Classification	**Item No.**
Open	

Body:	Employment Panel
Date:	21st June 2021
Title of report:	Consultation on the Draft Agile Working Policy
Report by:	Cabinet Member for Corporate Affairs and HR
Decision Type:	Non Key Decision
Ward(s) to which report relates	All

Executive Summary:

On 26 May 2021 Cabinet agreed the roll out of an Agile Working Model for all Council staff from Stage 4 of the national roadmap out of lockdown. This report noted the development and approval of an Agile Working Policy as a key action to be completed prior to go-live of this new model of working.

This policy has now been finalised and is presented for consultation by the Employment Panel, prior to a decision being made by the Chief Executive in consultation with the Cabinet member for Corporate Affairs and HR and the Director of People and Inclusion.

Given the recent announcement of a delay in the government's plans for the full relaxation of Covid restrictions until 19 July (i.e. Stage 4 of the national roadmap out of lockdown) this is now the anticipated go-live date for the Council's Agile Working Model.

Recommendation(s)

That the Employment Panel;

1. Notes the content of the report and the attached draft Agile Working Policy
2. Provides comments on the draft he Agile Working Policy for consideration by the Chief Executive prior to a decision being made to approve, adopt and implement the policy, in consultation with and Cabinet Member for Corporate Affairs and HR and the Director of People and Inclusion
3. Notes the intention to write to relevant Council staff to confirm their working arrangements in line with the agile policy.
4. Notes the intention to launch the agile working arrangements and the associated policy on 19 July, the current anticipated date of the 'Stage 4' roadmap out of lockdown plan.

Key considerations

Introduction

On 26 May both the Council's Cabinet and CCG Governing Body agreed to the roll-out of an Agile Working Model for Council and CCG Staff. The detail of this model evolved from the Council and CCG's original endorsement to the principle of agile working in October 2020.

The details of the model agreed, which are not repeated in this report, were informed by the proven benefits of agile working seen elsewhere and engagement with staff across the organisations.

In summary, agile working will provide benefits for both the organisations (and in turn Bury residents) and for our workforce.

For the Council and our Residents this includes:

- Reduction in running costs (i.e. revenue energy utility costs) to the Council as well as a medium term saving from asset disposal, including a potential £5m of one-off capital receipts identified from the disposal of unused buildings
- Reduction in staff absence. The reduction in absence experienced over the last 6 months is forecast to continue
- Improvements in staff morale/engagement, through the facilitation of preferred working patterns and location. This will be measured through ongoing staff survey exercises
- Greater workforce productivity by allowing people to work at a time and place that suits them
- A direct reduction in the carbon footprint of council operations which demonstrates leadership of the commitment to carbon neutrality in the borough by 2030
- Improved ability to meet customer needs by a more flexible approach to work from staff
- The attraction and retention of talent into the workforce

For our staff this includes:

- An improvement in workforce inclusion, which will directly support implementation of the joint inclusion strategy
- Reduced travel costs and other costs associated with 'coming into work'
- Greater flexibility to support work-life balance and wellbeing

It is important that the above benefits are considered in the context of the challenging financial situation facing the Council, the organisation's commitment to inclusion (through the joint Inclusion Strategy) and, ultimately the work needed to support culture, capabilities and capacity in the organisation to deliver on the 'Let's Do It' strategy. – Agile working will support across these three key critical areas.

In order to realise the potential benefits of Agile Working and address any risks it is crucial that it is supported by a clear and transparent workforce policy. This report seeks endorsement of that policy.

Agile Working Policy

The draft Agile Working Policy (**Appendix 1**) sets out a fair and consistent approach for considering and, where appropriate, supporting agile working for all staff who wish to participate (unless exempt – see below) and are employed directly by the Council, including part time and temporary workers.

As set out within the policy, staff who are unable or unwilling to work in-line with the agile model will be exempt from this policy and continue to work in-line with existing arrangements. This could, for example, be because of the nature of an individual's role or due to their personal preference or circumstances. As such, no-one's contractual place of work will change as a result of the implementation of agile working at this point and any and all staff who wish to access work facilities in a Council building will be able to do so. However, workforce engagement and analysis suggests more than 82% of staff are supportive of agile working and this increased flexibility will therefore support a significant number of colleagues whilst also providing opportunities for improvement and efficiencies in the medium term.

The detailed approach proposed within the appended policy is informed by experiences and learning over the last 15 months. Key aspects of the policy include:

- The fundamental principle that **work is something you do, not somewhere you go.** Therefore no quotas for work in specific locations are proposed. Individuals will agree, and regularly review, their working arrangements with their line manager through a structured Workstyle Assessment. Service delivery considerations will be paramount and all staff are expected to be available to be recalled to an office site if reasonably required, with 24 hours' notice.
- Agile workers will remain subject to all other relevant workforce policies, including those related to performance, conduct and attendance.
- The policy includes specific expectations in relation to health and safety and information governance, recognising the importance and specificity of these areas in the agile context.
- Whilst the broader policy framework remains consistent, the agile working policy recognises the need for more structured and regular performance management arrangements to support colleagues, clarity on behaviours and responsibilities (in line with the 'Let's Do It' principles) and a strong focus on wellbeing.

It is worth noting that the appended draft policy forms only one part of our approach to supporting colleagues work in an agile way. A wider package of tools, guidance and other support is being developed and will further evolve over the coming months.

As noted above, some individuals, because of the fixed location nature of their role, will not be able to take advantage of the approach described within the appended policy. However, as set out in the report to Cabinet, the intention is to make equivalent investment in facilities for non-office based workers as part of the wider Agile Working model. In time, the Council will work towards an approach where all colleagues can identify aspects of agility in terms of where, when or how they work.

A key benefit of agile working is the support it will bring to Bury's diverse workforce in line with the commitments set-out within the joint Council and CCG Inclusion Strategy. This includes, for example, providing increased flexibilities to those with

caring commitments, reducing the potential need for pregnant colleagues to travel into work each day and supporting disabled employees through flexibility and reduced travel requirements. However, evidence from the last fifteen months shows there are also potential negative implications. The appended Equality Analysis (**Appendix 2)** explores these areas in detail and identifies nineteen mitigating actions to maximise the benefits of agile working and address any potentimplications.

As noted above, the implementation of the proposed Agile Working Policy does not constitute a contractual change. However, to ensure staff are clear on this and what it means for them our intention is to write to all staff (**see Appendices 3 and 4**) whose role could potentially enable agile working to confirm how this will apply to them (i.e. they will become an 'agile worker' or work from a fixed location and not be affected by these changes). The detailed planning to enable these letters to be issued has been undertaken by managers in discussion with their staff and supported by the Workstyle Assessment process. The letters confirm a route for staff to quire this position, with their line manager in the first instance and then with HR.

Conclusion

The Council and CCG have approved the implementation of an Agile Working Model for all staff. This report sets out the practical workforce policy arrangements required to manage this approach and ensure the benefits, both in terms of organisational performance and productivity and for individuals are realised.

Members of the Employment Panel are therefore asked for their comments on the draft Agile Working Policy in line with their role within the Constitution, as a consultee on all terms and conditions including policies for all staff. These comments will be considered as part of the decision process and approval of the final version of the policy, by the Chief Executive in consultation with the Cabinet Member for Corporate Affairs and HR and the Director of People and Inclusion.

However, Members should note that, as set out within the Cabinet Report, the agile working model will be subject to regular, structured review with the first formal review taking place in December 2021. As part of this, any necessary changes to the approved Agile Working Policy will be considered and, if required, an amended policy will be presented for further consultation prior to approval. Consideration will also be given as to the need for any required changes to staff contracts.

Given the recent announcement of a delay in the government's plans for the full relaxation of Covid restrictions until 19 July (i.e. Stage 4 of the national roadmap out of lockdown) this is now the anticipated go-live date for the Council's Agile Working Model and draft policy.

Trade Union colleagues have been consulted on the Agile Working Policy and their feedback is reflected within the appended report.

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Community impact/links with Community Strategy

The agile working strategy embraces the Let's do it! Principles by:

- Local – enabling staff to work at locations and within the communities that suit service users
- Enterprise – working when and where people are most effective and recognising best practice trends in relation to workforce management
- Together – harnessing collaboration through digital technologies and management of working patterns across teams and with regards service user needs and
- Strengths-base by flexing locations according to individual preference. Agile working also makes a direct contribution to decarbonising the Council's footprint and achieving the target of carbon neutrality by 2038

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Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

(a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*

(b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*

(c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Equality Analysis
A full Equality Analysis (EA) of the proposals has been conducted. This identified a range of positive implications of agile working across protected characteristics. The analysis also identified a number of potential negative implications. As part of the EA an action plan has been put in place which will ensure any negative implications are impacted and maximise the benefit of any and all positives. The EA will be regularly reviewed and further equality analysis will form a core part of the structured review of agile working.

Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.

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Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Risks • A reduction in spend in the local economy, for example lunch time food purchases and after work social meetings • A reduction of footfall in Council town centre facilities such as leisure centres and library use • Staff preference for or productivity within an office site • A reduced ability for new or more junior colleagues to learn and develop through physical colocation and interaction • Challenges for staff who are disabled or do not have a home environment conducive to work • The perception of a two-tier workforce: Those who can and those who cannot work from home. _Opportunities_ • Harnessing the technology and new ways of working which evolved during the pandemic response • Providing an opportunity to drive the productivity of the workforce; reduce costs; promote inclusion and further the ambition for carbon neutrality • Helping manage the risk of the poor condition of much of the Council's office estate, including the reduction of available office space in the Town Hall by c50%	• The impact of Council staff spend in the local economy will be considered in the wider economic strategy including an intended future procurement review to maximise local public service spend. • The potential risks to Council service demand will be considered in related planned reviews including those concerning leisure services and Bury market. • Through the initial phase we will monitor our ability to support staff, including staff development, and to provide sufficient facilities to account for individual circumstances as well as ensuring we support all colleagues who may be disables or have other challenges posed by personal circumstances. These areas are reflected within the project's Equality Analysis. • As part of project communications we will be clear to staff that, whilst for some they may not be able to access this aspect of our agile working framework because of the nature of their role, we are committed to exploring opportunities for agile working across all roles.

Consultation:

The Council's Agile Working approach has been discussed with a range of stakeholders including:

- The Trades Unions
- Staff, who have been surveyed about the proposals through a wellbeing and feedback model via MS Teams and the Change Agent network
- Senior managers who have been consulted through the Senior Leaders' Group and Senior Managers' For a
- The Inclusion Working Group

Legal Implications:

The proposals contained within the report and draft policy will not require at this point any changes to terms and conditions or contracts of employment. The planned reviews and any proposals arising must be considered and at that point any formal changes will require legal and financial advice and any changes required will be made in line with legislative and consultation requirements. A review of the Council's equality duties will be needed at all stages.

Financial Implications:

The financial consequences are expected to be negligible as staff have been working in this way during the pandemic. However, any further costs will be captured and reported as part of the evaluation process at the end of the calendar year. This evaluation will also inform the longer-term approach and a potential business case to reduce the buildings footprint and reinvest in digital infrastructure and shared facilities within the remaining estate.

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Background papers:

Report to Council Cabinet 15 October 2020

Report to Council Cabinet 26 May 2021

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

| CCG | Clinical Commissioning Group |

Agile Working Policy

Document Control

Title	Bury Council – Agile Working Policy
Document Type	Workforce Policy
Author	HR Policy & Compliance Team
Owner	HR Service
Subject	Agile Working Arrangements (Work Location)
Date Created	May 2021
Approval Date	June 2021
Review Date	December 2021

Contents

1. Aim

Bury Council's agile working policy is designed to:

- improve the productivity and effectiveness of staff
- harness the *Let's do it!* vision of strengths-based working and collaboration
- reduce the Council's carbon footprint, and
- make savings by reducing the size and running costs of the Council's office estate

These objectives will be achieved by enabling all those for whom the nature of their role allow to:

- operate flexibly between home, office and other workplaces and with the benefit of digital communications, rather than routinely maintaining traditional, fixed office bases
- access the benefit of the council's existing, complementary flexible working framework.

As well as benefiting the Council and Bury residents, this policy will also support individuals through enabling more flexible integration of their work and home lives and reducing the costs associated with regular commuting.

2. Definition

'*Let's do it! …* with agility' is a new way of working to drive the Bury 2030 principles. It involves all staff:

- regularly reviewing the balance between the time they spend working from an office location and the time they work from elsewhere, most commonly their home. People will **work from the best location to do their job**. No-one's contractual place of work will change as a result of this policy. However, we will support greater freedom and flexibility in line with the details described below.

- completing routine **desk-based activity off site**, rather than at a prescribed work base. For example, completing email management, report writing and MS Teams meetings from home. Office time should be used for collaboration and fixed requirements only.

- arranging regular **"face time"** with colleagues, their line manager and customers or partners at the most appropriate frequency and location. Managers should trust and encourage employees to work with agility as far as possible, and "face time" should only take place for specific reasons and where tangible value is added. Meeting spaces may be in Council buildings, partner sites and, for non-confidential meetings, in public spaces e.g., parks and cafes. Planned and structured face-to-face time may be scheduled for teams and services to support collaboration and engagement.

- accessing **necessary facilities/equipment on site** at Council locations for the fulfilment of particular roles, e.g., specialist meeting space and equipment will be provided for access as and when required.

- taking a **paper-free, digital-first approach** to delivery, including conducting all internal, informal meetings over MS Teams in order that staff can join from a range of locations. Council committee meetings and formal meetings (e.g. HR hearings/appeals) will normally be held face to face. Staff should not be expected to attend face to face meetings unnecessarily, especially when contrary to their normal working pattern.

- A move to agile working should not create financial hardship for employees and any additional costs experienced, e.g. utilities and broadband, should be mitigated by savings in expenditure which may otherwise be incurred in attending a fixed work place every day, e.g. travel, workplace parking and workwear. We will look to provide appropriate support where possible for any individuals for whom financial issues are a tangible barrier to agile working. HR will coordinate this process and separate guidance will be made available to all staff.

3. Scope

This policy sets out a fair and consistent approach for considering and, where appropriate, supporting agile working for all staff who wish to participate and are employed directly by the Council, including part time and temporary workers. It will take effect following the cessation of all Covid-19 social distancing restrictions.

This policy is complementary to the Council's existing work life balance initiatives which can be found here.

Within some departments and services, Council staff will be working alongside staff from other organisations. Staff external to the Council will need to refer to their own organisational policies or appropriate joint protocols regarding flexible working.

The policy does not apply to Members of the Council for whom there is no change in working practice.

Staff who are unable or unwilling to work in-line with the agile model will be exempt from this policy and continue to work in-line with existing arrangements.

Staff are expected to operate in accordance with this policy in a fair manner and not abuse or fail to comply with its terms. Abuse of this policy may result in the withdrawal of agile working or action under other associated policies such as disciplinary.

4. Principles

The guiding principle of the agile working approach is that "***work is something you do, not somewhere you go***". In support of this ethos the further specific expectations apply:

- All staff will be encouraged to become agile workers on the basis it is mutually beneficial for both the service and the individual. **Agile working will only be applied by agreement**, therefore any staff who are unable or unwilling to work with agility will be provided with appropriate space to work from. Agile working may be revoked by either side if it is proven not to be effective or able to meet reasonable service requirements or individuals' needs.

- For some staff, the nature of their role will mean they cannot work in an agile way as described in this policy (because their work is entirely location dependant). **The Council is committed to reviewing working arrangements for all staff to identify other agile opportunities in the medium term**

- The aim is to operate within a **high trust / high accountability** environment where:
    - staff have greater freedom to deliver when and where suits them
    - work is measured by outcomes not attendance
    - these impacts are demonstrated through more routine performance reviews

- Agile workers are subject to the **same rules**, policies, procedures and expected standards of conduct, attendance and performance as when they were working in their former, fixed workplace. Agile workers must remain contactable at all times during their agreed working hours

- **Travel will be minimised** through the use of digital communications and encouragement to arrange meetings locally, in mutually convenient venues. The agile working model will be subject to regular, structured **review**. The first formal review will take place in December 2021

- The focus will be on delivering services effectively rather than occupying buildings.

- Time 'in the office' will be for activities which benefit from in-person working, such as collaboration, co-design and engagement or if there are specific tasks that require attendance. These will, where possible, be arranged and planned in a structured way cognisant of individuals' work and home commitments, including for example caring responsibilities or religious practices.

Full details of the behaviours and responsibilities required of all managers and employees using this agile working policy are set out in Appendix 1.

5. Approach

Every employee should determine their workstyle, i.e. their patterns and location of work, in consultation with their line manager. This exercise must be completed by all staff and repeated, at least annually as part of the Employee Review process using Work-style Assessment template.

The assessment should be led by service needs, with further consideration given to:
- Mitigating costs and maximising convenience for both sides
- Taking a digital-first approach
- Organising and clustering time into activities, to minimise travel and inefficiency
- Ensuring the working practices are mindful of the wellbeing of individuals
- Building on previous experience of agile working, to ensure positive aspects are maintained and concerns mitigated
- Ensuring privacy and confidentiality at all times

WORKSTYLE ASSESSMENT CONSIDERATIONS

Face Time

Proportion of working time required face to face, thinking about:

- Relationships (internal and external)
- Typical times and venues
- Risk assessments

Desk Time

Proportion of working time required on desk work/in digital meetings, thinking about:

- Activities
- Typical times and venues
- Risk assessments

On-Site Facilities Time

Specialist requirements and access, whether working with colleagues or customers, thinking about:

- What is needed
- When and where
- Health, safety and ability to access

Performance Management

Performance management arrangements:

- Annual employee review and objective setting
- Quarterly 1 to 1s
- Weekly catch ups
- Trust
- Outcome focussed

Flexible Working Pattern

Hours, times and patterns of work

Individual Wellbeing

Support available via:

- Weekly catch ups
- Live Better Feel Better workforce wellbeing programme/EAP

The output of this exercise will inform individual working arrangements going forward and enable agreement on the suitability for agile working.

If an individual is willing to proceed as an agile worker:

- HR will maintain a list of those who are working as an agile worker. Managers will have responsibility for contacting HR if these arrangements change, in order to ensure the log of agile workers is accurate.

- the home/designated base must be risk assessed and agreed using in-line with the Council's Health and Safety expectations

- any reasonable adjustments should be supported and implemented (Any ongoing, or new reasonable adjustments required by the employee will be reviewed regularly to ensure the employees' working location supports these adjustments)

- An appropriate data protection risk assessment must be completed.

- performance objectives for the year should be set and reviewed quarterly, and weekly catch ups must take place

- working hours and patterns must be agreed and communicated across the team and service users

If the individual wishes to remain a non agile worker appropriate office arrangements will be agreed with their line manager.   As with those who are agile workers, HR should be notified of any change by the line manager.

6. Detailed Guidance

This section provides detailed guidance for agile workers on practical arrangements and the responsibilities of employee and employer in an agile working environment.

Agile working - Work Bases

Personal Base
The designated work base of agile workers is normally, but not necessarily, their home. Staff are invited to identify an environment which has, or could be fitted with, suitable space, heat and light and where the employee is fully contactable and able to access all Council systems and communication. The location will be risk assessed by the employee using the agreed Health and Safety risk assessment

The Council is responsible for ensuring the home/alternative base is a safe and proper working environment on the basis that it remains liable for any accidents or incidents which occur during working time. As such, Bury Council will set up and maintain safe and appropriate systems for homeworking including:
- practical assistance in setting up and risk assessing home working arrangements
- the implementation of reasonable adjustments for disabled workers based at home
- providing appropriate equipment to enable the employee to work from home

Staff are responsible for:
- arranging as far as reasonable the alternative home base
- completing a risk assessment for their workspace and addressing, with their line manager, any issues identified
- ensuring digital connectivity at all times, as far as is within their control
- notifying their home insurance provider, mortgage provider or Landlord that they are now working from home.

Should it not be possible for an individual worker to provide or maintain a safe, secure place of work an application for an office desk space should be made (see non

agile worker section). We will look to provide support for any individuals for whom financial issues are a tangible barrier to agile working.

On-site Council facilities

The Council will make available specialist facilities/equipment to be accessed by workers as and when required for their work, e.g., confidential meeting space, secure storage, specialist (e.g. large/non-transportable) equipment and on premises ICT systems. Services are required to self-organise access to these facilities, which may require booking them.

Working "on the move"

In addition to home working and traditional workspaces staff may also choose to work in other spaces such as hotel lobbies, cafes or public spaces such as libraries. Staff may use these spaces for meetings and to work using portable technology but on the basis that:

- locations are recorded in work diaries and the individual is contactable at all times during their agreed working hours
- confidentiality is maintained and private or sensitive information is not discussed in meetings or visible on screens (please refer to the Council's data protection policies)

A small number of "hot desks" and "touchdown" points will be available on Council sites for use on a "touchdown" basis; these cannot be protected by departments nor operate according to seniority. They will generally need to be booked by individuals.

Agile working should significantly reduce the requirement for work related travel. However, there are no changes to the Council's policy and arrangements for staff travel, including car milage claims, as a result of this policy.

Non-Agile Workers

All staff who require a council-provided desk space for their whole working time will be able to access this. This includes staff who:

- require particular adaptations on the grounds of disability and wish to work from the office
- do not have a safe or healthy environment to work from at home
- do not have the facilities to work effectively from home
- work in a team where it is essential that staff sit near one-another and cannot perform their duties by working remotely

Desks will normally be organised by the Corporate Landlord to make best use of the estate. Desks will no longer be "fixed" to the individual (unless where this is required due to an adjustment). Staff must leave desk spaces clean and tidy when they vacate them, on the basis that they are unlikely to be seated at the same desk every day.

Health and Safety

Staff have a responsibility to take reasonable care of their own health and safety, wherever they are based. Staff are required to:
- ensure all working arrangements and workspaces have been risk assessed (links here)

- notify the council of any accidents or incidents as required under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR) 1995, via the on-line system which can be found [here](#)

Particular regulations to consider in completing health and safety assessments include:
- Display screen equipment
- Heating, lighting and ventilation;
- Workplace ergonomics;
- Electrics, cabling and trip hazards;
- Working time;
- Lifting and carrying equipment;
- Security, including data security;
- Safety of third parties, including family members.

The Health and Safety pages on the intranet should be used by employees to access further advice on the implications of working from home, and mitigating against and reducing risks associated with this change in workplace location.

Equipment

Staff will be provided with the equipment they require to work on an agile basis e.g.
- A minimum of one device, normally a laptop/Thinkpad, which allows access to all council systems and information
- Where required, a council mobile or soft telephone.
- Access to equipment within a Council building as necessary e.g. printers, postage, plotters and secure storage and disposal provision. As we progress towards a more digital approach staff are encouraged to reduce reliance upon stationery, for example by using Microsoft OneNote rather than writing pads. Limited stationery provisions will be made available on request.

Only equipment that a line manager has authorised may be used for homeworking. Council-owned equipment remains the property and liability of Bury Council, subject to normal and proper use. Staff are responsible for:
- keeping equipment in good order, wear and tear accepted, and resolving any malfunctions or deficiencies
- taking all reasonable steps for security

On termination of employment the Council has the right to recover all Council equipment and intellectual property including hard and software and information. Without prejudice to the Council's legal rights, entry to home bases to recover property is by mutual agreement.

Information Governance

Staff are reminded to operate high standards of information governance to protect confidential information belonging to Bury Council or partner organisations, other work colleagues, clients, customers, service users, suppliers, contractors etc. Practical requirements to support this include:

- Completing an appropriate data protection risk assessment of the change in workstyle to an agile base. This exercise should highlight any risks to manage and actions to mitigate these

- Completing the GDPR e-learning module (Only those who have completed this module within the last twelve months will be permitted to access the Council's Agile Working arrangements and completion every twelve months will be a requirement of ongoing access to agile working)
- Ensuring that confidential conversations are conducted out of ear shot of other people
- Ensuring that computer screens are locked when unattended
- Limiting the amount of hard copy information and locking away confidential records when not in use and ensuring these are never accessible to other householders
- Disposal of all confidential waste in the bins provided on council sites only and never through domestic waste
- Not sending work related information to personal devices e.g. phones or personal email addresses
- Reporting any data breach in line with Council policy, which is initially to the relevant line manager. Non-compliance with this policy could have a significant effect on the efficient operation of the Council and may result in reputational damage to the Council, significant harm to those whose personal data has been lost, prosecution and financial penalties. In addition, any member of staff involved may be subject to legal action.

To assist in the practical discharge of these requirements it is assumed that agile workers will operate on a paperless basis as far as possible. Home printers will not be provided and staff should access office sites for either printing or disposal requirements by exception.

Staff must report any actual or potential breach of security, confidentiality or data protection to their line manager immediately. Serious data breaches and/or wilful neglect of information governance may be treated as misconduct under the council's disciplinary policy in accordance with wider policy provision.
Staff who are unsure about any aspect of security, confidentiality or data protection, should seek advice from their line manager.

Working Time and Ability to be Contacted

All employees including agile workers must be fully available for work during the hours of work agreed with their manager. Agile workers must be contactable at all times during those hours and the location of work stipulated in their diary, which must be open to their line manager. Staff must be available to be recalled to an office site if reasonably required, with 24 hours' notice.

Agile workers must ensure that they take adequate rest breaks of at least 20 minutes for time worked over 6 hours during each working day, and must not work over the 48 hours a week limit unless they have formally opted out of the Working Time Regulations.

Agile workers must comply with Bury Council's sickness absence policy and ensure they report their sickness to their line manager when they are sick and unable to work.

Arrangements must be in place to cover any domestic or caring arrangements during working time. Home working is not a substitute for caring responsibilities. The Council's flexible working framework should be used for temporary or permanent

applications for different working patterns which allow carers to manage the demands of these responsibilities, if helpful or necessary.

Agile workers will continue to be managed within the relevant corporate policy framework including, for Council staff, the flexi time scheme. The effectiveness of flexi in an agile context will be one of the issues monitored as part of the evaluation process and will be dependant on the effectiveness of the performance management arrangements described below.

All agile workers are still expected to work their normal number of working hours, however there will be more flexibility in terms of starting earlier, working later and taking breaks. Employees are encouraged to work within the core hours of business for their service, but where appropriate employees may work at other times, as agreed with their line manager through the workstyle assessment and must ensure their service is delivered effectively.

Performance Management

Catch ups, at least weekly, will be arranged between all agile workers and their managers which will address:
- The individual's wellbeing and any development or support required.
- Outcome requirements and progress made over the last week
- Outcome requirements and support required for the week ahead

These informal discussions will feed into the annual employee review and quarterly 1 to 1s, through which the workstyle profile should be repeated and evaluated each year.

Individual performance management arrangements will vary within this overall framework, based on the needs of the service, the nature of an individual's role and priorities. Some employees, including for example apprentices, may require greater levels of support and face-to-face time with their manager.

If, at any point, the performance of an employee is suffering significantly because of this working arrangement agile working may be withdrawn. For full details of the performance management process for agile workers, see Appendix 2.

Wellbeing

The Council values the wellbeing of all staff. Agile working is an opportunity to strengthen personal wellbeing by taking account of individual preferences and demands in the patterns and locations of work.

We learnt from the mass remote working during Covid-19 that long periods away from a work base can be isolating for some staff and unhelpful to collaboration. The focus on regular "face time" in the agile model seeks to mitigate this and is encouraged for all agile workers, according to their personal style and nature of work.

The Council developed a 5 Ways to Wellbeing offer specifically for those working from home during the Coronavirus emergency response period. This offer has now ended. However, the Council is retaining the following good practice elements:

- All internal meetings must finish 5 minutes early (e.g. are 55 minutes instead of an hour or 25 minutes instead of half an hour). This allows time for screen breaks.
- Corporate lunch hour: no internal meetings should take place between 12.30-1.30pm. Employees are encouraged to use this time for physical activity e.g. using the existing Bury Leisure Facebook content, visiting one of our Leisure Centres with the staff discount scheme, walking the dog, cycling or getting active in one of our green spaces.
- Employees are encouraged to make time for some form of social interaction during the week. This would normally be the "face time" meetings/office visits, however could include 'brew with a buddy' conversations via Teams if no "face time" is scheduled in a week.

We also have our longstanding Live Better Feel Better programme, which is available to all staff to support their physical and mental wellbeing. This includes:

Healthy workplace	Healthy and active lifestyle
- Flexible working options - EAP - Occupational health - Employee groups - Health and safety guidance - Menopause guidance - Working carers support - Volunteering policy	- Bury Leisure staff discount - Pre-recorded exercise classes - Weigh and Go sessions (virtual) - 1to1 personalised support via the Lifestyle Service - Cycle to work scheme - Pool bike scheme - Helping yourself to wellbeing course
Healthy minds	Healthy finances
- Support your Mental Wellbeing Guidance incl. internal and external guidance and support options - Free confidential counselling and CBT via the EAP - Able Futures	- Syndication to Money and Pensions Advice Service resources - Manchester Credit Union savings and loans - Greater Manchester Pension Fund - Tutor led course on Retirement Planning - Sessions with independent financial advisers

Should any employee have a concern about their own wellbeing they should speak in the first instance to their line manager or HR Business Partner. Confidential support is also available via our Employee Assistance Programme, which includes free, confidential counselling if appropriate, in addition to practical information and advice. PAM Employee Assistance Programme:

- Confidential 24/7/365 helpline 0800 882 4102 with the facility to self-refer for counselling/CBT

- Online support including LifeChat at www.pamassist.co.uk
- The app 'PAM Assist' can be downloaded to Apple and Android phones
- Username = burymbc Password = burymbc1

It is essential that managers respond appropriately to staff members lifestyle changes e.g. marriage breakdown, moving from their current home to other accommodation, staff needing additional support etc. These changes may be supported by agile working, including potentially working from a Council building for a period.

7. Evaluation and Measures of Success

The agile working model will be supported by a number of key stakeholder departments, including HR, Corporate Landlord, IT and Health and Safety and is subject to continuous evaluation. Formal evaluation will take place every three months initially against the following criteria:

- Qualitative evaluation of service users, managers, staff and Councillors
- The costs and savings achieved from the size and running expense of the council office estate
- Staff engagement measures including sickness absence; recruitment and qualitative engagement via the annual staff survey.

Differential impact on different protected groups within the workforce.

This policy will be formally refreshed in December 2021 in the first instance, in consultation with the Trades Unions.

Appendix 1: Let's … make agile working a success!

The following behaviours and responsibilities are essential for agile working to be effective:

Managers:
- Should ensure that all employees are aware of this policy and understand their own and the Council's responsibilities
- Should encourage as much home and agile working as possible, and signpost employees to support options as required
- Consider all request for support with agile working practically, flexibly and sensitively. Employees must be treated fairly, inclusively and consistently, irrespective of any personal circumstances.
- Should maintain regular communication with employees, keeping them up to date with relevant news and developments and reviewing working arrangements as required
- Ensure staff feel confident and empowered to carry out their responsibilities, and have the necessary skills and equipment to do so
- Follow the performance management process (see Appendix 2) with all employees
- Monitor and support employee wellbeing, signposting employees to appropriate resources, information and initiatives
- Ensure all appropriate risk assessments and workstyle assessments are completed
- Develop and enhance their own skills to ensure that they manage agile workers effectively
- Develop a culture of trust within their team
- Monitor employees by outcomes
- Support employees with any specific needs, including those related to a disability, caring responsibilities or a religion or belief for example

Employees:
- Should remain contactable during their normal working hours
- Deliver their role effectively with limited supervision
- Be self-motivated, self-disciplined and practice good time management
- Ensure they are clear about their role, objectives and any deadlines, and flag any issues or concerns with their manager
- Provide and receive focused feedback in an appropriate manner
- Take proper care of equipment and materials provided by the Council, and return any item when requested
- Work in a safe manner, following all health and safety guidance or instructions
- Ensure they have all of the right equipment needed to work with agility e.g. screens, chairs
- Play their part in creating a work environment that is inclusive, respectful and free from any forms of bullying, harassment or discrimination
- Take responsibility for their own health and wellbeing
- Dress smartly at all times. More formal office wear will normally be required for external meetings.
- Be open and honest in communicating with their manager

Appendix 2: Performance Management Process for Agile Workers

The performance management process for agile workers includes 3 stages:

Stage 1: Annual employee review (appraisal)
- An employee review should be carried out face to face each year
- It should take place at the end of Q4/start of Q1
- The corporate template should be used
- Copies of the form should be sent to PSD@bury.gov.uk for confidential recording purposes
- Time should also be taken to review the employee's workstyle assessment
- The dates of the 3 quarterly 1 to 1 reviews should be booked at this time

Stage 2: Quarterly 1 to 1's
- Quarterly 1 to 1's should take place at the end of Q1, Q2 and Q3
- Discussions should be documented by line managers, for example using Microsoft OneNote
- The 1 to 1's should be carried out on a face to face basis
- They should include discussions including:
  - The employee's wellbeing
  - The employee's workstyle
  - Performance against the objectives set at the employee's appraisal. Objectives can be amended or reasonable new objectives may be added.

Stage 3: Catch-ups (at least weekly)
- Managers should ensure that they hold a one-to-one conversation with all employees each week.
- This should normally be carried out over MS Teams
- The catch up can form part of another meeting with the employee, and need not be a stand-alone booked meeting
- The discussion should cover:
  - The individual's wellbeing and any development or support required
  - Outcome requirements and progress made over the last week
  - Outcome requirements and support required for the week ahead
- The format of these catch ups should vary according to the workstyle of the employee. For example:
  - Where the employee has little social interaction, for example if they are an administration officer who spends most of their time inputting data, then specific catch-up times should be booked into calendars
  - Where a manager speaks to an employee on a regular basis throughout the week, a quick chat at the end of another meeting would be appropriate

Individual performance management arrangements will vary within this overall framework, based on the needs of the service, the nature of an individual's role and priorities. Some employees, including for example apprentices, may require greater levels of support and face-to-face time with their manager.

Appendix 2

EQUALITY ANALYSIS

This Equality Analysis considers the effect of Bury Council/ Bury CCG activity on different groups protected from discrimination under the Equality Act 2010. This is to consider if there are any unintended consequences for some groups from key changes made by a public body and their contractor partners organisations and to consider if the activity will be fully effective for all protected groups. It involves using equality information and the results of engagement with protected groups and others, to manage risk and to understand the actual or potential effect of activity, including any adverse impacts on those affected by the change under consideration.

For support with completing this Equality Analysis please contact corporate.core@bury.gov.uk / *0161 253 6592*

SECTION 1 – RESPONSIBILITY AND ACCOUNTABILITY *Refer to Equality Analysis guidance page 4*	
1.1 Name of policy/ project/ decision	Agile Working Model Agile Working Policy
1. 2 Lead for policy/ project/ decision	Lynne Ridsdale
1.3 Committee/Board signing off policy/ project/ decision	Cabinet/Governing Body 26th May 2021
1.4 Author of Equality Analysis	Name: Rachael Naylor Role: Project Lead Contact details: Rachael.Naylor@bury.gov.uk
1.5 Date EA completed	25th May 2021
1.6 Quality Assurance	Name: Chris Woodhouse / Sam McVaigh Role: Strategic Partnerships Manager / Director of People & Inclusion Contact details: c.woodhouse@bury.gov.uk / s.mcvaigh@bury.gov.uk
1.7 Date QA completed	25th May 2021
1.8 Departmental recording	Reference: Agile Working EA1 Date: 25th May 2021
1.9 Next review date	The model will be subject to structured evaluation at months 3 and 6 (September and December) and the EA will be reviewed as part of this. Any issues or opportunities which emerge will be addressed in real time and be included within the subsequent structured evaluation.

SECTION 2 – AIMS AND OUTCOMES OF POLICY / PROJECT *Refer to Equality Analysis guidance page 5*	
2.1 Detail of policy/ decision being sought	Details of the full proposal are set out within the Cabinet paper. The proposals extend to all Council and CCG staff and will see a shift in arrangements in relation to work location following the relaxation of Covid restrictions

(currently scheduled for June 2021). The model involves a shift to:

- Completing routine desk-based activity off site, rather than at a prescribed work base. For example, completing email management, report writing and MS Teams meetings from home. Office time should generally be used for collaboration and fixed requirements only
- Arranging regular "face time" with colleagues, their line manager and customers at the most appropriate frequency and location for the work and personal preference. This may include access to Council meeting spaces; use of partner sites and non-confidential meetings in public space e.g. cafes.
- Accessing necessary facilities/equipment on site at Council locations for the fulfilment of particular roles, e.g. specialist meeting space and equipment will be provided for access as and when required. Desks will be provided for people who have a genuine requirement for them
- Taking a paper-free, digital-first approach to delivery with minimal travel, including conducting all internal, informal meetings over MS Teams in order that staff can join from a range of locations. Council committee meetings and formal meetings e.g. HR hearings will normally be held face to face.

Over time, all office space will be vacated and either released for savings; re-provided as either shared space or allocated for specific service requirements. The first buildings to be re-provided will be office space within Bury Town Hall and 3 Knowsley Place.

The guiding principle of the agile working strategy is that "work is something you do, not somewhere you go". In support of this ethos the further specific expectations apply:

- All office-based staff will be encouraged to become agile workers on the basis it is mutually beneficial for the service and individual. Agile working will only be applied by staff agreement, however, so staff who are unable or unwilling to work with agility will be provided with office space to work from. Agile working may be revoked by either side if it is proven not to be effective
- The model will evolve over time and with investment, based on evaluation and business case-based investment. This will also see further considerations in relation to agility in terms of

	when and how colleagues work as well as where. Specifically, the model for June will be designed around the best of the home working experience during the emergency but is a different construct as it includes face to face contact. Over time, the model rolled out in June will be expanded and invested in to improve communications and establish hybrid working
	• The aim is to operate within a high trust / high accountability environment where:
	o staff have greater freedom to deliver when and where suits them
	o work is measured by outcomes not attendance
	o these impacts are demonstrated through more routine performance reviews
	o Agile workers are subject to the same rules, procedures and expected standard of conduct and performance as when they were working in their former, fixed workplace. Agile workers must remain contactable at all times
	• The agile working model will be subject to regular, structured review. The first formal review will take place in December 2021 Staff whose role is location dependant will continue to operate from their normal workplace. Equivalent investments will however be made in facilities for non-office based workers, as part of this strategy
2.2 What are the intended outcomes of this?	An agile model is best practice across the public and private sector. Anticipated benefits which have been proven elsewhere and begun to be apparent through evaluation in Bury during the COVID evacuation are as follows:
	• Reduction in running costs (i.e. revenue energy utility costs) to the Council.
	• Reduction in staff absence. The reduction in absence experienced over the last 6 months is forecast to continue
	• Improvements in staff morale/engagement, through the facilitation of preferred working patterns and location. This will be measured through ongoing staff survey exercises
	• Greater workforce productivity by allowing people to work at a time and place that suits them
	• An improvement in workforce inclusion, which will directly support implementation of the joint inclusion strategy
	• A direct reduction in the carbon footprint of council operations which demonstrates leadership of the commitment to carbon neutrality in the borough by 2030
	• The benefits for individuals (increased flexibility, reduced travel costs etc.) will also support the

		attraction and retention of talent into the Bury workforce.

SECTION 3 – ESTABLISHING RELEVANCE TO EQUALITY & HUMAN RIGHTS
Refer to Equality Analysis guidance pages 5-8 and 11

Please outline the relevance of the activity/ policy to the Public Sector Equality Duty

General Public Sector Equality Duties	Relevance (Yes/No)	Rationale behind relevance decision
3.1 To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by Equality Act 2010	**Yes**	Agile working is available for all staff regardless of any protected characteristics. Staff will have greater flexibility to work in a way that suits individual circumstances, preferences and needs whilst ensuring delivery of key role requirements. This will support equity and inclusion with regard to a number of protected characteristics, including disability, religion and belief, pregnancy and maternity and those with caring responsibilities. There are, however risks in relation to the equitable application of agile working and differential impact on protected groups which are explored within this EA with appropriate mitigations set out.
3.2 To advance equality of opportunity between people who share a protected characteristic and those who do not.	**Yes**	Agile working is available for all staff regardless of any protected characteristics. Staff will have greater flexibility to work in a way that suits individual circumstances, preferences and needs whilst ensuring delivery of key role requirements. Both feedback from staff and external evidence indicate the potential benefits of agile and, in particular, hybrid working practices, to inclusion. The [Employers Network for Equality and Inclusion](#) and [Timewise](#) both provide useful resources on this topic.
3.3 To foster good relations between people who share a protected characteristic and those who do not	**Yes**	Given the impact of occupational segregation there is the potential for agile working to support good relations through the adoption of new technology which enables ongoing digital collaboration and increases the opportunity for staff in

		roles which may previously have had limited opportunity to engage with each other or with Council / CCG wide support and initiatives.

3.4 Please outline the considerations taken, including any mitigations, to ensure activity is not detrimental to the Human Rights of any individual affected by the decision being sought.
The proposed model considers the benefits to the individual and the organisations to ensure they are inclusive of our entire workforce. Equality and inclusion are central to this work. Reasonable adjustment requirements have been considered as part of the project. The project team have discussed foreseeable unintended consequences of the offer and how to mitigate any risks and examples of these are included within this assessment. Accessibility and availability of resources and technology has been considered. Staff who need it will be provided with office space to meet their individual requirements. People with a disability or long-term health condition will not face additional barriers through the application of the agile working arrangements proposed. Managers will support any reasonable adjustments to enable people to work with agility or provide office space if that is more appropriate. We will engage proactively with our staff equality groups and Trade Unions and external organisations such as Access to Work to ensure support is maximised and any issues addressed at both the individual and organisational level We have identified that there may be exceptional circumstances whereby employees feel unable to work from home because this creates a financial challenge for them or because of other issues in their home environment. To mitigate these issues processes have been developed which enable staff to request access to hardship support to meet the costs of agile working, the process for accessing HMRC tax relief for home working will also be highlighted through communications. Requests for access to hardship support will be considered on a case-by-case basis and should be referred to the respective Council Head of HR or CCG HR Business Partner. In addition, those staff without a home environments which are conducive to safe working will be supported in confidence by their line manager and desk space will be provided in the office if required.   Fixed office space can be provided as an alternative if this is more appropriate for individuals in these circumstances. In developing guidance in relation to agile working patterns, and in particular, face-to-face meetings and engagement, emphasis will be placed on the importance of considering the needs of part time staff, those with impairments and religious observances.

SECTION 4 – EQUALITIES DATA *Refer to Equality Analysis guidance page 8*			
Protected characteristic	**Outcome sought**	**Base data**	**Data gaps (to include in Section 8 log)**
4.1 Age	Outcomes of this Agile Working Pilot	At the end of March 2020, the number of 16-24 year old's in the	Additional data will be gathered and

	are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	workforce was 5.96%. This is a small decrease from 6.50% last year but is lower than the baseline of 8.18% in 2008. The work taking place in relation to the Supported employment offer and apprenticeship levy should help to address this. Our workforce is not quite representative of the Borough of Bury, where 10.7% of the population are aged 16-24 years. At the end of 2020 0% of the CCG workforce were from the 16-24 age group. Workforce numbers for the CCG are small, meaning no statistical reliable inference can be drawn from them.	analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.2 Disability	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	At the end of March 2020, 3.24% of Council employees declared being disabled. This is slightly down on last year's figure of 3.30% and we are still generally increasing from the baseline figure of 2.05% in 2008 We are still considerably under-represented in terms of reported disabled employees, when compared to the estimated economically active percentage of disabled residents in the Borough of Bury (estimated to be 8.25% by a local disabled community group) At the end of 2020 6.2% of the CCG workforce	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees

		declared being disabled. Workforce numbers for the CCG are small, meaning no statistical reliable inference can be drawn from them.	benefiting from the ability to be agile.
4.3 Gender	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	At the end of March 2020, 76.11% of Council employees were female and 23.89% were male. This shows a small increase in the number of male employees (22.84% last year), and a slight decrease from 2008 figures As at 31st Dec 2020, NHS Bury CCG employed 130 people, made up of 70% female and 30% male employees. Workforce numbers for the CCG are small, meaning no statistical reliable inference can be drawn from them. The percentage of male employees at the Council and CCG are much lower than the percentage of male residents of the Borough (census data suggests this is 49%).	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.4 Pregnancy or Maternity	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	During the financial year 2019-20, 2.07% of Council employees took a period of maternity leave. This is slightly down from 2.41% last year.	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part

			of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.5 Race	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	At the end of March 2020, 6.75% of Council employees were from a black or minority ethnic background. This is a decline from 7.10% last year but still shows an increase from 2.77% in 2008. At the end of December 2020, 21.5% of CCG employees were from a minority ethnic background. Workforce numbers for the CCG are small, meaning no statistical reliable inference can be drawn from them.	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.6 Religion and belief	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	At the end of March 2020, 42.52% of employees declared themselves as Christians, 2.50% declared themselves as Muslims and 0.51% declared themselves Jewish. In 2008, the figures were 1.14% for Muslim employees and 0.22% for Jewish employees respectively.	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part

		At the end of December 2020, 46.9% of CCG employees declared themselves at Christians, 2.3% declared Hinduism, 10% declared Islam, 3.1% Jewish and 0.8% Sikhism. Workforce numbers for the CCG are small, meaning no statistical reliable inference can be drawn from them.	of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.7 Sexual Orientation	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	At the end of March 2020, 1.40% of Council employees declared that they were lesbian, gay or bisexual. This is slightly up from 1.11% last year but this figure has increased from a baseline of 0.72% in 2008 At the end of December 2020 3.1% of CCG employees declared that they were lesbian, gay or bisexual. Workforce numbers for the CCG are small, meaning no statistical reliable inference can be drawn from them. Stonewall suggest that the national LGB population is 6%.	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.8 Marriage or Civil Partnership	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes	At the end of March 2020, 38.11% of Council employees were in a marriage or civil partnership. This has decreased slightly from 38.85% last year; and is lower than our baseline figure of 39.85% in 2015.	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an

		At the end of December 2020, 65.4% of CCG employees were in a marriage or civil partnership. Workforce numbers for the CCG are small, meaning no statistical reliable inference can be drawn from them.	analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.9 Gender Reassignment	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	At the end of March 2020, 0.59% of employees declared that they were living or working in the gender other than that assigned to them at birth. This is a slight increase from 0.52% last year. We estimate that 1% of the population of Bury is trans (Stonewall figure)	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and progression and an analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.10 Carers	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected	At the end of March 2020, 21.07% of Council employees declared a caring responsibility of some kind. This is up from 20.59% last year. The census found that 10.8% of Bury residents were carers.	Additional data will be gathered and analysed in relation to full and part time working, formal flexible working arrangements and seniority and

	or benefit from the outcomes set out in Section 2.2		progression and an analysis of impact undertaken as part of the project evaluation. The evaluation will also look at any impact in relation to occupational segregation of employees benefiting from the ability to be agile.
4.11 Looked After Children and Care Leavers	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	There are currently two care leavers undergoing council apprenticeships.	We do not currently hold data on looked after children in the workforce.
4.12 Armed Forces personnel including veterans	Outcomes of this Agile Working Pilot are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	This data is not currently captured. There are plans in place to start capturing this on staff monitoring forms.	This data is not currently captured. There are plans in place to start capturing this on staff monitoring forms.
4.13 Socio-economically vulnerable	We expect that many employees will benefit from reduced commuting costs and other associated	This data is not currently captured.	As part of the agile work a hardship fund has been developed and we will review the demand which will

	expenses of coming into the office. We have however identified that there may be exceptional circumstances whereby employees feel unable to work from home because this creates a financial challenge for them and mitigations have been identified.		provide data of this nature.

SECTION 5 – STAKEHOLDERS AND ENGAGEMENT		
Refer to Equality Analysis guidance page 8 and 9		
	Internal Stakeholders	External Stakeholders
5.1 Identify stakeholders	All Council and CCG staff Cabinet Governing Body Trade Unions Change Agents	Residents, external service users
5.2 Engagement undertaken	• All staff invited to complete wellbeing survey – October 2020 • Previous Cabinet/CCG governing body report submitted October 20 • All staff invited to complete staff survey to inform the design – April 2021 • Senior Leaders engaged via various working groups. - ongoing • Change Agents have been engaged to act as champions in their areas – 21st April 2021 - ongoing	None to date

	• Staff Updates provided via the weekly briefing – March/April 2021 • Managers surveyed to understand the need for fixed space and service specific requirements - 21/04/21 and 04/05/21 • Proposed pilot and policy are being updated and will be taken to Cabinet/Governing Body for approval • Informal consultations have taken place with the Trade Unions to help inform the proposed model	
5.3 Outcomes of engagement	• Cabinet and CCG governing body approved the principle of agile working for Bury town centre office-based staff • Comments and data provided by staff has been considered and incorporated in the agile working offer. Examples include the introduction of a hardship process after it was identified that a small number of staff may incur additional expense by working from home. The addition of expected behaviours and responsibilities in the policy as staff feedback raised concerns about buy-in and networking. Carparking arrangements revised as this was highlighted as a main concern in the staff survey results. • Results of the staff survey show that 83% of staff support the proposal. This has been used as a baseline to progress • FAQs have been developed as a live document to respond to ongoing queries	

	• Manager's feedback reviewed to inform best use of office space	
5.4 Outstanding actions following engagement (include in Section 8 log)	None outstanding for approval of report Ongoing and structured engagement will take place through the Inclusion Working Group to consider the equality specific implications of agile. The model will be subject to structured evaluation at months 3 and 6. Proposed benefits and risks which will be assessed as part of this. Any issues that arise during the project planning stage or after go-live will be responded to in real time	None outstanding for approval of report The model will be subject to structured evaluation at months 3 and 6. The impact on customers/ residents will be assessed as part of the review in December 2021 Any issues that arise during the project planning stage or after go-live will be responded to in real time

SECTION 6 – CONCLUSION OF IMPACT		
Refer to Equality Analysis guidance page 9 Please outline whether the activity/ policy has a positive or negative effect on any groups of people with protected inclusion characteristics		
Protected Characteristic	**Positive / Neutral Negative /**	**Impact (include reference to data/ engagement)**
6.1 Age	**Positive** **Negative**	The emerging workforce expect greater levels of flexibility; however, people seek flexibility at all ages. Potential negative implications for younger workers of agile working have been identified over recent months. (See*: Do Young People Really Need the Office?* for example). This potential negative impact could relate to less suitable home working environments and also, in the medium term, a reduced ability to learn from colleagued working around them with a potential impact on development and progression.
6.2 Disability	**Positive**	The agreed principles for agile working will help support work/life balance, especially if people find

		travelling difficult or have a health condition to manage.
	Negative	Reasonable adjustments will be made to support staff. Staff who do not feel they can work with agility will be allocated office space to meet their needs. The implementation of new technology to support collaboration and agile working needs to be progressed in a way which reflects the potential negative impact on disabled colleagues. For individuals with complex workplace adjustments having these in only one location (home or the office) may restrict their ability to work in multiple locations. In developing the workforce estate it is critical that the needs of disabled colleagues are taken into account and that this cohort of staff are consulted with.
6.3 Gender	**Neutral**	No perceived considerations or effects
6.4 Pregnancy or Maternity	**Positive**	The agreed principles for agile working will help support pregnant employees by providing greater flexibility.
6.5 Race	**Negative**	Whilst data for Bury is not available at this point, occupational segregation would often ne reflected through a higher proportion of BAME staff in roles which cannot work in an agile way in terms of their location. This will need to be further explored through the project evaluation.
6.6 Religion and belief	**Positive** **Negative**	The agreed principles for agile working will help support those employees who wish to observe religious practices. If arrangements and planning for face-to-face activity are not planned sensitively there is a risk this could negatively impact on certain religions. For example, if all face-to-face interactions are planned for a Friday, this potentially negatively impacts on Muslim colleagues.
6.7 Sexual Orientation	**Neutral**	No perceived considerations or effects
6.8 Marriage or Civil Partnership	**Neutral**	No perceived considerations or effects

6.9 Gender Reassignment	**Neutral**	No perceived considerations or effects
6.10 Carers	**Positive**	The agreed principles for agile working will help support those employees with caring / family responsibilities.
6.11 Looked After Children and Care Leavers	**Neutral**	No perceived considerations or effects
6.12 Armed Forces personnel including veterans	**Neutral**	No perceived considerations or effects
6.13 Socio-economically vulnerable	**Positive**	We expect that many employees will benefit from reduced commuting costs and lunch expenses.
	Negative	There may be circumstances whereby employees feel unable to work from home because this creates a financial challenge for them
6.14 Overall impact - What will the likely overall effect of your activity be on equality, including consideration on intersectionality?	The agile working model involves creating flexibility in working arrangements and therefore should have a positive effect on equality as staff have greater freedom to deliver when and where it suits based on their individual circumstances. This increased agility will, in turn, provide a better service to our customers and has the potential to support inclusion through more flexible customer support arrangements. There are a number of potential negative implications which will be mitigated through the actions outlined below.	

SECTION 7 – ACTION LOG			
Refer to Equality Analysis guidance page 10			
Action Identified	Lead	Due Date	Comments and Sign off (when complete)
7.1 Actions to address gaps identified in section 4			
1. Analysis of applications to the proposed Hardship Fund to support understanding of any socioeconomic impact of the proposals.	Catherine King (HR)	Dec 21	
2. Data on fixed location and agile workers gathered during the pilot period will help to identify any potential differential impact by characteristic, including any linked to occupational segregation.	Catherine King (HR)	Dec 21	
3. Analysis of a number of key workforce metrics and any	Catherine King (HR)	Dec 21	

	changes will support understanding of the impact of agile working. This includes: - Full and part time working - Formal flexible working applications - Progression and development			
7.2	Actions to address gaps identified in section 5			
4.	The Inclusion Working Group will be engaged with as soon as possible and on an ongoing basis during the pilot to understand any potential or actual unforeseen or unmitigated impacts.	Sam McVaigh (People & Inclusion)	Jun 21	
5.	Ongoing engagement with staff, including through the Change Agents and Trade Unions will form a key part of the pilot to support both the real-time resolution of issues and structured evaluation.	Catherine King (HR)	Dec 21	
6.	Customer and Resident engagement will be considered as part of the structured evaluation at month 6.	Karen Johnson (Comms)	Dec 21	
7.3	Mitigations to address negative impacts identified in section 6			
7.	Creation and management of a hardship fund to support the small number of colleagues for whom financial issues are a tangible barrier to agile working	Catherine King (HR)	Jun 21	
8.	Details of the HMRC working from home tax relief to be shared with colleagues as part of the agile communications	Andrzej Wieckowski (Comms)	Jun 21	
9.	To ensure the impact to employees is regularly reviewed A Workstyle Assessment will be developed which all staff will complete with their line manager on a quarterly basis. This includes details on Health and Safety Requirements for home and office working, Performance Management, on-site facilities and individual well-being.	Catherine King (HR)	Jun 21	
10.	Linked to the above, guidance for managers will include key considerations in the scheduling of face-to-face activity will	Catherine King (HR) / Simon Green	Jun 21	

	include the importance of considering the needs of part time workers, parents and careers and colleagues wishing to participate in religious activities	(Operations)		
11.	Linked to the above, guidance on for managers will include key considerations (including the approach to the provision of on-site office space) for colleagues whose home environment may not be conducive for work. This could include, for example, issues related to domestic violence or abuse or mental health conditions.	Catherine King (HR) / Simon Green (Operations)	Jun 21	
12.	Linked to the above, guidance on reasonable adjustments will be reviewed and, as part of the pilot phase, focused support provided to examine and work to address any issues related to adjustments which pose a potential barrier to agile working for individuals. This will inform the post-pilot approach.	Catherine King (HR)	Jun 21	
13.	As part of the structured review any equality implication related to occupational segregation will be identified. Whilst this will related to the nature of individuals' role and not be based on protected characteristic, the longer term and more substantive agile working project will provide further opportunities for these groups.	Sam McVaigh (People & Inclusion)	Dec 21	
14.	Guidance and support will be developed to support induction, learning and development in an agile environment which will include a focus on how to fill any gaps in experiential learning potentially felt by new (and potentially younger) workers.	Catherine King (HR)	Dec 21	
15.	Planned IT developments will be progressed with due regard to equality considerations (particularly disability equality)	Stephen Denton (IT)	Ongoing	

	and informed by engagement with relevant staff groups			
16.	Planned estates developments will be progressed with due regard to equality considerations (particularly disability equality) and informed by engagement with relevant staff groups	Chris Beadsworth (Corporate Landlord)	Ongoing	
17.	Guidance and support will be communicated in an accessible manner and any accessibility issues will be addressed as a priority.	Andrzej Wieckowski (Comms)	Ongoing	

7.4 Opportunities to further inclusion (equality, diversity and human rights) including to advance opportunities and engagements across protected characteristics

18.	The benefits for individuals (increased flexibility, reduced travel costs etc.) will support Burry in positioning itself as an inclusive employer and employer of choice to diverse potential new recruits.	Sam McVaigh (People & Inclusion)	Dec 21	
19.	Utilising available technology will enable further opportunities for engagement with staff in areas and roles traditionally seen as 'hart to reach'.	Sam McVaigh (People & Inclusion)	Dec 21	

SECTION 8 - REVIEW			
Refer to Equality Analysis guidance page 10			
Review Milestone	Lead	Due Date	Comments (and sign off when complete)
Prior to Cabinet /Governing Body submission meeting June 21	RN	May 21	
Prior to go-live	SM	June 21	
End of Month 1	SM	July 21	
Month 3 evaluation point	SM	Sept 21	
Mont 6 evaluation	SM	Dec 21	

Please make sure that every section of the Equality Analysis has been fully completed. The author of the EA should then seek Quality Assurance sign off and departmental recording.

SECTION 9 – QUALITY ASSURANCE *Refer to Equality Analysis guidance page x*		
Consideration	**Yes/ No**	**Rationale and details of further actions required**
Have all section been completed fully?	Yes	
Has the duty to eliminate unlawful discrimination, harassment, victimization and other conducted prohibited by the PSED and Equalities Act been considered and acted upon?	Yes	
Has the duty to advance equality of opportunity between people who share a protected characteristic and those who do not been considered and acted upon	Yes	
Has the duty to foster good relations between people who share a protected characteristic and those who do not, been consider and acted upon	Yes	
Has the action log fully detailed any required activity to address gaps in data, insight and/or engagement in relation to inclusion impact?	Yes	
Have clear and robust reviewing arrangements been set out?	Yes	
Are there any further comments to be made in relation to this EA	Yes	As part of the evaluation more detailed data analysis and a consideration of any impact on residents will be key.

Appendix 3

Lynne Ridsdale

Deputy Chief Executive (Corporate Core)

Our Ref

Your Ref

Date

Please ask for Mr S Bagley

Direct Line   0161 253 5888

E-mail   s.bagley@bury.gov.uk

Delivered Electronically

Dear Colleague

On 26 May the Council's Cabinet gave approval for the roll out and evaluation of an agile working model for all staff which will be adopted from Stage 4 of the national roadmap out of lockdown, currently scheduled for 19 July. The model is supported by a new Agile Working Policy which has been agreed and is available via the Council's intranet.

I am writing to confirm that, in line with this model and policy, the Council will support you to work in an agile way from the go-live point of these arrangements and subject to the structured evaluation which will take place in December 2021.

In line with the Agile model and policy, all routine desk-based activity will ordinarily be completed off site and time in the office will be focuses on collaboration and fixed requirements only. However, your contractual place of work will not change. The details of your day-to-day working arrangements (including location) will be agreed locally between you and your manager. However, you should be available to be recalled to an office site if reasonably required, with 24 hours' notice.

Initially, the allocation of office space will only change for teams within the Town Hall and 3 Knowsley Place. However, the Agile approach has been developed and is applicable for all staff, subject to the requirements of their role.

Agile working is voluntary and will only be applied by employee agreement and those colleagues who are unable or unwilling to work with agility will be provided with an office space to work from.

Whilst the Agile model is linked to the planned end of Covid restrictions, the Council remains fully committed to your health, safety and wellbeing and recognises that you may feel anxious about these changes.

We are developing a range of guidance and tools to support agile worker with the aim of making this new way of working mutually beneficial and ensuring that it helps us to effectively deliver our ***Let's do it*** Strategy for Bury.

Electronic or fax service of Legal documents is not accepted

As noted above, the Council will formally review the Agile Working model in December 2021. However, an individual's decision to be an agile worker can be changed if this is not proving to be effective and you should remember that all normal HR policies and procedures such as absence management, continue to apply.

Should you have any further queries or concerns, please speak to your line manager in the first instance.

A set of regularly updated frequently asked questions are available via the Council intranet and you can submit any queries directly through this online form.

Yours sincerely,

HEAD OF HUMAN RESOURCES

Appendix 4

Lynne Ridsdale

Deputy Chief Executive (Corporate Core)

Our Ref

Your Ref

Date

Please ask for   Mr S Bagley

Direct Line   0161 253 5888

E-mail   s.bagley@bury.gov.uk

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I am writing to confirm that, because of the nature of your role, personal circumstances or preference, you have not been identified to become an agile worker once these arrangements come into force. As such, there will be no change to the way in which you currently perform the duties of your job role or where they are carried out as a result of these arrangements.

The Council will formally review the Agile Working model in December 2021 and is committed to identifying and offering agile working options to support all colleagues with the aim of making this new way of working mutually beneficial and ensuring that it helps us to effectively deliver our **Let's do it** Strategy for Bury. More information on this will be shared in due course as our Agile Working project progresses.

Should you have any queries regarding this matter, or if your circumstances change and you wish to explore working in an agile way, please speak to your line manager in the first instance.

A set of regularly updated frequently asked questions are available via the Council intranet and you can submit any queries directly through this online form.

Yours sincerely,

HEAD OF HUMAN RESOURCES

Electronic or fax service of Legal documents is not accepted