>
<p>Less than 1% of the workforce declared they are not the same gender as at birth, however this data is unknown for 91% of the workforce. The Colindale office will feature gender neutral shower and toilet facilities which may support gender reassignment which may be seen as a slight positive impact for some. There are no other known implications on gender reassignment from the TW3 programme.</p>		
<p>4. Pregnancy and maternity</p>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
<p>Expecting mothers and those with young children should benefit from the introduction of new flexible working opportunities as it will allow increased choice in respect of working arrangements and environment. The Colindale office will feature a mother and baby room that will allow privacy for expectant and breast-feeding mothers. However, parking associated with the Colindale office is further away than it currently is at NLBP and Barnet House for those with permits, which could potentially have a negative impact on pregnant women who need to travel into the office.</p>		
<p>5. Race / Ethnicity</p>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
<p>No adverse impacts specific to ethnic groups have been identified in relation to the proposed working practices and new office build.</p>		
<p>6. Religion or belief</p>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>
<p>The new Colindale building will feature a multi-faith room (a room available to staff of all faiths or none) to pray, meditate and reflect. There will be an introduction of washroom facilities inside the multi-faith room which existing offices do not have (NLBP and Barnet House). There will also be unisex toilets with washing facilities within the enclosed toilet cubicle with floor length doors. These additions may offer greater scope for individuals to structure work around prayer times and important religious events. Consideration has been given to Male/Female division with unisex toilets and washing facilities inside the toilet cubicle to allow privacy. In addition to this, staff from different faith groups may find working at home advantageous to take appropriate breaks to practice their faith, prayer or other ceremonial duties.</p>		

<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Positive <input checked="" type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/></p>
<p>The introduction of gender neutral toilets at the Colindale office that will have floor length doors and washroom facilities inside the cubicles to respect the privacy of all staff may be found to support transgender staff, although this is not known.</p> <p>The percentage of lower paid staff who are male and female at Barnet is a relatively equal balance (13.67% of female and 14.7% of male staff are in the £0-20,000 salary range) and it is not anticipated that lower paid males or females will be disproportionately affected financially by a reduction in parking provision.</p>		
<p>8. Sexual orientation</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/></p>
<p>No impacts specific to sexual orientation have been identified in relation to change in work practices or the new office location.</p>		
<p>9. Marital Status</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/></p>
<p>No impacts on any particular staff group relating to marital status are anticipated.</p>		
<p>10. Other key groups?</p> <p>Carers</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Please assess Young, Parent and Adult carer.</p> <p>Positive <input checked="" type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/></p>

Staff Equality Impact Assessment - Form

<p>The introduction of more agile and flexible working may have a positive impact on family life for those with caring responsibilities. Greater flexibility may enable staff with caring responsibilities to fit care around work, and for staff who are unable to work productively from home there are options to work from elsewhere (e.g. library, café, hubs), including the Colindale office and touchdown locations. Managers will be supported with training on how to manage remote teams and performance based outcomes.</p>		

6. Overall impact and Scale		
Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	

7. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

8. Please give full explanation for how the overall assessment and outcome was decided
<p>This Equality Impact Assessment is for the consideration of The Way We Work programme board which serves to monitor the progress and performance of the programme and provide the overall direction and decision making (within agreed tolerances).</p> <p>As part of the initial (and on-going) accommodation planning, a series of board meetings were held with senior members of staff across delivery units and partner organisations to elicit a clear picture of organisational change and how the programme will support staff, and align with the overall strategy of the Council. The programme was found to offer greater choice and flexibility to LBB staff and partners, with focus on how and where they work. This empowers staff to take more decisions about their own working arrangements, in agreement with their manager and team. This may result in individuals being able to get more out of their work time if they choose to travel to the office less often.</p> <p>The organisational purpose of London Borough of Barnet is to work together for residents and business to create:</p> <ul style="list-style-type: none"> • Successful Places • Great Outcomes • Quality Services • Resilient Communities <p>To align with the organisational purpose and build resilient communities, the TW3 programme is building a new office in Colindale, which is a reasonable distance from the existing offices in North London Business Park and Barnet House, in the heart of the Colindale community to be closer and more accessible to clients (North London Business Park office is isolated and detached from the community) and partners such as the Police, Middlesex University, Hendon</p>

Town Hall, Saracens High School etc. To further support successful places, the new office has been designed to have low running costs and the location of the office will increase the footfall to local businesses in Colindale, provide a Business Hub, and new working policies and practices should give a competitive advantage in attracting new staff. Not only will staff benefit from a modern state of the art office, but the introduction of new and supporting infrastructure, including training and improved IT equipment, will enable a behavioural change to empower staff to work in their chosen location. This may increase productivity of staff and encourage socialising across teams by setting all staff and partners on the same network and removing team zones to facilitate collaboration (gaining a better understanding of other service areas). The overall programme can be effective in demonstrating and validating the mission of the Council in delivering the organisational values (We Care; We Can Be Trusted; We Work Together; We Embrace Change and Innovation; We Value Diversity).

The TW3 programme team will be working with HR to develop policies and training to empower managers and their teams to develop working patterns, to support flexible and remote working to better support the needs of residents and service users. A separate EIA will be undertaken to assess the impact of these new policies on staff. The TW3 team will engage with departments to trial flexible and remote working and develop training and guidance for staff and managers to assist with the transition to new ways of working. The TW3 programme is engaged with HR, the executive team and senior managers to consider what the main challenges/barriers are for their teams, as well as the main advantages. However, it should be noted that the TW3 programme may act as a catalyst for change, but wider cultural change will be addressed through the Organisational Development Strategy over the coming years.

The TW3 'Place' workstream previously carried out staff focus groups, a travel survey to all staff and partners which received 1829 responses, and consultation with travel experts to formulate recommendations for sustainable modes of transport. The TW3 'Technical' workstream consulted with Leidos technical assurance to ensure the proposed technologies meet quality requirements. A pilot for Office 365, Staff Technology Packages and EDMS are being run to test the effectiveness of the new ways of working and provide valuable insight into the challenges that the council may face. In addition to this, case study visits to Bristol City Council and Camden Council were also arranged with the TW3 Programme team and key stakeholder groups to understand how similar changes worked in their environments and lessons learnt.

Communication to staff about the programme will be shared via FirstTeam newsletter, Colindale Welcome Pack, TW3 Intranet page, Direct email (personalised travel plan), workshops, team meetings, roadshows and briefings.

There is no evidence to suggest that any aspect of the programme is likely to result in a negative impact on any of the protected characteristic groups of staff or carers and where concerns have been raised (at programme board level or in workshops, Colindale exhibition, travel survey, TheWayWeWork inbox, CEO staff briefings, Roadshows and through HR Business Partners and Change Leads) action throughout the programme has been taken to avoid any discrimination.

9. Equality Improvement Plan

Please list all the equality mitigations that have been identified from the Equality Analysis (continue separate sheets as necessary). Make sure these are reflected in the project plan/ for mainstreaming and performance management purposes.

Equality Mitigation	Action	Officer responsible	By when	