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Contact:/Cysylltwch â: Democratic Services



**THIS IS A MEETING WHICH THE PUBLIC ARE ENTITLED TO ATTEND**

23rd April 2021

Dear Sir/Madam

**SPECIAL MEETING OF THE COUNCIL**

A meeting of the Special Meeting of the Council will be held in Virtually Via Microsoft Teams - if you would like to attend this meeting live via Microsoft Teams please contact [committee.services@blaenau-gwent.gov.uk](mailto:committee.services@blaenau-gwent.gov.uk) on Thursday, 29th April, 2021 at 10.00 am.

Yours faithfully

Michelle Morris  
Managing Director

**AGENDA**

**Pages**

**1. SIMULTANEOUS TRANSLATION**

You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so. A simultaneous translation will be provided if requested.

**2. APOLOGIES**

We welcome correspondence in the medium of Welsh or English. / Croesawn ohebiaith trwy gyfrwng y Gymraeg neu'r Saesneg.

To receive.

3. **DECLARATIONS OF INTEREST AND DISPENSATIONS**

To consider any declarations of interest and dispensations made.

4. **PROPOSED AGILE WORKING POLICY**

5 - 60

To consider the report of the Head of Organisational Development.

To: Councillor M. Moore (Chair)  
Councillor J. Holt (Deputy Chair)  
Councillor G. A. Davies  
Councillor G. Paulsen  
Councillor L. Winnett  
Councillor P. Edwards  
Councillor G. Collier  
Councillor J. Collins  
Councillor M. Cook  
Councillor M. Cross  
Councillor N. Daniels  
Councillor P. Baldwin  
Councillor D. Davies  
Councillor G. L. Davies  
Councillor M. Day  
Councillor D. Bevan  
Councillor L. Elias  
Councillor D. Hancock  
Councillor K. Hayden  
Councillor S. Healy  
Councillor J. Hill  
Councillor W. Hodgins  
Councillor M. Holland  
Councillor J. Mason  
Councillor H. McCarthy  
Councillor C. Meredith  
Councillor J. Millard  
Councillor J. C. Morgan  
Councillor J. P. Morgan  
Councillor L. Parsons  
Councillor K. Pritchard

Councillor K. Rowson  
Councillor T. Sharrem  
Councillor T. Smith  
Councillor B. Summers  
Councillor B. Thomas  
Councillor G. Thomas  
Councillor S. Thomas  
Councillor H. Trollope  
Councillor J. Wilkins  
Councillor D. Wilkshire  
Councillor B. Willis

All other Members (for information)  
Manager Director  
Chief Officers

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# Agenda Item 4

Date signed off by the Monitoring Officer: 22.04.2021

Date signed off by the Section 151 Officer: 22.04.2021

Committee: **Special Council**  
Date of Meeting: **29th April, 2021**  
Report Subject: **Proposed Agile Working Policy**  
Portfolio Holder: **Councillor Nigel Daniels, Leader / Executive Member Corporate Services**  
Report Submitted by: **Andrea J. Prosser – Head of Organisational Development**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
x	x	x			16.04.21		29.04.21	

## 1. Purpose of the Report

- 1.1 The purpose of this report is to seek Council approval of the proposed Agile Working Policy for the Council's workforce ("the policy") (attached as Appendix 1).

## 2. Scope and Background

- 2.1 Further to the report that was considered and approved at Council on the 25<sup>th</sup> March 2021 on the New Council Operating Model & Working Arrangements (attached as appendix 2) - the introduction of a new model of working across the Council, incorporating modern working practices, will seek to enhance employees' working experience, maximise performance and productivity and deliver the greatest value to the organisation, in terms of improving service delivery, as well as realising financial gains. The Agile Working Policy is a key enabler in delivering the future working model. It also links to the Council's vision for sustainable development including sustainable economic growth, de-carbonisation and the health and well-being of both staff and the community.
- 2.2 The policy will cover all Council employees excluding school based staff appointed by governing bodies.
- 2.3 The policy clearly sets out Corporate, management and employee responsibilities and includes:
- Designation of roles into one of three **workstyles**, defined as; Homeworker, Agile Worker, Service/Community Worker
  - Assessment of permanent roles as at January 2021 determined 369 Homeworkers, 386 Agile Workers, 958 Service/Community Workers – these figures are at a point in time and subject to change (figures exclude temporary and fixed term roles)
  - Proposes payments to support homeworking for the Homeworker (£26 per month tax free) and Agile Worker (£15.60 per month tax free). Part-time Homeworkers will receive £15.60.

- Details the standard **equipment** which the Council will provide to home/agile workers. Reasonable adjustments may necessitate additional equipment
- Focuses on **health, safety and welfare** including employee/employer responsibilities – the forms to support health and safety assessment at home have been further simplified in the policy proposed to Council
- Outlines **data protection, security and confidentiality** requirements
- Demonstrates commitment to **equal opportunities/reasonable adjustments** and to treat staff in a fair, equitable and consistent manner and to comply with the requirements of the Equality Act 2010
- Provides guidance on the **individual consultation process on application of the policy to the current workforce** - the Council will support the current workforce with adjustment as appropriate – no staff member will be forced to work from home

### 3. Corporate Overview Scrutiny

3.1 The proposed policy and consultation feedback from trade unions was considered and reviewed at the Corporate Overview Scrutiny Committee on the 16<sup>th</sup> April 2021. The Scrutiny Committee requested that the policy be amended to reflect the formal consultation feedback from the trade unions and include the following:

- The allowance for Agile Workers to be £15.60 per month and not £12 as originally proposed
- All current employees that are designated as home or agile workers to be able to utilise an allowance of up to £200 to cover the cost of a chair and desk that will fit in within the home environment. The allowance will be used with an approved council supplier/s or recycled furniture
- Any future workforce if they are paid scale 6 or below that are designated as home or agile workers be able to utilise an allowance of up to £200 to cover the cost of a chair and desk that will fit within the home environment. The allowance will be used with an approved council supplier/s or recycled furniture

3.2 The Committee also requested that consideration be given to introducing a social clause for future recruitment to vacant posts. This has been considered and legal advice sought which highlighted there are risks of potential indirect discrimination - recruitment decisions have to take into account the requirements of the Equality Act 2010. In line with the Council's equality and diversity policies, the aim is to have a diverse multi-cultural workforce which will in part be achieved through recruitment practices. This requires vacancies to be advertised to the widest possible pool of potential candidates to encourage applications from groups who are under-represented. A social clause/policy to recruit locally may potentially be indirectly discriminatory if, for example, persons with particular protected characteristics are under-represented. Therefore, there is no recommendation to introduce a social clause on recruitment to the Council.

### 4. Implementation of the Agile Policy

Welsh Government Guidance in responding to the Covid-19 pandemic is still that if you are able to work from home you should do so. The Corporate Leadership Team will

consider setting a 'go live' date for the implementation of the policy in line with any changes in Welsh Government advice and consultation with trade unions.

4.1 The implementation of the policy will be supported by:

- Workforce engagement and communication plan
- Leadership development
- Engagement of the workforce in designing the agile workplace
- Development of a Corporate procedure for distribution and management of equipment and furniture

## 5. **Options for Recommendation**

5.1 **Option 1: (*preferred option*)** That Council approve the attached proposed Agile Working Policy.

5.2 **Option 2:** That Council make further suggestions to amend the policy for implementation.

## 6. **Evidence of how this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

### 6.1 **Corporate Plan Priorities**

The policy, through reduced travel, reduced emissions and consequent lowering of our carbon footprint as well as less time spent commuting/travelling promotes the following corporate plan priorities:

- Strong and Environmentally Smart Communities;
- Efficient Council.

6.2 Services need to reflect on the New Council Operating Model and Future Working Arrangements in terms of focussing service design around the customer and delivering Council priorities.

### 6.3 **Statutory Responsibilities**

The policy has been drafted in accordance with, and to comply with, the Equality Act 2010, the Health and Safety at Work Act 1974, the Working Time Regulations 1998, the Data Protection Act 2018 and the General Data Protection Regulation (UK GDPR).

### 6.4 **Blaenau Gwent Well-being Plan**

The policy, through improving work/life balance; promoting employee well-being; and reduced travel promotes the following aspects of the Blaenau Gwent Well-being Plan:

- To look after and protect the environment;

- To encourage and enable people to make healthy lifestyle choices in the places that they live, learn, work and play.

## 7. Implications Against Each Option

### 7.1 Impact on Budget

This policy, in promoting home/agile working, where possible, should result in substantial savings and allow the Council to focus money spent on services as opposed to buildings.

#### Option 1

The cost of implementing the proposed Agile Working Policy as detailed in this report in line with the amendments suggested by Scrutiny still supports the business case presented to Council on the 25<sup>th</sup> March 2021 (attached at Appendix 2) and is summarised below.

Table 1

	No. of Staff (@ January 2021)	Monthly Allowance	Total Per Annum	Total Per Annum As per the Business Case
Permanent Homeworker	369	£26	£115,128	£115,128
Permanent Agile Worker	386	£15.60	£72,259	£55,584
<b>TOTAL</b>			<b>£187,387</b>	<b>£170,712</b>

**The business case accounted for a £12 per month allowance for the Agile Worker - by increasing the allowance to the proposed £15.60 there is additional cost of £17,000. This additional cost can be funded from within the overall funding identified within the Business Case.**

The proposal of the up to £200 allowance for furniture was also accounted for as part of the report and business case to Council on the 25<sup>th</sup> March.

The financial business case has been based on permanent full time workers and application of the policy to temporary and fixed term staff will be an additional cost to the business case.

### 7.2 Risk

Failure to implement this policy and to embrace home/agile working (where possible) could result in a lost opportunity to improve employee well-being; save costs; and promote the de-carbonisation agenda of the Council and WG. Further, many employees have embraced home/agile working during the COVID-19 pandemic and for those who wish to continue working in this way, job satisfaction/productivity could be reduced if this were prevented.



### 7.3 **Legal**

Relevant legislation has been used to develop the policy, the allowances and its application.

Legal advice was also taken in term of responding to the request from Scrutiny for a social clause on recruitment. This is detailed in section 3.2.

### 7.4 **Human Resources**

This policy, by enabling BGCBC to embrace home/agile working, should improve employee well-being, engagement and performance; aid employee recruitment and retention; and reduce absences.

## 8. **Supporting Evidence**

### 8.1 **Performance Information and Data**

The recent staff survey undertaken indicates that the majority of those staff rate their productivity as the same or better since commencing homeworking; the majority feel appropriately supported; the majority feel they have a healthy work/life balance; and the vast majority rate their wellbeing as fair, good or very good. These all contribute to performance. It is, however, recognised that the staff survey was undertaken at a certain point in time and in response to a pandemic although there is no apparent reason why productivity, support provided etc. should change post the pandemic.

### 8.2 **Expected outcome for the public**

Members of the public may be attracted to an employer, which promotes home/agile working, thereby improving employee well-being and lowering our carbon footprint etc. This may contribute positively to the Council's reputation among members of the public. Services need to reflect on the New Council Operating Model and Future Working Arrangements (appendix 2) in terms of focussing service design around the customer and delivering Council priorities.

### 8.3 **Involvement (consultation, engagement, participation)**

There has been effective engagement and consultation with trade unions in developing the Agile Working Policy and formal feedback was considered at Scrutiny and amendments made to the policy that is presented to Council.

### 8.4 **Thinking for the Long term (forward planning)**

The clear aim and aspiration of the policy is that, long-term (and short-term), it will enhance employees' working experience, promote well-being by improving work/life balance, realise financial benefits for the Council and support sustainable development.

## 8.5 Preventative focus

The policy will reduce travel/emissions and assist in lowering the Council's carbon footprint, in line with WG's aspiration of increased remote working.

## 8.6 Collaboration / partnership working

A collaborative approach is proposed, with each individual member of staff discussing, with their manager, their designated workstyle and any adjustments to reach agreement.

## 8.7 Integration (across service areas)

The policy aims to boost productivity, improve services and reduce absences (sickness absence has reduced since March 2020, leaving aside COVID-19 sickness absence) and, in this way, positively impact on all service areas.

## 8.8 EqIA (screening and identifying if full impact assessment is needed)

The policy promotes equal opportunity; reasonable adjustments will always be considered for any individuals who are disabled pursuant to the Equality Act 2010.

## 9. Monitoring Arrangements

It is proposed to formally review the policy after one year. Furthermore, regular discussions will take place between managers and direct reports in regular 1 to 1 sessions and performance coaching, which should highlight any operational/practical issues.

## 10. Background Documents /Electronic Links

### *Appendix 1 – Agile Working Policy*



DRAFT 13 - Blaenau  
Gwent CBC Agile W

### *Appendix 2 - New Council Operating Model & Working Arrangements report to Council March 2021*



CO2103D7 Council  
Report TOM 250320: Appendix 1 (003).pd



CO2103D7 NOM



CO2103D7  
COVID-19 Staff Surv

# Agile Working Policy

‘work is an activity we do, rather than a place we go’



**ORGANISATIONAL DEVELOPMENT DIVISION**

Issued: xx    Review: xx

# Version Control

This document is intended for:

- Council staff only    School-based staff only    Council & School-based staff

Version	Key Changes	Approved By

This document may be reviewed and amended at any time and without consultation in response to legal requirements, in line with best practice or in response to an organisational requirement and where the changes do not affect the spirit or intent of the document.

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# 1. Introduction

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- 1.1 Blaenau Gwent County Borough Council (the “Council”) recognises the need to develop modern working practices to enhance employees’ working experience and to maximise performance and productivity and deliver the greatest value to the organisation. This policy will focus on employee well-being by promoting a good work life balance. In addition, new technologies are making it easy to access information remotely and work from a variety of locations within the community, whilst promoting a more joined up service.
- 1.2 The introduction of a new modern model of working across the Council will improve service delivery as well as realising financial benefits for the organisation. It also links to the Council’s vision for sustainable development; placing emphasis on the importance of sustainable economic growth, de-carbonisation and the health and well-being of both staff and the community. The benefits of improved work life balance, employee engagement and reduced travel make a direct contribution to this strategic priority.
- 1.3 Home/agile working supports the modernisation of our working practices and is part of the continuous change management process. Welsh Government (“WG”) has detailed its clear ambition to see around 30% of the workforce working from home or working remotely. In accordance with WG’s aspiration, this policy promotes a shift towards home/agile working wherever possible.
- 1.4 The new workforce model will designate roles in one of three categories:
  - Homeworker
  - Agile Worker
  - Service/Community Worker

Although the nature of most of the roles within the Council cannot be classed as totally flexible, there is considerable scope in many cases for some form of agile working. The different ways in which agile working can be undertaken is dependent on the demands and needs of the role and the service within which the role is based.

## 2. The Potential Benefits

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- 2.1 It is anticipated that the implementation of home/agile working will offer benefits to our employees, customers and the Council.

For employees, home/agile working can:

- provide an opportunity to manage their working day more efficiently;
- increase engagement as a result of autonomy and trust at work;
- improve work life balance;
- enable them to work more effectively on a particular piece of work, where concentration is important, by avoiding the interruptions that are part of the office environment;
- reduce travelling time and related costs; and
- increase their wellbeing, health and happiness through a better sense of control.

2.2 The key benefits for the Council are as follows:

- allows the Council to provide improved services to our customers;
- allows the Council to focus time and money spent on services not buildings to ensure delivering services takes priority over occupying buildings;
- reduces unnecessary travel time, which increases productivity and reduces cost;
- creates an environment which allows employees to achieve an improved work life balance, greater job satisfaction, motivation, morale and productivity;
- results in reduced costs through reduced travel and expense claims;
- lowers our carbon footprint, through reduced emissions from reduced travel;
- improves the recruitment and retention of employees via the Council becoming an employer of choice; and
- reduced absenteeism and related costs.

### 3. Scope

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3.1 The Policy applies to all Council employees working at any level within the organisation but will exclude school based staff under the delegated powers of the Governing Body. The nature and extent of home/agile working will depend upon the role undertaken and considerations will include the impact on the ability to meet customer demand (internal and external) and employee welfare.

3.2 The policy will enable both managers and staff to gain a better understanding of home/agile working and understand the basic principles, which can then be considered and applied to specific roles.

### 4. Agile Working

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4.1 The image below defines the three workstyles for Council staff:

Homeworker	Agile Worker	Service/Community Worker
<ul style="list-style-type: none"> <li>❖ Home is the base – defined as the permanent residence as recorded with the Council</li> <li>❖ All work can be carried out from home</li> <li>❖ Appropriate workstation and tools to do the job at home</li> <li>❖ No need to access an alternative base to work on a frequent basis</li> <li>❖ Occasional attendance at an alternative base for e.g. team meetings/training</li> <li>❖ Allowance of £26 per month (Part-time worker £15.60 monthly)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Home is the base – defined as the permanent residence as recorded with the Council</li> <li>❖ Work time split between homeworking and alternative Council locations/community</li> <li>❖ Work is carried out at home and an alternative base – requiring desk space (e.g. using a booking system)</li> <li>❖ Appropriate workstation and tools to do the job at home</li> <li>❖ Could be required to attend meetings in an alternative base</li> <li>❖ Allowance of £15.60 per month</li> </ul>	<ul style="list-style-type: none"> <li>❖ Work is carried out 100% from a base in a building or 100% community working</li> <li>❖ Some roles would require desk space – no fixed work station</li> <li>❖ Roles/worker not possible to work from home</li> <li>❖ No allowance will be paid by the Council</li> </ul>

- 4.2 A workstyle will be designated to each post based on service needs (“the proposed designation”). Reasonable adjustments must be considered, where necessary. Review of the workstyle designation will be carried out in line with any service review, redesign or change.
- 4.3 Managers should consider the best practical and operational arrangements for working in accordance with the workstyle designation including:
- Clear and realistic objectives and expected work outputs for the employee, should be agreed between the employee and their manager and employees will be expected to deliver the agreed outcomes.
  - Regular performance coaching and 1 to 1 discussions.
  - Methods of, and arrangements for, communication and support need to be agreed. Regular communication is imperative to promote employee well-being and to ensure that employees do not feel isolated, lonely or frustrated, using a combination of face to face conversations, emails, telephone and team meetings/briefing, etc.
- 4.4 Home/agile workers will not have fixed hours (unless the role dictates this) and will be able to perform their work at times convenient to them in line with the flexible working hours scheme, however employees must be available for online meetings and to respond to calls and emails etc. in line with business needs. In particular:
- Employees should ensure that their electronic diaries are up to date so that others are aware of their availability. It is imperative that wherever individuals are working, others e.g. the manager, the team and other colleagues, know how to contact them.
  - When individuals are not working, laptops and phones should be switched off to enable individuals to have a right to privacy out of hours and be able to separate their working and home lives.
- 4.5 Home/agile working must not affect the provision of services and therefore managers must ensure that they have systems in place to maintain the correct compliment of staff, as required, and to monitor the level of available front line staff working at any one time.
- 4.6 Employees must note that during active work, time at home is not a substitute for childcare or similar carer responsibilities. It is the employee’s responsibility to ensure adequate provision is in place although there are other policies, which offer options and support to staff in such circumstances.
- 4.7 All staff must ensure that adequate breaks are taken, whichever workstyle is adopted with a minimum of 30 minutes taken for lunch. Those working at desks should take a short break from the desk/screen and move around often, ideally at least every hour. In addition, as a minimum, all staff must comply with the requirements of the Working Time Regulations 1998. Managers should discuss health, safety and well-being at every 121 session.
- 4.8 For administrative purposes, including the claiming of travel expenses, all employees will retain a designated contractual work base, as per 4.1. The agile working hub arrangements will include the General Offices (at which the new democratic facility will also be based), Anvil Court, the Depot, ViTCC and other appropriate Council buildings.

## 5. Reporting and other requirements

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- 5.1 The Council's normal workplace rules, code of conduct and procedures apply to all employees, whichever workstyle is adopted. The contractual obligations, duties and responsibilities (apart from place of work) remain unchanged and the Council's workplace policies continue to apply including, but not limited to, GDPR compliance, as detailed in clause 11 of this policy.
- 5.2 All employees are expected to report to their manager in accordance with an agreement reached. Each employee must also comply with any formal reporting procedures set out in their contract.
- 5.3 All managers must keep in regular contact with their staff, via phone, email, meetings or Microsoft teams conferencing.

## 6. Illness or injury

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- 6.1 If an employee cannot work on a day on which it has been agreed that they will work from home because they are ill or injured, they must follow the procedure set out in the Council's Attendance Management Policy to report their absence.

## 7. Payment of Allowances

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- 7.1 An employee who is a home/agile worker will be provided with the necessary ICT equipment and technology to work in this way. The employee should use the Council's equipment whilst home/agile working and will not be eligible to claim expenses for use of personal equipment such as home phone lines.
- 7.2 The Council will make the following payments:
  - a. Homeworkers - £26 per month per employee (which is the maximum amount payable in line with [HMRC guidance](#)).
  - b. Part-time workers - £15.60 per month per employee.
  - c. Agile workers - £15.60 per month per employee.

Employees will not have to pay tax and national insurance contributions on these payments. As these payments are intended to contribute towards home-related expenses, these payments will not be paid to service/community based workers.

- 7.3 The payment of these allowances should be reviewed during any periods of sustained absence, normally at the end of three months continued absence.

## 8. Allocation of Equipment

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- 8.1 The Council will be responsible for determining and providing the equipment and technical requirements for the employee undertaking a home/agile working arrangement.



8.2 The Council will provide anyone working from home (whether fully or partially) with the equipment reasonably required to work from home to include:

- Computer and pulse fob,
- Monitor,
- Softphone or mobile,
- Mouse,
- Riser,
- Headphones (if required).

This provision does not extend to the installation of or subscription for the home broadband connection, which is the responsibility of the employee. All equipment provided will remain the Council's property at all times. Only equipment which the Council has provided to employees, or which the Council has authorised employees to use, may be used for homeworking.

8.3 Employees can use their own furniture e.g. desks, chairs, provided that it is compliant with the requirements of the Council's health and safety / risk assessments ([Appendix D](#) and [Appendix E](#)). Where employees are Grade 6 and below the Council will provide the opportunity to purchase a desk and chair (up to the value of £200) from a Council recognised supplier or recycled furniture.

8.4 Additional equipment may be provided for staff who require reasonable adjustments as determined by occupational health. Where equipment is issued to support home-working it is essential that managers keep a log using: [this link](#).

8.5 Personally adapted equipment will be provided to an individual should a workstation assessment deem this necessary; however, this equipment will be provided at the place where they predominantly work and not across multiple sites. Therefore, the individual will be responsible for ensuring that this equipment is available for their use wherever they work. If, as a result of a risk assessment, other equipment is identified as necessary, this will also be provided, subject to the agreement of the employee.

8.6 Where the Council has provided equipment, employees must:

8.6.1 take reasonable care of it;

8.6.2 use it only for the purposes for which it was provided;

8.6.3 make it available to the Council for inspection at any time if requested, and for collection if homeworking arrangements cease, if applicable, or on leaving employment;

8.6.4 not remove it from their home without the prior permission of their manager; and

8.6.5 promptly report any damage to or malfunctioning of any item to their manager.

8.7 The Council will maintain the equipment but employees will be responsible for any damage to the equipment that goes beyond reasonable wear and tear.

8.8 If an IT issue or other equipment problem prevents an employee from working effectively from home, employees should contact their manager as soon as possible and agree what needs to happen.

## 9. Responsibilities

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### 9.1 Corporate responsibilities

- The Managing Director, on behalf of the Council, carries overall responsibility for ensuring that the Council has the appropriate processes in place, which adequately and appropriately support its employees, regardless of what working pattern or arrangement they have.
- The OD Service is responsible for providing advice and guidance on this policy and is responsible for reviewing, updating and amending this policy to reflect changes in legislation or employment practice in conjunction with trade unions.
- Corporate Leadership Team is responsible for establishing their own arrangements to ensure:
  - Effective implementation of the policy
  - Continued service delivery; and
  - Consultation with their employees on these arrangements.

### 9.2 Management Responsibilities

Managers are responsible for:

- Ensuring flexibility, openness and constructiveness in relation to discussions and agreements about home/agile working with employees within their area of responsibility, whilst remaining focused on the needs of the service.
- Ensuring good communication with employees and agreeing clear communication lines and methods, including arrangements for employees to report sickness absence. Making arrangements for both regular individual and team meetings, ensuring regular communication is maintained between themselves and team members, providing support for employees and implementing ways of measuring and monitoring work output that have been mutually agreed.
- Setting and monitoring defined performance measures in line with the Council's performance coaching and regular 1 to 1 meetings.
- Allowing employees who are using their homes to work from to have a right to privacy out of working hours and the ability to separate their working and home lives.
- Meeting their duties in relation to health and safety and welfare by undertaking appropriate risk assessments and acting on any areas of concern for employees who they are responsible for, as outlined in section 10 of the policy.
- Any recruitment going forward based on the designation of the role.
- Undertaking a regular review of the home/agile working arrangements. If it is not working, every effort will be made to resolve any issues.

### 9.3 Employee Responsibilities

Employees are responsible for:

- Complying with this policy in a reasonable, constructive and appropriate manner.
- Being flexible, open and constructive in discussing and agreeing home/agile working arrangements, whilst remaining focused on the needs of service.
- Maintaining regular contact with their manager.
- Working as agreed (appropriate work area for working at home etc.) and abiding by all the Council Policies (available on the intranet) whilst working in this way.
- Optimising meetings to minimise the amount of travel time.
- Complying with health and safety policy and procedures by participating in and undertaking risk assessments; carrying out any necessary actions to minimise risk; maintaining a safe working environment and taking reasonable care of their own safety, as outlined in section 10 of the policy.
- Complying with confidentiality, data protection and information security policies.
- Ensuring that all reasonable care is taken of all Council supplied IT equipment.
- Reporting immediately once known, any loss, theft or damage to Council IT equipment or the loss of confidential information.
- Consulting with any necessary parties, such as landlords, insurance or mortgage companies, regarding home working.
- Ensuring that any personally adapted equipment (e.g. left-hand orientation or widescreen laptop), required in order to undertake their duties, is available for their use wherever they are working under this arrangement.

## 10. Health and Safety

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- 10.1 In addition to the employer, employees have a responsibility for the health, safety and welfare of themselves and others while they are carrying out work activities, regardless of the work location. Home/agile workers have the same health and safety duties as other workers and will be required to take reasonable care of their own health and safety whilst working from home. All employees must comply with all health and safety instructions issued by the Council.
- 10.2 Where employees use Council locations to work they should familiarise themselves with the local arrangements for managing health and safety. They should ensure that they are aware of fire safety arrangements to ensure they are fully conversant with the actions to be taken in the event of discovering a fire or on hearing the fire alarm signal and ensure they adhere to the local signing in and out arrangements.

- 10.3 Due consideration to lone working arrangements should be explored fully between the line manager and employee to ensure safe working arrangements are in place.
- 10.4 The Council retains the right to check all homeworking areas for health, safety and welfare purposes, including carrying out risk assessments, to consider, for example, work equipment, in cases where reasonable adjustments may be necessary, and display screen equipment. All access requirements will be discussed prior to the visit, and appropriate notice given. Working from Home Health and Safety Arrangements ([Appendix D](#)) and Display Screen Equipment (DSE) Workstation Checklist ([Appendix E](#)) will be carried out if any part of an employee's working style requires them to work from home. This will need to be carried out again if any substantial changes are made to the working environment or arrangements. Employees must fully participate in completing the necessary risk assessment paperwork and review this with their manager.
- 10.5 When working from home, even if only partially, the employee has a responsibility to ensure they have an appropriate workspace with adequate security, storage and screening from activities and noise in the rest of the home. There must also be adequate ventilation and lighting.
- 10.6 Homeworkers who need to attend site meetings should be aware that the Council has a Corporate Employee Protection Register ("CEPR"), which holds details of any violent individuals/dangerous incidents against Council employees. Any employee whose role involves personal contact with members of the public should initiate a search of the database prior to any visits/interviews in order to make an informed assessment of any potential risk. Employees should also comply with the [Lone Working Policy](#) and departmental procedures.
- 10.7 Employees must not, under any circumstances, give details of their home address or telephone number to clients/customers or third parties. No formal or informal work related meetings of any kind are to be held in any employee's home (save that employees may, of course, attend meetings virtually from their own home).
- 10.8 Employees must report any accident at home to their manager, in line with current arrangements.
- 10.9 Employees should report any health and safety concerns to their manager, as soon as possible.
- 10.10 Managers should focus on, and prioritise, employee well-being. Employees should contact their manager if they have any concerns regarding well-being. The employee assistance helpline, [Care First](#), is also available.
- 10.11 Employees working from home should ensure that the general fabric of the home and its fixtures and fittings, including in any area in which they work, is/are maintained in a safe and functional state for performance of work there e.g. electrical sockets. Staff should ensure that no equipment is left to charge unattended and that the correct charging device is used in relation to each item of equipment.
- 10.12 Staff working from home will be required to bring equipment into a specified Council building for PAT testing, when requested to do so.

- 10.13 Managers should seek advice regarding any specific concerns around health and safety issues as all health and safety requirements must be appropriately addressed if full or partial homeworking is to occur.
- 10.14 Copies of completed Appendices [D](#) and [E](#) should be submitted to the Organisational Development Service.

## 11. Data Protection, Security and Confidentiality

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- 11.1 The Council provides employees with access to the personal and confidential information they need to do their job. The Council's Information Security and Information Governance Policies including, but not limited to, the [Information Security Policy](#) and the [Acceptable Use Policy](#), apply at all times regardless of the working location. It is particularly important to ensure that non-authorized personnel cannot gain access to confidential or personal information. This includes, but is not limited to, the requirement to prevent unauthorised personnel from:
- seeing and/or accessing, electronic and/or paper files;
  - being able to overhear telephone/Microsoft Teams conversations etc.
- 11.2 When working in a mobile manner, the employee is responsible for the security of equipment, files and any other information in their possession, including the transportation of such items whenever outside Council premises.
- 11.3 Employees working from home, whether fully or partially, will be responsible for ensuring the security of all Council equipment, documents and information and must take all necessary steps to ensure that private and confidential information is kept secure at all times. Wherever possible, this equipment should be locked away. At a minimum, all equipment should be stored out of sight of windows and doors to deter equipment from being stolen.
- 11.4 In particular, every employee must:
- 11.4.1 screen lock their computer whenever it is left unattended;
- 11.4.2 store confidential papers securely when not in use;
- 11.4.3 ensure the secure disposal of confidential materials by returning items to Council premises for disposal using the contracted confidential waste arrangements. Where this is not feasible, employees should contact their line manager or the Data Protection Officer to make alternative arrangements;
- 11.4.4 report any data security breach to their manager immediately.
- 11.5 No work related emails or sensitive data should be sent to the employee's home email addresses. No work related files should be stored on an employee's personal computer.

- 11.6 All employees should make every effort to minimise the amount of paper records which they use, carry or transfer and should consider using more secure electronic methods wherever possible. Not only is this better for the environment, but it reduces costs for the Council and is more secure.
- 11.7 Where employees do need to print documents and send in the post, the Council's hybrid mail system must be utilised to do this and staff should not print and send documents on home equipment using standard public postal arrangements. Staff are reminded that the Council's Information Security Policy includes the requirement that staff should not connect their own unapproved hardware (e.g. a printer) to their Council devices.

## **12. Equal Opportunities/Reasonable Adjustments**

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- 12.1 The Council will ensure that all staff are treated in a fair, equitable and consistent manner. It undertakes to comply with the requirements of the Equality Act 2010 and will identify appropriate reasonable adjustments and options for those employees who may require specific support in planning and undertaking any homeworking arrangements.
- 12.2 Particular reference should be made to the provisions of the Act to ensure that appropriate communication and monitoring is in place to support an employee with any matters arising from the protected characteristics and requirements of the Act.
- 12.3 The employee is responsible for ensuring that they inform their line manager of any issues that may need to be addressed under the Act. This is particularly pertinent to homeworkers where equalities matters may be undetected for a prolonged period.
- 12.4 Where an individual has been assessed as requiring a specific workstation set-up as part of reasonable adjustments made following an Occupational Health referral under the Equality Act they will, should these not be able to be accommodated at home, be provided with a desk allocation at a hub and be expected to consider this their base.

## **13. Insurance, Mortgage/Tenancy Arrangements**

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- 13.1 In general, working from home should not give rise to any special difficulties from an insurance point of view. The guiding principle is that good practice should reduce or eliminate the possibility of injury or loss to employees. Insurance by itself does not prevent injury or loss and good risk management techniques are required.
- 13.2 It is vital that employees and managers adhere to this Agile Working policy and associated guidelines, in order to maintain the validity of the insurance provision.
- 13.3 Employees' own insurance policies are unlikely to be affected by working from home. However, employees are **strongly advised** to inform their insurers of working at home arrangements. If in doubt, employees should let their insurance company know to ensure there is no risk of non-disclosure invalidating a policy. No formal or informal work related meetings are to be held in any employee's home as this would affect the employee's home insurance policy.

- 13.4 Liability insurance protects the Council and its employees jointly for accidental death, injury and loss of property where the Council has been negligent. This insurance will operate in respect of employees who are working at home with the knowledge and consent of their manager, subject to the appropriate risk, health and safety assessments and training and support being in place. Employees must comply with Section 10 (Health and Safety) of the Agile Working Policy and any accidents must be reported immediately in accordance with the Council's health and safety guidelines.
- 13.5 Computers provided by the Council as part of the home/agile working arrangement will be covered by the Council's insurance policy. Employees must not do, cause or permit any act or omission which will avoid coverage under the Council insurance policy and reasonable care must be taken to avoid loss or damage to the equipment. If in doubt as to whether particular acts or omissions will have this effect, employees should consult their manager immediately. It is essential that any loss, theft or damage to Council IT equipment is reported immediately. Computer equipment should not be left in an unattended vehicle.
- 13.6 There is no formal insurance cover for work equipment provided aside from a computer however, employees must report promptly any damage to or malfunction of any work equipment to their manager for consideration to enable the Council to ensure that a safe working environment is maintained.

## 14. Temporary arrangements

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- 14.1 If there is the need to temporarily cover a post, if leave is taken (other than sickness absence leave) which lasts for over 1 month, including, but not limited to, maternity leave, parental leave, adoption leave, employees who have been provided with Council equipment, should return equipment provided (with the exception of the desk and chair) to a Council location, which will be stipulated by the line manager prior to the commencement of their leave.

## 15. Domestic abuse/violence

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- 15.1 Any individuals who are experiencing domestic abuse/violence, who do not wish to work within the home, will be accommodated in Council locations and are referred to the Council's [Domestic Abuse, Violence and Sexual Violence Policy](#), which offers further support.

## 16. Review and Revision Arrangements

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- 16.1 This policy will be reviewed in line with HR processes and a formal review will take place after one year.
- 16.2 Employees should familiarise themselves with other Council policies to include:
- [Flexible Working Scheme](#)
  - [Information Security Policies](#)
  - [Display Screen Equipment \(DSE\) Policy](#)
  - [Lone Working Policy](#)
  - [Attendance Management Policy](#)
  - [Domestic Abuse, Violence and Sexual Violence Policy](#)

# Appendix A: Guidance on application of policy for current workforce



## Designation of workstyle

As per clause 4.2, a workstyle will be designated to each post based on service needs (“the proposed designation”).

## Individual discussions with current staff

Managers should then consider the proposed designation during a one to one consultation with each directly reporting employee. Managers should discuss, with each employee, the designation of their role, considering any individual/reasonable adjustments where necessary.

Criteria which could justify an adjustment being made to the proposed workstyle include but are not limited to:

- Health and well-being (e.g. mental health);
- Inability to work safely and effectively from home (e.g. insufficient space for necessary equipment);
- A reasonable adjustment due to disability;
- Domestic violence.

## For all staff whose proposed designation involves full or partial homeworking

### Appendix B

[Appendix B](#) (Individual Assessment Role Designation) must be completed for all employees in roles designated as home/agile working. Managers cannot impose a workstyle on employees. The workstyle needs to be mutually agreed.

## Where the proposed designation is varied based on individual/reasonable adjustments

If the manager and/or the employee consider that the employee is unable to work in line with the proposed designation, consideration must be given to varying the proposed designation based on individual/reasonable adjustments, in line with the above criteria. Any adjustments should be detailed in the box in section 2 of [Appendix B](#) and managers should please tick the agreed workstyle which is being adopted based on the agreed adjustments. In relation to any employees for whom the proposed designation is varied to service/community based worker, an allocated base must be identified on [Appendix B](#) for mileage purposes. Both employee and manager should then sign and date the form.



## **Where the proposed designation is not varied**

Where the designation proposed is mutually agreed and there is therefore no change to the designation, both the manager and employee should simply go from section 1 to section 3, sign and date [Appendix B](#) and the manager should please forward a copy to Organisational Development.

## **Appendix C**

All homeworkers and agile workers must also complete and sign [Appendix C](#) (Homeworking Agreement) and managers should please forward a copy to Organisational Development.

The Homeworking Agreement will be the agreement from the individual to vary their contract.

## **If any homeworking is proposed, can the employee work safely and effectively from home?**

## **Appendices D & E**

If home or agile working is being considered as an agreed designation, [Appendix D](#) (Working from home health and safety arrangements) and [Appendix E](#) (DSE) must be completed prior to the proposed designation being agreed. Appendices [D](#) and [E](#) should already have been completed for any staff who have been homeworking (fully or partially) due to the coronavirus pandemic but must, in any event, be completed again as part of this consultation exercise to check that these assessments are up to date and accurate. Only if an employee can work safely and effectively from home pursuant to these assessments, will any kind of homeworking be permitted pursuant to this Agile Working Policy. Managers must please forward the completed, signed copies of Appendices [D](#) and [E](#) to Organisational Development.

When sending Appendices B, C, D and E to Organisational Development, please could managers ensure that all forms relating to each individual are sent together (if they are all applicable).

## **Equipment**

For the current workforce the Council will provide equipment as detailed in Section 8.2.

## **Furniture**

Employees can use their own furniture e.g. desks, chairs, provided that it is compliant with the requirements of the Council's health and safety / risk assessments ([Appendix D](#) and [Appendix E](#)). For the current workforce the Council will provide the opportunity to purchase a desk and chair (up to the value of £200) from a Council recognised supplier or recycled furniture. Any new starters to the Council, Section 8.3 will apply.

# Individual Assessment Role Designation



Further to the designation of roles in line with the Agile Working Policy this form should be used for ALL employees in roles designated as Home/Agile Working. Managers should complete this form when undertaking individual consultation on the proposed role designation.

## Section 1 - Employee/Role Details

Employee Name:

Position Title:

Contract Type:  Permanent  Fixed Term  Temporary

Position Ref:  Contact Phone Number:

Work Base (Pre COVID):

Service:  Manager:

Role Designation:  Home Worker  Agile Worker

## Section 2 - Individual/Reasonable Adjustments

The role designation set out above must be discussed with the employee and where consideration is being given to vary this based on individual/reasonable adjustments these should be set out below. In relation to all roles for which any homeworking (whether full or partial) is being considered, Appendices D & E must be completed and must evidence that homeworking can be carried out safely and effectively. Where there is no change to the designation detailed above please simply go to Section 3 and sign.

Please outline the change in workstyle being adopted based on the agreed adjustments

Home Worker  Agile Worker  Service/Community Worker\*

Please specify the designated base for the Service/Community Worker:

\*Those unable to work from home based on individual/reasonable adjustments should be included in the Service/Community Worker category and a designated base must be detailed.

## Section 3 - Agreement & Authorisation

Employee Signature:  Date:

Manager Signature:  Date:

**Designated Home/Agile Workers must complete a Homeworking Agreement**

**Please forward a copy of this document to Organisational Development**

# Homeworking Agreement



Employee Name:	<input type="text"/>		
Position Title:	<input type="text"/>	Position Ref:	<input type="text"/>
Service:	<input type="text"/>	Manager:	<input type="text"/>

It has been agreed that from the [Insert Date ] you will be designated a Home/Agile Worker as defined in the Agile Working Policy, you are therefore required to complete this Homeworking Agreement.

**Employee:**

- I agree to provide an appropriate safe workspace in my home to enable me to work effectively.
- I am aware of my responsibility to inform as appropriate my landlord/mortgage/Insurance company in writing of my intention to work at home.
- I understand the requirement for me to continue to comply with all Council policies, practices and procedures whilst working from home including all Health and Safety requirements.
- I will maintain regular contact with my manager and inform them of changes to my home or personal circumstances, which could affect my ability to undertake my work effectively including health and safety.
- I understand that I have a duty to ensure, insofar as is reasonably practicable, that I work in a safe manner and follow all health and safety requirements of the Council including participating in and undertaking risk assessments; carrying out any necessary actions to minimise risk; maintaining a safe working environment and taking reasonable care of my own safety.
- I am aware and understand the requirement to report any work-related accidents whilst working at home or other locations.
- I agree to provide reasonable access to my home by an employee of the Council, or their representative to support home working arrangements (but not for meeting purposes). All access requirements will be discussed prior to the visit, and appropriate notice given.
- I am aware of the information security measures required and the sensitive nature of data with which I work. I agree at all times to protect access, maintain and store the data securely and confidentially in line with the Data Protection Acts and Council requirements.
- I understand that I am responsible for the proper care of Council equipment and that the computer and other equipment must be used for work purposes only and will not be used by anyone other than myself.
- Reporting immediately, once known, any loss, theft or damage to Council IT equipment or the loss of confidential information.

- I understand that I may be required to attend an alternative hub (location to be confirmed as appropriate) from time to time for specified communications/meetings/training as defined by my manager.
- I am aware and understand the requirements to notify my manager when I am unable to work or absent from work due to sickness or any other reason. I will also continue to use the My Options flexible working to record my times whilst working at home or otherwise in line with relevant Policy, including taking adequate rest breaks.
- In the event of home or agile working ceasing or leaving the employment of the Council, I will co-operate with the Council in arranging a time for any equipment to be collected or I will return the equipment to the Council within 5 working days of home working ceasing.

**Employer:**

- The Council has a range of policies and guidance to support employees working from home including the Agile Working Policy.
- Under health and safety legislation the Council is obliged to ensure the health and safety of homeworkers in the same way as for office-based staff.
- The manager will ensure that the appropriate risk/DSE assessments are carried out in respect of the work that you carry out.
- Reasonable adjustments will be considered and put in place where necessary.
- The standard equipment required to work from home as set out in the Agile Working Policy will be provided by the Council and any relevant testing of equipment will be facilitated by the Council.
- An allowance as set out in the Agile Working Policy will be paid by the Council with the employees' monthly salary.
- Regular performance coaching/supervision/reviews will continue to be conducted in line with Council Policy.

**Employee Declaration**

Please sign to confirm that you have read, understood and agree to the conditions relating to home working in line with the Council's Agile Working Policy and that you agree to the varying of your contract of employment.

Employee Signature:  Date:

The Agile Working Policy can be accessed on the intranet or from your Manager.

**Please forward a copy of this document to Organisational Development**

# Appendix D: Working from Home Health and Safety Arrangements



For the context of BGCBC employees working from home this means using Display Screen Equipment (and any desk based office type work) at your home either permanently or as an agile worker. Therefore, any health and safety at work considerations are low risk. Many of the risk control measures applicable to an office or similar workplace do not apply to the home (e.g. the employer's requirement to heat the workplace or provide first aid) but some risk control measures (e.g. measures to manage the risks of using DSE) do apply to the home if it is also your place of work. This document advises you on the arrangements needed for you to work safely and effectively.

**Please read this document and discuss any issues that you may have with your Line Manager. Complete the document and sign and return to your Line Manager.**

Name:  Date of Completion:

Directorate:  Service:

## Fire Safety

- Ensure that your work area is kept tidy
- Dispose of waste materials regularly
- It is recommended that you have a smoke alarm fitted
- Ensure that you have planned escape routes from your home and that they are kept clear.

## Electrical Equipment

- Only use the equipment for the intended use
- Prior to use check leads and equipment for damage – should they be damaged, do not use and report this to your line manager
- Ensure that the equipment is checked/tested by the Authority periodically (usually every 4 years)
- Only charge electrical equipment to full or required power not constantly or overnight

## Work area

- Try and keep your workspace appropriately lit (natural and electrical) and ventilated (windows/doors open when needed)

### **Lone Working**

- Ensure that you follow any risk assessments on lone working e.g. going from home to a construction site/isolated location or work with the public that may pose a risk of violence and aggression.
- Ensure that the details of any visits are available to your manager via electronic diary

### **Absence/Accidents**

- Ensure that you comply with the Authority's absence policy (e.g. report absence to your line manager)
- Ensure that you report any accidents or illnesses related to your work activities to your line manager

### **Display Screen Equipment(DSE)**

- If you use DSE for more than 1 hour per day, ensure that you complete a DSE self-assessment annually and discuss any issues that you have with your line manager. This will include the need for a desk, chair, monitor and any other equipment required.
- If you have any disabilities or physical health concerns that may increase the risk of regular DSE use inform your line manager as an individual risk assessment (by your line manager or other competent person) may be required. Following a DSE assessment your workstation (whether home or office) should be set up appropriately.
- Ensure that you have appropriate space around your DSE
- Ensure that you take regular breaks away from the screen
- When carrying DSE (when agile working) use a bag or a trolley

### **Work Activities**

- If you undertake work activities other than computer based work, then a risk assessment for those activities may be required

### **Wellbeing**

- Try and establish a routine
- Keep in touch with your colleagues and manager
- Discuss any issues concerning your mental health with your line manager

### **Do you have any comments regarding your working environment?**

	Yes	No	N/A
Have relevant risk assessments been completed?			
Have you informed your manager of the equipment that has been provided by the Authority e.g. chair or monitor taken from the office?			

Signature (Homeworker):  Date:

Signature (Line Manager):  Date:

Next Review Date:

# Appendix E: Display Screen Equipment (DSE) Workstation Checklist



Workstation location and number:

User:

Checklist completed by:

Assessment checked by:

Any further action needed?  Yes  No Follow-up action completed on:

The following checklist can be used to help you complete a risk assessment and comply with the Schedule to the Health and Safety (Display Screen Equipment) Regulations 1992 as amended by the Health and Safety (Miscellaneous Amendments) Regulations 2002.

The questions and 'Things to consider' in the checklist cover the requirements of the Schedule. If you can answer 'Yes' in the second column against all the questions, having taken account of the 'Things to consider', you are complying. You will not be able to address some of the questions and 'Things to consider', e.g. on reflections on the screen, or the user's comfort, until the workstation has been installed. These will be covered in the risk assessment you do once the workstation is installed.

Work through the checklist, ticking either the 'Yes' or 'No' column against each risk factor:


- 'Yes' answers require no further action.
- 'No' answers will require investigation and/or remedial action by the workstation assessor.

They should record their decisions in the 'Action to take' column.

Managers/Assessors should check later that actions have been taken and have resolved the problem. Remember, the checklist only covers the workstation and work environment. You also need to make sure that risks from other aspects of the work are avoided, e.g. by giving users health and safety training, and providing for breaks or changes of activity.

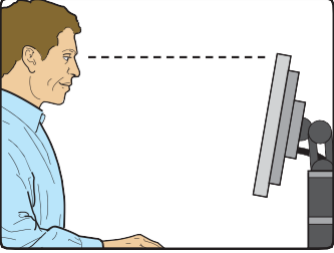
Watch this short video: [Temporary Working at Home - Workstation Setup - YouTube](#)








Risk Factors	Yes	No	Things to consider	Action to take
<b>Keyboards</b>				
Is the keyboard separate from the screen?	<input type="checkbox"/>	<input type="checkbox"/>	This is a requirement, unless the task makes it impracticable (e.g. where there is a need to use a portable).	
Does the keyboard tilt?	<input type="checkbox"/>	<input type="checkbox"/>	Tilt need not be built in.	
Is it possible to find a comfortable keying position?	<input type="checkbox"/>	<input type="checkbox"/>	Try pushing the display screen further back to create more room for the keyboard, hands and wrists. Users of thick, raised keyboards may need a wrist rest.	
				
Does the user have good keyboard technique?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Training can be used to prevent:</p> <ul style="list-style-type: none"> <li>• hands bent up at the wrist;</li> <li>• hitting the keys too hard;</li> <li>• overstretching the fingers.</li> </ul>	
Are the characters clear and readable?	<input type="checkbox"/>	<input type="checkbox"/>	Keyboards should be kept clean. If characters still can't be read, the keyboard may need modifying or replacing. Use a keyboard with a matt finish to reduce glare and/or reflection.	
<b>Mouse, trackball, etc</b>				
Is the device suitable for the tasks it is used for?	<input type="checkbox"/>	<input type="checkbox"/>	If the user is having problems, try a different device. The mouse and trackball are general-purpose devices suitable for many tasks, and available in a variety of shapes and sizes. Alternative devices such as touch screens may be better for some tasks (but can be worse for others).	

Risk Factors	Yes	No	Things to consider	Action to take
Is the device positioned close to the user?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Most devices are best placed as close as possible, e.g. right beside the keyboard.</p> <p>Training may be needed to:</p> <ul style="list-style-type: none"> <li>• prevent arm overreaching;</li> <li>• encourage users not to leave their hand on the device when it is not being used;</li> <li>• encourage a relaxed arm and straight wrist.</li> </ul>	
Is there support for the device user's wrist and forearm?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Support can be gained from, for example, the desk surface or arm of a chair. If not, a separate supporting device may help. The user should be able to find a comfortable working position with the device.</p>	
Does the device work smoothly at a speed that suits the user?	<input type="checkbox"/>	<input type="checkbox"/>	<p>See if cleaning is required (e.g. of mouse ball and rollers).</p> <p>Check the work surface is suitable. A mouse mat may be needed.</p>	
Can the user easily adjust software settings for speed and accuracy of pointer?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Users may need training in how to adjust device settings.</p>	
<b>Display Screens</b>				
Are the characters clear and readable?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Make sure the screen is clean and cleaning materials are available.</p> <p>Check that the text and background colours work well together.</p>	



Risk Factors	Yes	No	Things to consider	Action to take
Is the text size comfortable to read?	<input type="checkbox"/>	<input type="checkbox"/>	Software settings may need adjusting to change text size.	
Is the image stable, i.e. free of flicker and jitter?	<input type="checkbox"/>	<input type="checkbox"/>	Try using different screen colours to reduce flicker. If there are still problems, get the set-up checked, e.g. by the equipment supplier.	
Is the screen's specification suitable for its intended use?	<input type="checkbox"/>	<input type="checkbox"/>	For example, intensive graphic work or work requiring fine attention to small details may require large display screens.	
Are the brightness and/or contrast adjustable?	<input type="checkbox"/>	<input type="checkbox"/>	Separate adjustment controls are not essential, provided the user can read the screen easily at all times.	
Does the screen swivel and tilt? 	<input type="checkbox"/>	<input type="checkbox"/>	Swivel and tilt need not be built in; you can add a swivel and tilt mechanism. However, you may need to replace the screen if: <ul style="list-style-type: none"> <li>• swivel/tilt is absent or unsatisfactory;</li> <li>• work is intensive; and/or</li> <li>• the user has problems getting the screen to a comfortable position.</li> </ul>	
Is the screen free from glare and reflections?	<input type="checkbox"/>	<input type="checkbox"/>	Use a mirror placed in front of the screen to check where reflections are coming from. You might need to move the screen or even the desk and/or shield the screen from the source of the reflections. Screens that use dark characters on a light background are less prone to glare and reflections.	
Are adjustable window coverings provided and in adequate condition?	<input type="checkbox"/>	<input type="checkbox"/>	Check that blinds work. Blinds with vertical slats can be more suitable than horizontal ones. If these measures do not work, consider anti-glare screen filters as a last resort and seek specialist help.	

Risk Factors	Yes	No	Things to consider	Action to take
<b>Software</b>				
Is the software suitable for the task?	<input type="checkbox"/>	<input type="checkbox"/>	Software should help the user carry out the task, minimise stress and be user-friendly. Check users have had appropriate training in using the software. Software should respond quickly and clearly to user input, with adequate feedback, such as clear help messages.	
<b>Furniture</b>				
Is the work surface large enough for all the necessary equipment, papers, etc?	<input type="checkbox"/>	<input type="checkbox"/>	Create more room by moving printers, reference materials, etc elsewhere. If necessary, consider providing new power and telecoms sockets, so equipment can be moved. There should be some scope for flexible rearrangement.	
				
Can the user comfortably reach all the equipment and papers they need to use?	<input type="checkbox"/>	<input type="checkbox"/>	Rearrange equipment, papers etc to bring frequently used things within easy reach. A document holder may be needed, positioned to minimise uncomfortable head and eye movements.	
Are surfaces free from glare and reflection?	<input type="checkbox"/>	<input type="checkbox"/>	Consider mats or blotters to reduce reflections and glare.	
Is the chair suitable? Is the chair stable? Does the chair have a working:	<input type="checkbox"/>	<input type="checkbox"/>	The chair may need repairing or replacing if the user is uncomfortable, or cannot use the adjustment mechanisms.	
<ul style="list-style-type: none"> <li>• seat back height and tilt adjustment?</li> <li>• seat height adjustment?</li> <li>• castors or glides?</li> </ul>				

Risk Factors	Yes	No	Things to consider	Action to take
<b>Furniture</b>				
Is the chair adjusted correctly?	<input type="checkbox"/>	<input type="checkbox"/>	The user should be able to carry out their work sitting comfortably. Consider training the user in how to adopt suitable postures while working. The arms of chairs can stop the user getting close enough to use the equipment comfortably. Move any obstructions from under the desk.	
				
Is the small of the back supported by the chair's backrest?	<input type="checkbox"/>	<input type="checkbox"/>	The user should have a straight back, supported by the chair, with relaxed shoulders.	
Are forearms horizontal and eyes at roughly the same height as the top of the DSE?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Adjust the chair height to get the user's arms in the right position, and then adjust the DSE height, if necessary.	
Are feet flat on the floor, without too much pressure from the seat on the backs of the legs?	<input type="checkbox"/>	<input type="checkbox"/>	If not, a footrest may be needed.	
<b>Environment</b>				
Is there enough room to change position and vary movement?	<input type="checkbox"/>	<input type="checkbox"/>	Space is needed to move, stretch and fidget. Consider reorganising the office layout and check for obstructions. Cables should be tidy and not a trip or snag hazard.	
Is the lighting suitable, e.g. not too bright or too dim to work comfortably?	<input type="checkbox"/>	<input type="checkbox"/>	Users should be able to control light levels, e.g. by adjusting window blinds or light switches. Consider shading or repositioning light sources or providing local lighting, e.g. desk lamps (but make sure lights don't cause glare by reflecting off walls or other surfaces).	

Risk Factors	Yes	No	Things to consider	Action to take
Does the air feel comfortable?	<input type="checkbox"/>	<input type="checkbox"/>	DSE and other equipment may dry the air. Circulate fresh air if possible. Plants may help. Consider a humidifier if discomfort is severe.	
Are levels of heat comfortable?	<input type="checkbox"/>	<input type="checkbox"/>	Can heating be better controlled? More ventilation or air conditioning may be required if there is a lot of electronic equipment in the room. Or, can users be moved away from the heat source?	
Are levels of noise comfortable?	<input type="checkbox"/>	<input type="checkbox"/>	Consider moving sources of noise, e.g. printers, away from the user. If not, consider soundproofing.	

**Final questions to users**

- Has the checklist covered all the problems that exist when working with DSE?
- Have there been any discomfort or other symptoms which can be attributed to working with DSE?
- Are you aware that you can ask for spectacles to wear when working with DSE?
- Regular breaks from using DSE should be taken. Does the user take regular breaks working away from DSE? Take short breaks often, rather than longer ones less often. For example 5 to 10 minutes every hour is better than 20 minutes every 2 hours. Ideally, users should be able to choose when to take breaks. In most jobs it is possible to stop DSE work to do other tasks, such as going to meetings or making phone calls. Breaks or changes of activity should allow users to get up from their workstations and move around, or at least stretch and change posture. See the link below for some ideas about moving:

[Posturite A4-Advice-Sheet Agile-Working-timings 241016.pdf](#)

# DSE Arrangement



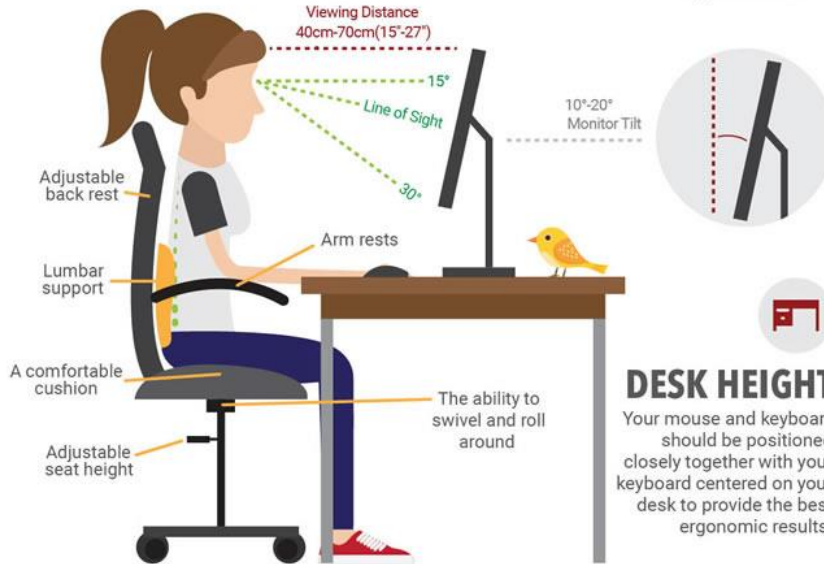
## Monitor

Viewing distance 40cm–70cm (15"–27"), line of sight 15°–30°, and monitor tilt 10°–20° is a visually comfortable range for a majority of sitting users.



## DESK

Your mouse and keyboard should be positioned closely together with your keyboard centered on your desk to provide the best ergonomic results.



Write down the details of any problems here:

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**Committee:** **Council**

Date of Meeting: **25<sup>th</sup> March, 2021**

Report Subject: **New Council Operating Model & Working Arrangements**

Portfolio Holder: **Councillor N. Daniels – Leader/ Executive Member - Corporate Services**

Report Submitted by: **Managing Director**

Report Authors: **Michelle Morris, Gina Taylor, Andrea Prosser & Gemma Wasley.**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
	12.03.21						25.03.21	

**1. Purpose of the Report**

1.1 This report proposes and seeks approval for a new Operating Model and Working Arrangements for the Council which will support the achievement of the decision made to permanently vacate the Civic Centre; create a new Democratic Hub, at the General Offices, and a network of Community Hubs co-located with libraries.

**2. Scope and Background**

2.1 Since March 2020 the Council has been operating under emergency arrangements introduced across the UK as a result of the Coronavirus Pandemic. During this extended period the advice from Government has been that, where staff can, they must work from home in order to prevent workplace and community transmission of the virus. This has meant that office based staff and Elected Members have been working remotely for the last 12 months and the organisation has had to shift to new working arrangements based on digital platforms, with offices closed and staff only attending offices where it is necessary – for example to access equipment or files, or in response to difficulties working from a home base for an extended period of time.

2.2 In early 2021 the mass vaccination of the population and the positive impact of the most recent lock-down, has seen a fall in infection rates across the UK and there are early signs that we will be able to move out of lock-down from the Spring onwards. However, we now know that we will have to adapt to living our lives with the virus present in our communities and so it will not be a case of simply returning to normal, we can for example expect social distancing to continue for some time. It is widely accepted that what we will move to as a society is a ‘new normal’ and that the way we live and work will be very different, and has the potential to be better. Welsh Government has already signalled an ambition within Wales and a commitment to 30% of the

workforce working from home or remotely. The vision being to reduce the numbers commuting to work and keeping more people working in their local communities. The Council has an opportunity, now, to be at the forefront of delivering this national ambition by making a step change in how we work, how we deliver services and to improve access to council businesses and services for our residents.

- 2.3 In the early summer we took the opportunity to pause and reflect on how the Council had responded to the initial surge in the virus. From this we identified that staff and Elected Members had responded admirably to the challenge of remote working and the investment that had previously been made in technology had stood the Council in good stead. The realisation that we can run our business and deliver services in a very different way, be more in line with modern working practices and reduce our costs and impact on the environment has opened up new opportunities for us to make a step change now and not to simply return to how we operated before. A survey of staff conducted late in 2020 shows that staff have responded positively to home working and consider that the Council has handled the change well. This shows support from staff to continue working in a more agile and flexible way and the positive impact this has had on productivity and a reduction in staff absence due to sickness. It is also notable that the Council has reduced its costs in relation to running buildings and business travel, with a subsequent decrease in carbon generated as a result of Council operations.
- 2.4 Linked to the Council's ambition emerging out of the first wave of the pandemic, a number of reports were considered by Council in 2020 regarding the possible acquisition of a site in Ebbw Vale and the opportunity to develop alternative arrangements for its democratic and customer services, which would remove reliance on the Civic Centre.
- 2.5 On 23<sup>rd</sup> July 2020 Council first considered a report regarding the potential purchase of Festival Park and agreed that detailed negotiations be undertaken with the current owners with a view towards agreeing Heads of Terms for acquisition of the site for refurbishment/redevelopment and that a Business Case be prepared for acquisition and future use, for consideration by Council in September 2020. It was also agreed that a Member Working Group be established to work on the Business Case alongside officers.
- 2.6 A Special Council meeting was held on 22<sup>nd</sup> October 2020 to consider the Business Case and it was agreed that the report be approved with the recommended option, as outlined in the business case, to proceed with the purchase Festival Park subject to funding approval from Welsh Government and the finalisation of the purchase arrangements be delegated to the Corporate Director of Regeneration and Community Services in consultation with the Leader/Deputy Leader. It was also agreed that a further report relating to the commercial negotiations be presented to Council, prior to the finalisation of any purchase arrangements.
- 2.7 At the Ordinary Meeting of the Council on 26<sup>th</sup> November 2020 a further report was considered and recommended that the position previously agreed at Council, to proceed with acquisition of Festival Park, had been reconsidered by the Member Working Group, and that it should now be left

to private investors who had expressed an interest in the site to take it forward. Also that the Council should take forward the other aspects agreed at Council (October 2020) to develop the democratic facility at the General Offices (GO), community hubs in town centres, and vacate and demolish the Civic Centre. A capital allocation of £180,000 was agreed to fund the cost of the required works at the GO and the Community Hubs and a further £650,000 for demolition of the Civic Centre. The subsequent sale of land was expected to generate a capital receipt that would cover this cost.

- 2.8 Since the decision of Council in November the Member Working Group has worked with Officers and Trade Union representatives to develop a model for new working arrangements, based on agile working, which will allow the organisation to operate out of its remaining offices at Anvil Court, ViTCC, General Offices and other appropriate Council buildings. These proposals are detailed in Section 5 of this report. Work has also progressed the Democratic Hub and Community Hubs, and this report also provides an update on the new hubs and these are detailed in Section 5.

### **3. Options for Recommendation**

#### **3.1 Option One (Preferred)**

Council approves the new Operating Model based on Agile Working, Democratic Hub and Community Hubs, and confirms work can now proceed to decommission the Civic Centre.

#### **3.2 Option Two**

Council does not approve the new Operating Model based on Agile Working, Democratic Hub and Community Hubs, and does not confirm that work can now proceed to permanently vacate and demolish the Civic Centre.

### **4. Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

- 4.1 This supports the delivery of the Council's Corporate Plan priority to be an efficient organisation and to operate using modern working practices in a way which supports our workforce, effective service delivery and improves access to Council business for our residents. It also supports the priority to regenerate the site in Ebbw Vale opening up the opportunities for investment in new homes and community facilities in the centre of the community.
- 4.2 The proposals also support delivery of our ambition set out in the Decarbonisation Plan to reduce our carbon emissions to a point where our impact is net zero carbon.
- 4.3 Finally, this will support the delivery of the Bridging the Gap Programme which seeks to reduce the cost of our corporate property estate through a process of rationalisation and introduction of more modern and efficient workplaces.

## 5. Implications Against Each Option

### 5.1 Budget Implications

The Financial Plan is attached at Appendix 1 and details the potential costs and funding, based on a number of assumptions. In summary the financial implications are:

#### Capital Costs

Total capital costs of development of the Democratic & Community Hubs, decommissioning / demolition of the Civic Centre and refurbishment of Anvil Court / VITCC are estimated to cost £1.2m.

The Council has already agreed capital funding of £180,000 to support the delivery of the Democratic Hub and Community Hubs and has agreed that the costs for the demolition of the Civic Centre will be offset by capital receipts generated from the sale of the site which is estimated to achieve in excess of £650,000.

It is proposed that the remaining capital requirement be funded by a contribution from revenue, utilising the Transformation budget for 2021/2022.

#### Revenue Costs

Total revenue costs of the new operating model are assessed as £1.47m in the first year reducing to £1.1m in year 2 and £1.05m in subsequent years.

The revenue financial plan shown at Appendix 1, indicates that over a five year period there are potential savings of £1.46m compared to current budgets. However, this will be subject to the:

- agreed home/agile working / set up allowances
- the outcome of job evaluation (Community Hubs)
- the timescale and cost for decommissioning the civic centre
- Termination costs (if applicable)

The assessment of revenue costs & funding is analysed below:-

#### Democratic Hub

There are no additional revenue implications arising from the Democratic Hub.

#### Community Hub

There will be a revenue cost relating to the operation of the Community Hubs of approximately £151,000 per year (subject to job evaluation). These costs will be largely met by re-purposing 4 posts resulting in a budget transfer of £107,000, a cost pressure of £25,000 which has been agreed as part of the 2021/22 Revenue Budget and repurposing of £19,000 budget.

### Agile Working

The estimated revenue costs of providing a home/agile working allowance to around 750 staff is £322,000 (including an allowance for set up costs) in year 1 and £171,000 per annum thereafter. It is proposed to fund these costs through re-purposing the budgets for mileage and operating costs of the Civic Centre.

It is proposed that the savings / cost reductions identified by moving to the new operating model will be built into the Workplace Transformation project within the Bridging the Gap programme.

## 5.2 Workforce

- Agile Working – this will impact on working and contractual arrangements for c.750 staff who are currently office based at locations in the borough including (but not exclusively) Civic Centre, Anvil Court, ViTCC, Depot and General Offices. Proposals will impact all staff which will involve a varying of their contracts of employment and will designate posts as either homeworker, agile worker or service/community based worker. This will involve statutory consultation and reaching a joint agreement with trade unions, a new Agile Working Policy and the designation of posts. The new policy which will require scrutiny and Council endorsement will include allowances to support permanent and agile workers and this will be subject to negotiation with the trade unions. There will also be the need to ensure those permanent and agile workers have appropriate workstations at home and take into account the health, safety and well-being of workers, including reasonable adjustments, where staff are not able to work from home. It will be critical to engage the workforce and their representatives along this journey.
- Community Hubs – there will be the deletion of 4 posts within the existing Commercial Services structure, and the creation of 4 new posts to run the Hubs. There is a risk of redundancy if not all staff are able to be redeployed into other posts within the Council.
- Democratic Hub – no workforce implications.

## 5.3 Legal

There will be a requirement to reach a formal agreement with the trade unions regarding the change to terms and conditions and the payment of home/agile working allowance.

An Equality Impact Assessment will also be completed prior to the full implementation of the change programme, and will be signed off by the Programme Board.

## 5.4 Risks

**Workforce** - If there is no joint agreement to the new Agile Working policy and variation of the contract the Council will need to consider the impact on timelines and contractual obligation. However, the trade unions have worked with Officers on these proposals and have co-produced the new working arrangements and this reduces the risk that an agreement will not be achieved.

**Cost Reduction** – If there is not close management of the programme then there is a risk that the cost reductions will not be achieved. A Programme Board is established to provide leadership for the work and this is supported by lead officers for each workstream to ensure that the work progresses and that outcomes are delivered.

**Behaviours required to sustain new working arrangements not achieved** – If there is not a permanent change to how we work as an organisation then the move to new arrangements will not work successfully. The proposals are however informed by the change in work practices achieved successfully over past 12 months and the recent staff survey shows that the majority of staff support the new arrangements and consider they have been more productive.

**Insufficient capacity to deliver the changes** – This programme represents a significant change to working arrangements, for staff and Members, on a permanent basis and will need careful implementation. If there is insufficient capacity it could result in desired outcomes not being fully delivered. If further capacity is required the Council would have the option to allocate funding from the Transformation Fund.

**Further surge in Covid 19** – if there was an increase in cases and/or another lockdown then the timescales for delivery would be impacted.

**Increase in numbers of posts allocated as Homeworkers or Agile Workers, above/below the assumed levels** – if there is an increase in number of posts categorised as agile workers then there is flexibility to accommodate this increase (up to the c.400 desk capacity available); if there is an increase in number of home workers then this will make additional office capacity available.

**Risk of lost opportunity** – the Council has an opportunity to build on the positive work done over the past 12 months and to make a step change in how it works and delivers services. There is a risk that if this is not agreed now the organisation will simply move back to operating as it did before and these benefits will not be achieved.

## 6. Supporting Evidence

### 6.1 Agile Working

The new working arrangements will support the closure of the Civic Centre and put in place a model of agile working to enable staff to work either at home, in Council buildings or in the service or community. It is planned to roll

this out from May onwards, dependent on the relaxation of Welsh Government guidance on working from home. It is intended to implement the change on an incremental basis, accepting that while some coronavirus restrictions continue i.e. social distancing, this will limit the capacity within offices.

The Agile working arrangements will be a contractual change and place job roles in one of 3 categories - Homeworker, Agile Worker or Service Based Worker. Those posts designated as home or agile workers will receive a home/agile working allowance to compensate for the costs associated e.g. heating, electricity, broadband.

Home Worker - Home is the base and all work can be carried out from home. An appropriate workstation and tools to do the job will be required (if necessary facilitated by the Council) and there will be no need to access an office to work on a frequent basis. There will be a need for occasional attendance at an alternative base for e.g. team meetings/ training. Estimated c.370 Staff (Example - Support Services).

Agile Worker - Home is the base with time split time between home and office working i.e. 3 days' home working and 2 days in office. Work is carried out at home and in the office. Agile workers will not have a dedicated desk in the office but will book desk space (using a booking system) for the days' they are in the office. They will also require an appropriate workstation and tools to do the job at home (if necessary facilitated by the Council). They will be required to attend meetings in the office. Estimated c.390 Staff (Example - support for democratic processes, Social Workers, Public Protection).

Service Based - Work is carried out 100% from a base in a building or in the community. Some roles would require desk space – but no fixed workstation. These workers cannot work from home due to the nature of the job. Estimated c. 950 staff (Examples - Social Services Cwrt Mytton, Extra Care, Flying Start, schools, refuse, cleansing).

An assessment of the office space available shows that there are 271 desk spaces in AC and the GO, 24 at the Depot and 122 at the ViTCC providing an overall desk space availability of **417** (including shared space with the ABUHB).

As the initial appraisal identifies c.390 Agile staff will need to be accommodated under this model, for 2 or 3 days a week, then it is apparent that the Council could operate on a reduced office footprint, with an average of 160 staff in the office on any one day.

There will be a requirement to refurbish offices to ensure that the layout supports new working arrangements and provides access to the digital platforms (i.e. MS Teams) including facilitating a blended approach to meetings.

## 6.2 Democratic Hub

A new Democratic Hub would provide a similar level of space as in the Civic with enhanced functionality for blended meetings and improved public access.

A phased approach is being used for planning purposes i.e. temporary arrangements working with Covid 19 restrictions from May 2021 and then permanent Democratic Hub arrangements when restrictions in the community are relaxed sufficiently. While social distancing remains a requirement it will be necessary for some Members, and Officers, to continue to participate remotely using a blended solution based on MS Teams. The new Democratic Hub will continue to offer an agile approach to meetings by providing hybrid meetings when restrictions are lifted as part of the requirements of the Local Government and Elections Bill.

The first floor of the GO will be the Democratic hub including flexible office and meeting space for Members and Officers. The new Hub will enable the Council to meet the requirements of the Local Government and Elections Bill e.g. on broadcasting, and provide improved facilities for public access to formal meetings and council business.

The existing fixtures and fittings from the Civic Centre will be used, wherever possible, and some investment will be required in new audio-visual equipment to support delivery of the requirements of the Bill and to facilitate improved working arrangements for Members.

## 6.3 Community Hubs

The Hubs will be located in the main libraries at Abertillery, Brynmawr, Ebbw Vale and Tredegar. As these libraries are open 4 days a week there is capacity to offer an outreach/surgery style service in Blaina, Cwm and Llanhilleth once a week. The Hubs will:

- Provide a face to face counter service dealing with requests from residents to pay, register, ask, tell, apply, book and check the status of their request across a range of services including benefits, council tax and community services;
- Help to residents wanting to self-serve using computers based in the libraries through the My Council Services application or through direct support where necessary;
- Signpost/connect residents to other council services including housing, parking and environmental health;
- Signpost/connect residents to services delivered by partners including support from Job Centre Plus, Citizens Advice Bureau, Integrated Health and Well-being network activities and voluntary/community based provision. This has been the approach of the Locality Response Team and have proved very successful;
- For more complex service queries requiring access to council officers, options for booking appointments will be offered. This will include access to surgery style appointment so residents can access planning



officers, building control officers, support around welfare benefits, employment services and business advice.

The timescales for implementation will be determined by the relaxation of current restrictions and the full re-opening of libraries.

**6.4 Expected Outcomes for Residents**

The new arrangements will improve customer access to the Council and to council services through the Community Hubs. These will be based conveniently in our main communities and remove the requirement for travel to Ebbw Vale for those needing to speak directly to an officer.

**6.5 Involvement**

There has been staff consultation regarding home and agile working and work is in progress to ensure that statutory consultation takes place with the workforce regarding the implementation of new terms and conditions.

**6.6 Thinking for the long term**

The new working arrangements will establish how the council will work in the future and will enable it to consolidate its property portfolio, reduce its carbon impact and to align with Welsh Government's ambition to modernise delivery of public services in Wales.

**6.7 Preventative Focus**

The new working arrangements will support preventative models of service delivery.

**6.8 Collaboration/Partnership Working**

It is anticipated that partners will be part of service delivery through the Community Hubs.

**6.9 Integration**

The new working arrangements will be delivered in an integrated way across all Services.

**7. Monitoring Arrangements**

7.1 The delivery of this programme will be overseen by a Programme Board comprised of the Corporate Leadership Team. Project/Workstream Leads have been identified for each element of the work including Agile Working, Democratic Hub, Community Hubs, Office Re-configuration, Decommissioning Civic Centre.

7.2 The financial benefits delivered by the Programme will be reported as part of the Bridging the Gap Programme.

**Background Papers:**

**Minutes of Festival Park Member Working Group  
Staff Survey**



A Summary of the Forecast Revenue Implications

		Note	YEARS					TOTAL
			1	2	3	4	5	£'000
			£'000	£'000	£'000	£'000	£'000	£'000
<b>Revenue Expenditure</b>								
<b>Homeworking</b>								
		1						
	Monthly Allowance		171	171	171	171	171	854
	Set Up costs		151	-	-	-	-	151
<b>Community Hubs</b>								
	Employee Costs	2	142	142	142	142	142	710
	Operational Costs		9	9	9	9	9	45
	Redundancy Costs		18	-	-	-	-	18
<b>Civic Centre</b>								
	Running Costs	3	268	73	14	13	13	381
<b>Anvil Court</b>								
	Running Costs	4	486	486	486	486	486	2,430
<b>General Offices</b>								
	Running Costs	4	229	229	229	229	229	1,145
<b>Net Costs Before Funding</b>			<b>1,474</b>	<b>1,110</b>	<b>1,051</b>	<b>1,050</b>	<b>1,050</b>	<b>5,734</b>
<b>Funding</b>								
	Repurpose some Mileage Budgets	5	171	171	171	171	171	855
	Repurposed Staffing Budgets - Community Hubs		107	107	107	107	107	535
	Community Hubs		25	25	25	25	25	125
	Community Hubs - Repurposed budget		19	19	19	19	19	95
	Civic Centre Revenue Budget		402	402	402	402	402	2,010
	Anvil Court Revenue Budget		486	486	486	486	486	2,430
	General Offices Revenue Budget		229	229	229	229	229	1,145
<b>Total Revenue Funding</b>			<b>1,439</b>	<b>1,439</b>	<b>1,439</b>	<b>1,439</b>	<b>1,439</b>	<b>7,195</b>
<b>FORECAST COST INCREASE / (SAVINGS)</b>			<b>35</b>	<b>(329)</b>	<b>(388)</b>	<b>(389)</b>	<b>(389)</b>	<b>(1,461)</b>

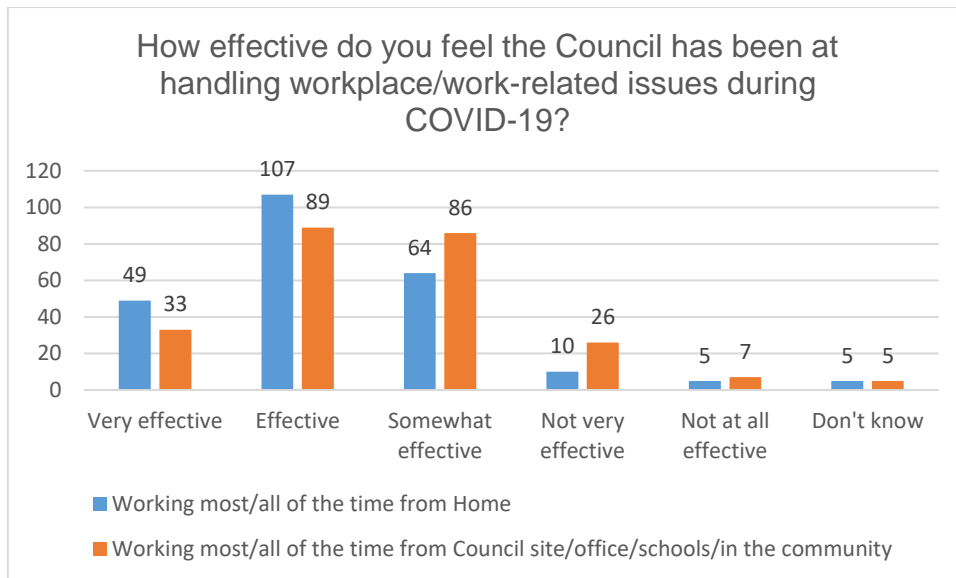
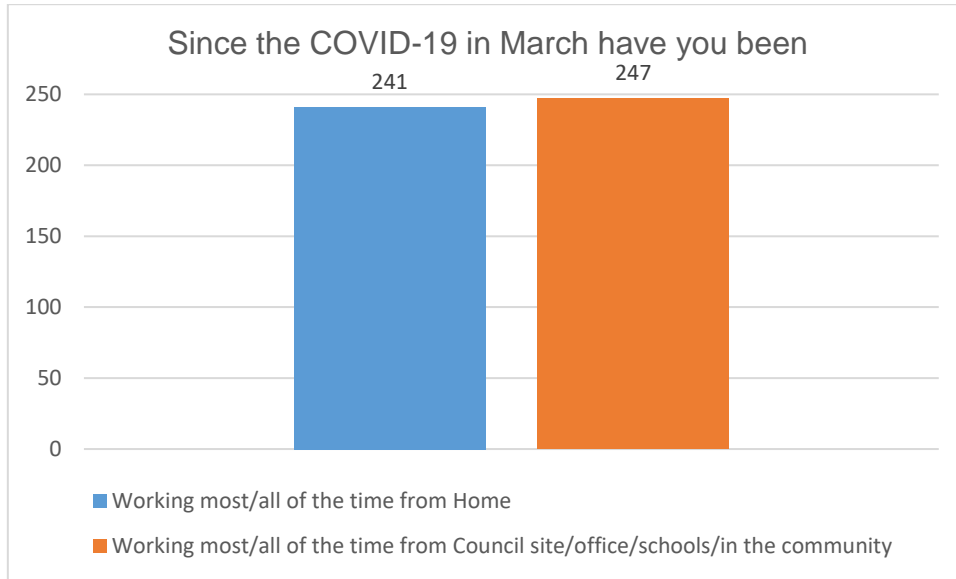
**Note: Based on the following Assumptions:**

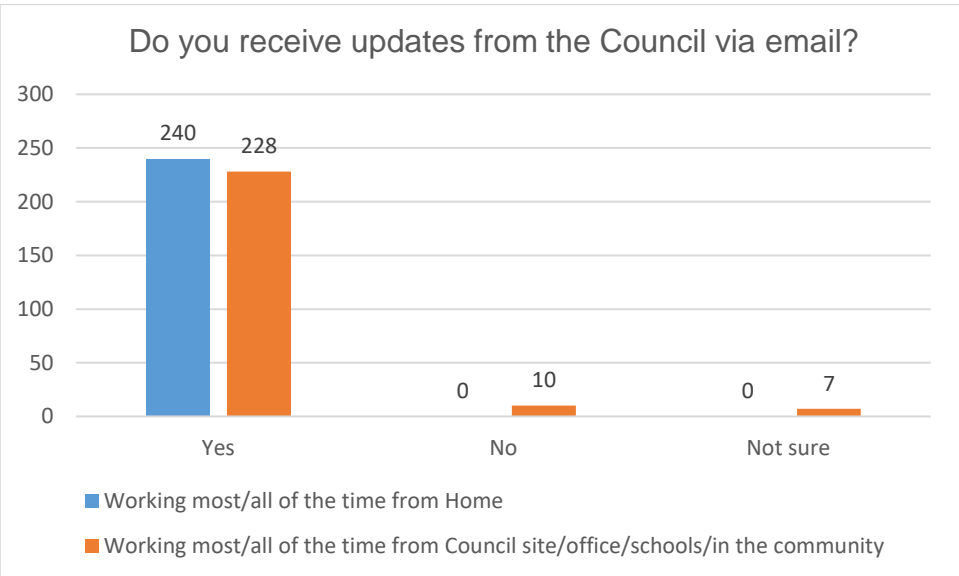
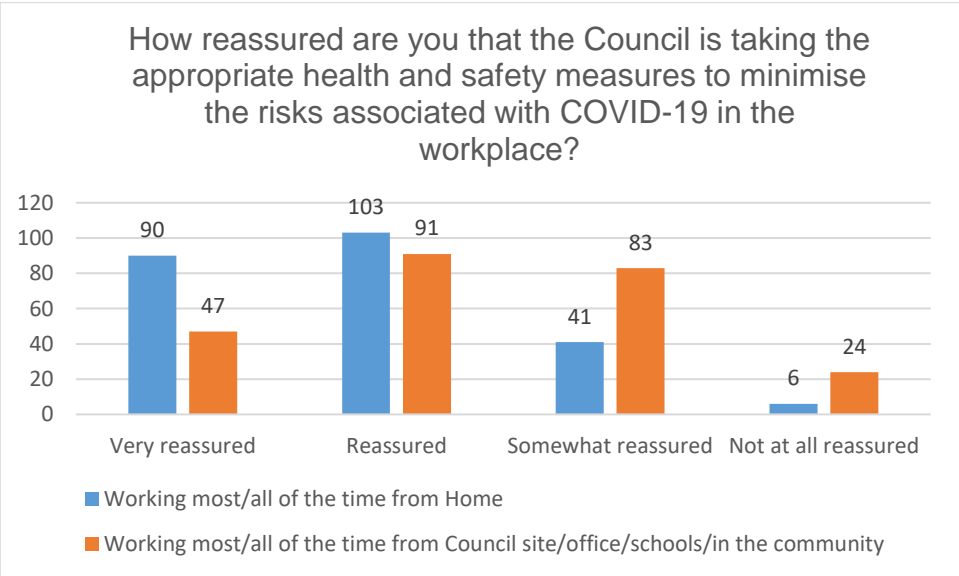
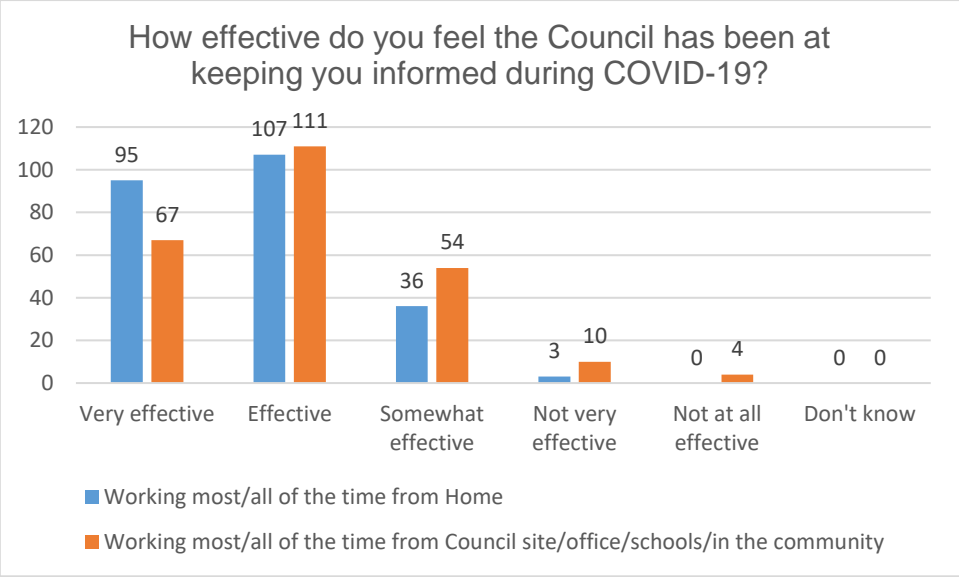
- 1 369 permanent homeworkers @ £26 per month (subject to negotiation and agreement with Trade Unions)  
 386 Agile workers @ £12 per month (subject to negotiation and agreement with Trade Unions)  
 One-off set up costs of £200 for existing workers (subject to negotiation and agreement with Trade Unions)  
 No allowance made for new / temporary employees employees
  - 2 4 Posts - assumed scale 6 (posts subject to job evaluation)  
 Estimated potential redundancy costs excluding pension strain
  - 3 Assumed closure from 1 May 2021 and demolition by June 2022; Running Costs ( utilities, NNDR, PSBA line rental for April to June 2022 - based on expenditure forecast for 2020/2021 and the repayment of Re:Fit Loan).  
 Assumes all other costs cease from 1/5/2021 (cleaning, maintenance, refuse etc).  
 No termination costs for cleaning services have been assumed at this stage.
- Anvil Court / General Offices - Running costs (repair & maintenance, utilities, NNDR etc) based on existing budgets for 4 2020/2021

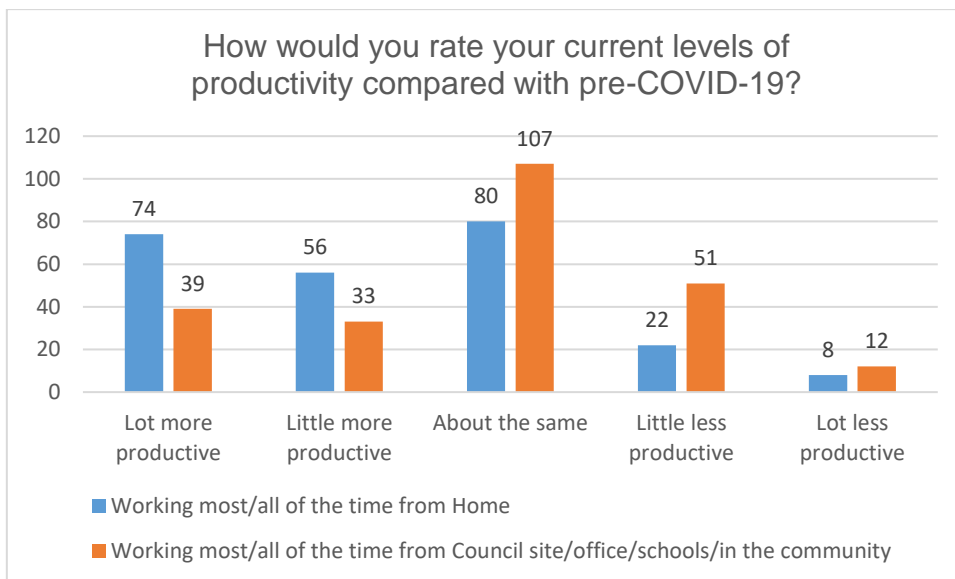
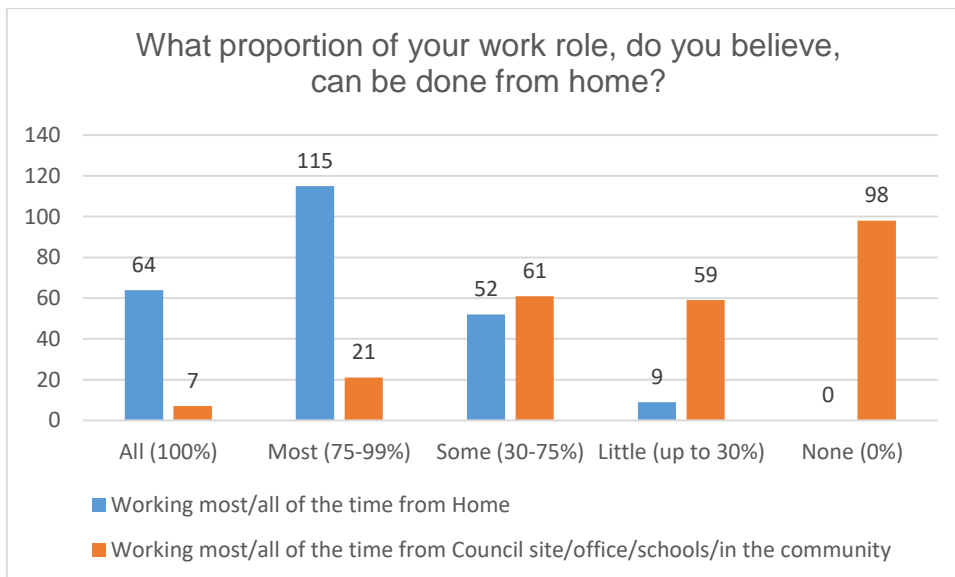
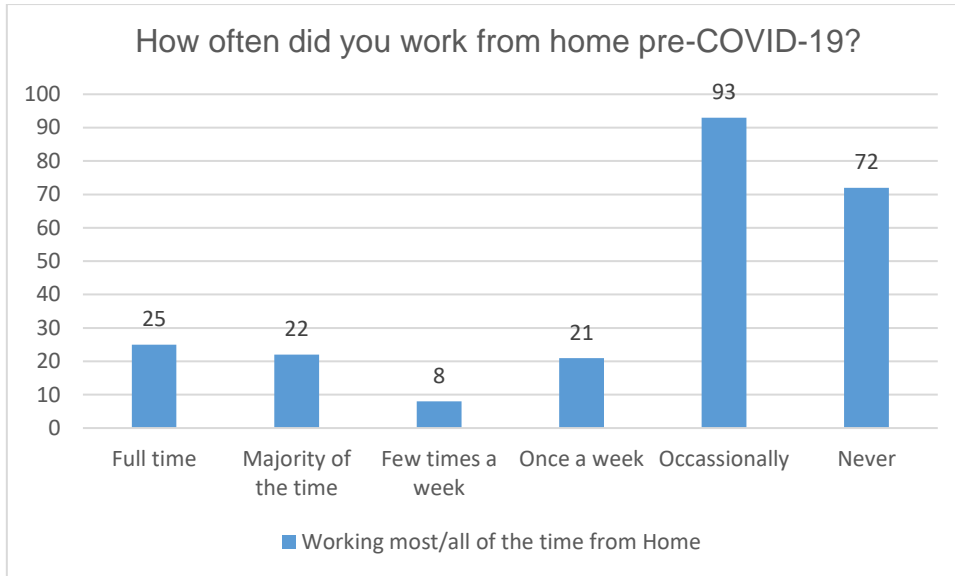
<b>A Summary Forecast of Capital Implications</b>		<b>Year 1</b>
		<b>£'000</b>
Civic Centre - Decommissioning		
	Mechanical & Electrical	35 high level estimate £25,000 to £35,000
	Security	10 Securing building when decommissioned
	Disposal /Demolition	650
Democratic & Community Hubs		180
Anvil Court	Refurbishment - Agile Working	200 to be determined
	Ventilation System	80 high level estimate £60,000 to £80,000
	Lift Refurbishment	70 high level estimate £60,000 to £70,00
<b>TOTAL CAPITAL COSTS</b>		<b><u>1,225</u></b>
Capital Funding Identified		
Capital Programme	Community /Democratic Hubs	180
	Workplace Transformation	68
Revenue Contribution - Transformation Budget		327
Usable Capital Receipts		650
<b>TOTAL CAPITAL FUNDING</b>		<b><u>1,225</u></b>

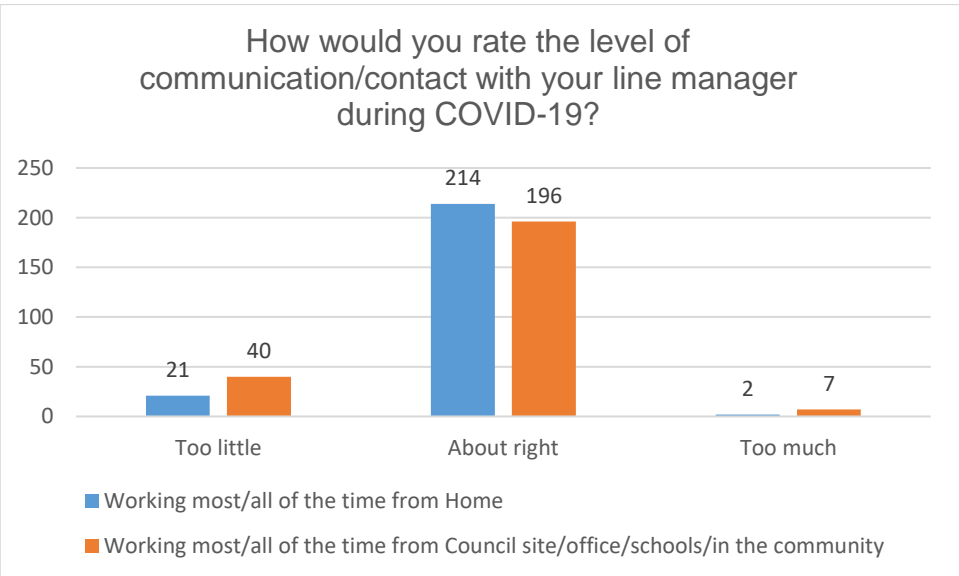
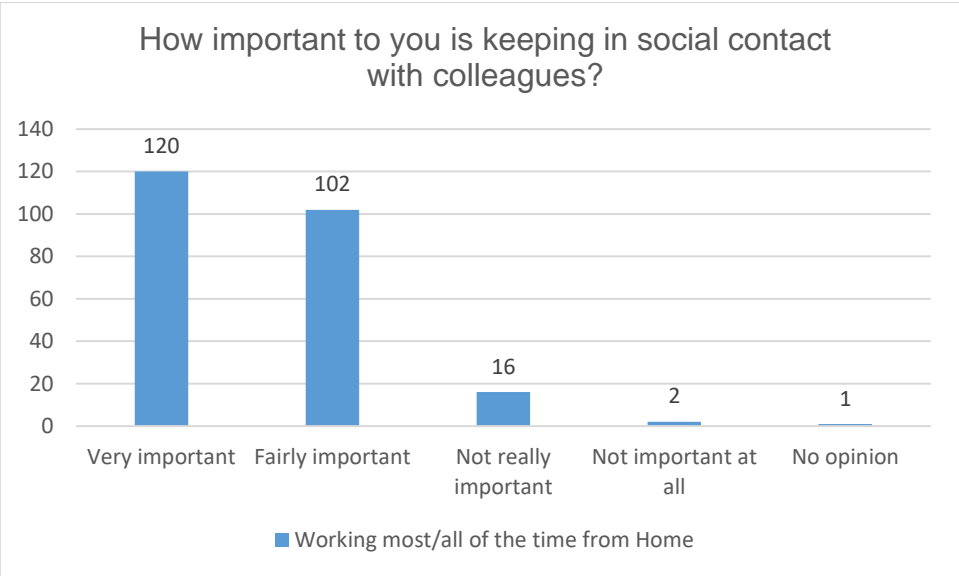
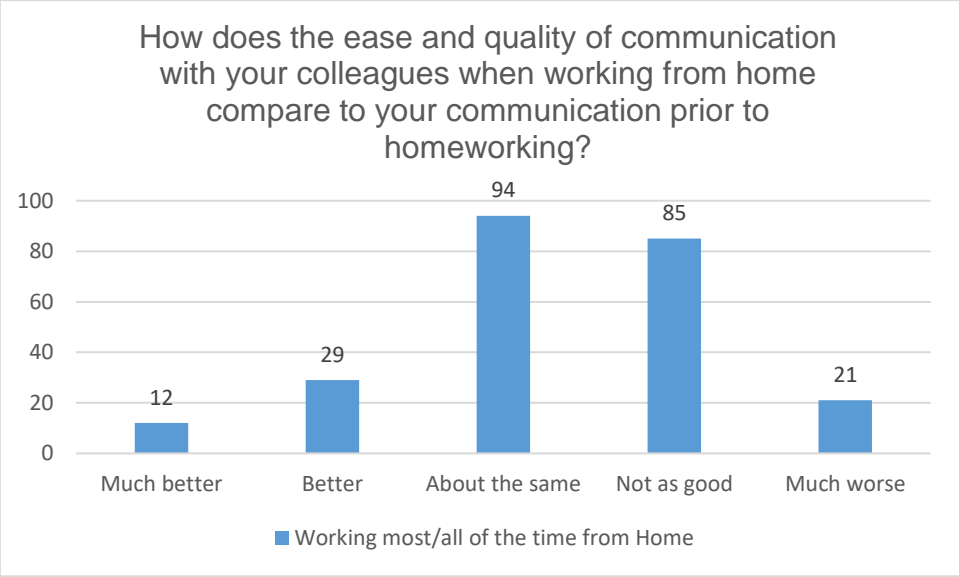
# COVID-19 Staff Survey

## Overall Results

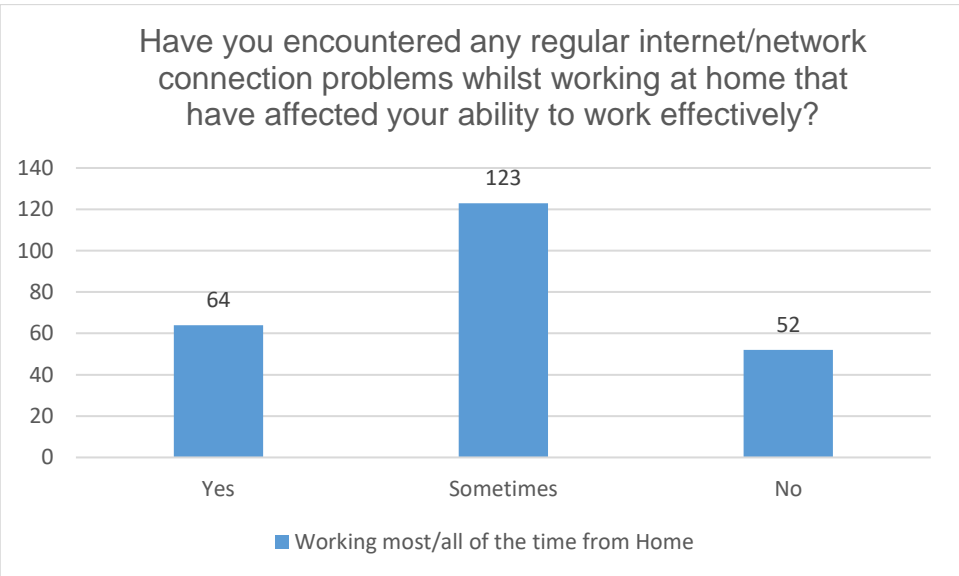
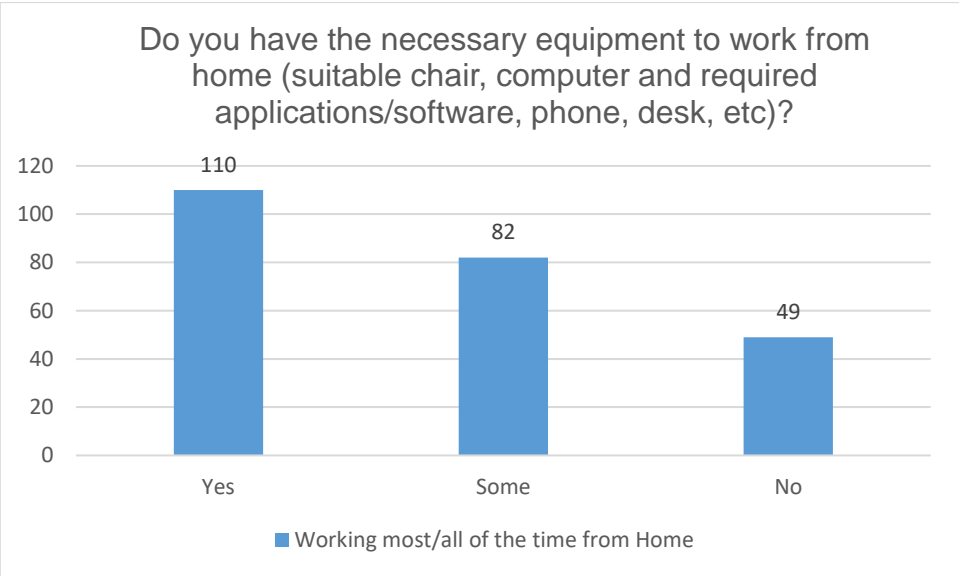
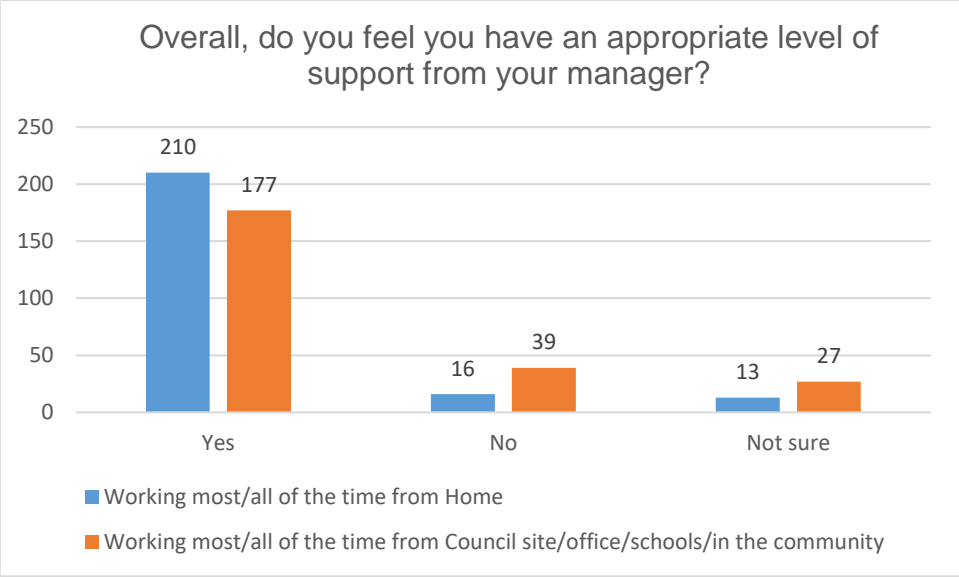


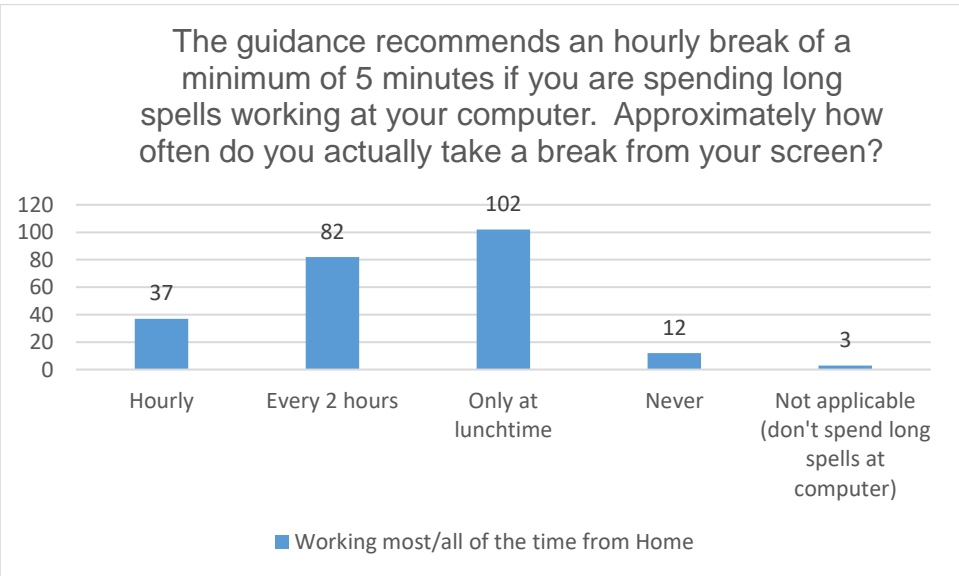
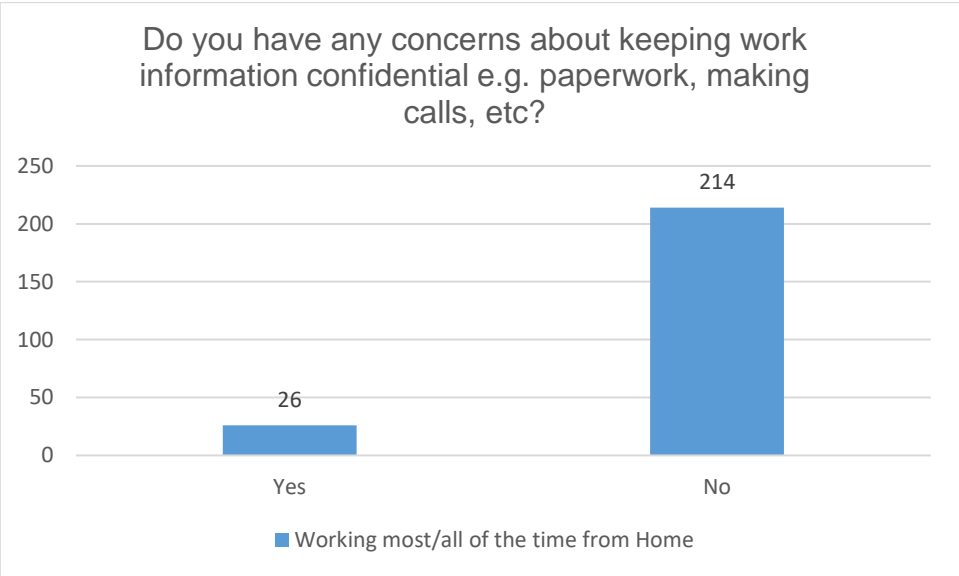
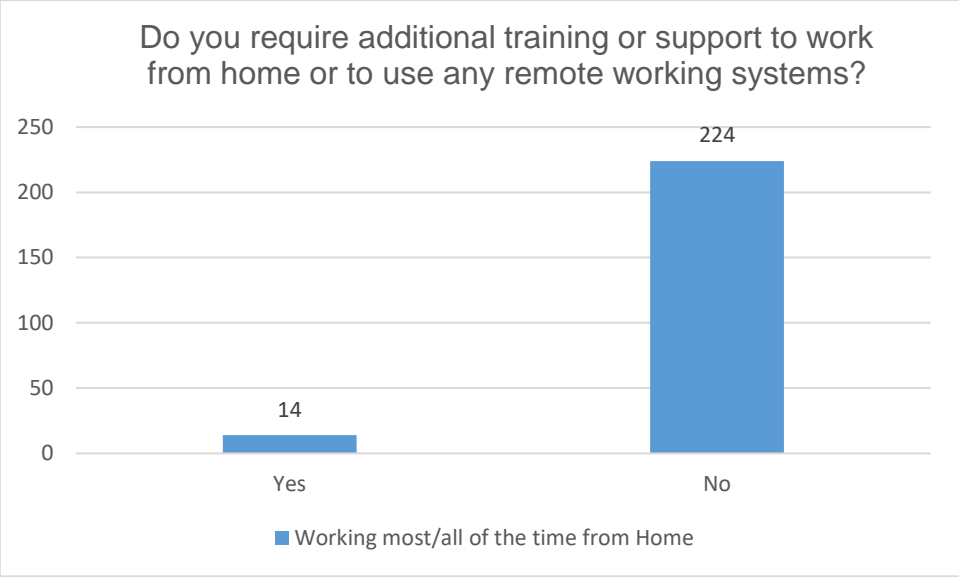


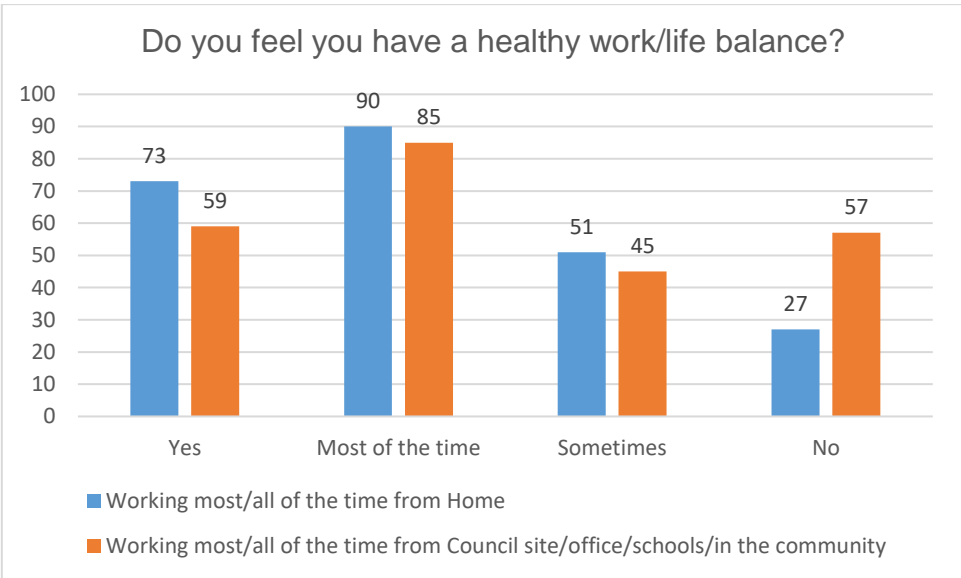
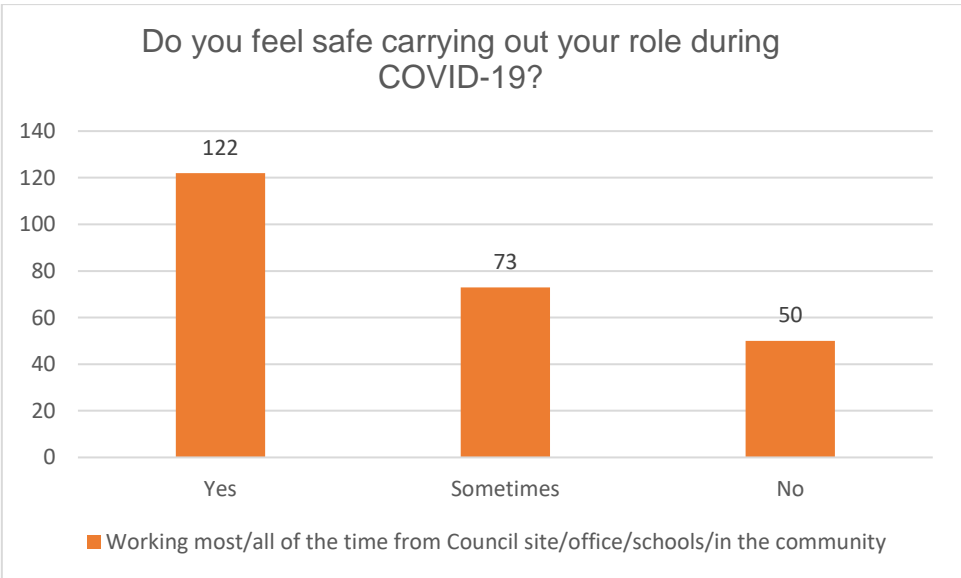












How would you rate your wellbeing e.g. your mental and physical health, in terms of your current working arrangements?

