

Pecyn Dogfennau Cyhoeddus

Cabinet

Man Cyfarfod
**Siambwr y Cyngor - Neuadd y Sir,
Llandrindod, Powys**

Dyddiad y Cyfarfod
Dydd Mawrth, 21 Medi 2021

Amser y Cyfarfod
10.30 am

I gael rhagor o wybodaeth cysylltwch â
Stephen Boyd
01597 826374
steve.boyd@powys.gov.uk



Neuadd Y Sir
Llandrindod
Powys
LD1 5LG

Dyddiad Cyhoeddi

Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

AGENDA

1.	YMDDIHEURIADAU
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Derbyn ymddiheuriadau am absenoldeb.

2.	DATGANIADAU O FUDD
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Derbyn unrhyw ddatganiadau o fudd gan Aelodau mewn perthynas ag eitemau i'w trafod ar yr agenda.

3.	CYNLLUN STRATEGOL CYMRAEG MEWN ADDYSG (WESP) 2022-2032
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Ystyried adroddiad gan y Cynghorydd Phyl Davies, Aelod Portffolio – Addysg ac Eiddo.

(I Ddilyn)

4.	FFYRDD NEWYDD O WEITHIO I WEITHLU'R CYNGOR.
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Ystyried adroddiad gan y Cynghorydd Beverley Baynham, Aelod Portffolio – Gwasanaethau Rheoleiddio a Llywodraethu Corfforaethol.

(Tudalennau 1 - 36)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****21 September 2021**

REPORT AUTHOR: County Councillor Beverley Baynham
Portfolio Holder for Corporate Governance and
Regulatory Services

REPORT TITLE: New Ways of Working for the Council's workforce

REPORT FOR: Decision

1. Purpose

- 1.1. The purpose of the report is to update Cabinet and seek approval as to how the Council can build upon its experience of successfully delivering services in different ways during the pandemic. The report sets out New Ways of Working (a new way for a Council to operate) which best captures the learning from the past 18 months. Under the New Ways of Working (NWOW), it is proposed that all staff across the Council's services will continue to work in one of three defined work styles. This will enable many staff to continue to work in agile ways, which better support future service delivery, whether this be to work regularly from home, from Council facilities, including corporate buildings, hubs, local facilities, or from agreed partner facilities.

2. Background

- 2.1. "By 2025, Powys will be widely recognised as a fantastic place in which to live, learn, work and play". The vision of NWOW is of an empowered, trusted, and supported workforce, who have the right skills and equipment to work flexibly and productively together and with our partners and communities, to deliver high quality services in a way which significantly reduces our impact on the environment and contributes towards net zero carbon targets.
- 2.2. This will build on the success of the existing and new ways of service delivery which developed throughout the pandemic, through giving staff the flexibility to work in an agile way from home and / or other local bases and maximising the use of digital platforms for meetings and communication. The future emphasis will be on how work is done, and the outcomes achieved, rather than on where staff work. The transition aims to reduce travel, improve productivity, aid recruitment, enable many staff to enjoy an improved work-life balance, and make the Council more efficient and cost effective.
- 2.3. The main drivers for the permanent move to agile working are:

- Good staff wellbeing, leading to high productivity, as evidenced by the staff surveys which have been undertaken since June 2020.
- To aid the Council's ability to recruit staff from the wider employment market by offering flexible working, where this supports service delivery.
- Reductions in CO2 emissions created by commuting and travelling for work, as part of the Council's net zero carbon target.
- Capturing the best practice of the pandemic period, rather than returning to "old" ways of working
- A streamlining of the corporate property portfolio in the longer term

2.4. The transition to NWOW will be underpinned by a number of key principles / a cultural shift:

- Digital by default - virtual meetings will become the norm across the organisation wherever possible. Business travel will be reduced as far as is reasonably practicable within service delivery needs.
- Flexibility in where and when staff work - attendance at offices, depots and other worksites will only be required if it is an essential part of the working role.
- It will be a service and line manager decision as to how a service operates effectively and when and where staff work, in discussion with the employee.
- Place based employees will already have been assigned an allocated desk for the purposes of delivering their service, and particularly for meeting members of the public.
- There will be an online desk booking system for flexible workers to book a workstation when they need to work from a corporate facility. Desks will also be available in zoned areas, for instance for confidential work, and rooms may be booked for essential meetings, as previously.
- Wellbeing – staff will continue to be supported in their work by managers and the organisation, through for instance frequent communication, teambuilding, mental health support and the provision of essential compliant workstation equipment as required.
- All Staff will be supported to work flexibly in the way that maximises their engagement and productivity in delivering services. It is acknowledged that individual circumstances can be very different, and the decision around where and when to work will be made by staff and managers together through discussion, with the final decision being subject to the agreement of the manager. No member of staff will be required to work from home

if it does not support their health and wellbeing, or if their home arrangements do not enable them to work from home.

- Corporate offices will be used in different and more flexible ways, particularly for communication, team building and active collaboration, rather than for static work which can be undertaken from home.
- The move to NWOW is not about changing workforce numbers or the structure of the workforce, rather it's about the way staff actually work to deliver services.

2.5. The proposal is in line with Welsh Government's commitment to develop a remote working strategy, with the expressed ambition of 30% of the Welsh workforce being able to work at or close to home.

3. Moving to New Ways of Working

3.1 The Council is in a period of transition, moving from the pandemic towards what is being referred to as a new normal. As part of this, the following 3 workstyles have been identified which reflect the organisation and how the Council delivers services, both today and in moving forwards:

Place-based workers: these are staff who are based at a particular location in order to fulfil their role, or because they are unable to work from any other locations for a variety of reasons. Examples include receptionists, library and museum staff, depot staff, catering and cleaning staff, residential care staff, youth hub workers etc.

On-the-go workers: these staff are mostly out and about in the community, directly delivering services, but need an office or building as a base. Examples include HTR operatives, domiciliary care staff, some environmental health officers, etc.

Flexible workers: these are staff who can work flexibly from a variety of locations, including from home, various office buildings, partner locations, or community buildings which are near to where they live. Examples include the legal and finance teams, ICT, housing officers, HR, and property colleagues.

3.2 There will be cross-over within these categories, and it is not expected that all staff within a particular service area would be working within the same workstyle. Similarly a number of roles may fit across 2 workstyles, for example some flexible workers may also be on a rota for a place-based role for one day per week.

3.3 In identifying which staff are deployed in each workstyle it should be noted that the workstyles themselves are not new. For instance a Librarian or Receptionist was already deployed on a place based basis and will continue to be place based in the future. Similarly a Waste &

Recycling Operative was already deployed on an on-the-go basis and will continue to be, and HR staff were mainly deployed as flexible workers and will continue to work flexibly.

- 3.4 During the pandemic the Council was able to continue to deliver services with many staff working from home on a permanent or regular basis. Learning from this and in moving to NWOW, the difference the Council will see is that those staff who have been working flexibly will, subject to service delivery needs, be able to work from home a lot more regularly and where staff need to work from an office, there will be a lot more flexibility as to where this could be, for instance from a Council office or hub, or possibly a shared facility with a partner organisation or the facilities of another local authority with their agreement.
- 3.5 Given that as part of NWOW, there will be no change to job titles, job roles or the day to day work of the workforce, there will be no consequential change to the terms and conditions of employment for staff, who will therefore be able to claim any expenses in the normal way in line with current conditions and guidance. All staff will continue to have a nominated corporate work base, from which they can claim travel and subsistence expenses.
- 3.6 In transitioning to NWOW there is a small group of staff who have been homeworking for many years under a legacy policy, who are paid a working from home allowance each month. To ensure consistent and equitable treatment for all staff who will be working flexibly from home (including those on a full time basis) a management of change consultation process will be carried out about their workstyle under NWOW and to remunerate them accordingly. The consultation process will therefore explore the cessation of the payment of an allowance to this group.
- 3.7 In rolling out and embedding NWOW, it is proposed that the changes be implemented on a service by service basis, rather than a whole authority approach, from October 2021 onwards.
- 3.8 This will be important as in rolling out this opportunity, each service area will need to envision their future delivery, taking into account the service delivery needs of service users, the desired outcomes planned and the needs of the workforce.
- 3.9 The timing of implementation will also differ from service to service, as some services are in recovery or have recovered and can explore implementing this in the shorter term, whilst other services continue to respond to significant service pressures arising from the pandemic and will not therefore have an opportunity to plan for implementation until much later, which for some services will not be likely to be before spring 2022.

- 3.10 Transitioning in this way will also provide an opportunity for a small support team to help each service to plan and implement their roll out. This team could support the service's management team, with guidance, orientation, and any training for managers, in envisioning how NWOW can best support future service delivery, in planning the practical implementation of the transition and in engaging the workforce in this.
- 3.11 An exercise undertaken earlier this year established that in excess of 1,300 employees could potentially continue to work from home on a regular basis, this being in line with the Flexible Worker workstyle. This assessment will be reviewed by each service, as part of their plans to roll out NWOW and the workstyle of each employee clearly established.
- 3.12 In then rolling the new arrangements out, where the service identifies that an employee's workstyle is that of a Flexible Worker and that the work they undertake can be best delivered from home, the line manager will discuss this with the employee. This conversation will clarify that the service's assessment is that the employee can best work from home or their local area for most of the time, and that they will not generally be expected to attend their designated office, except for very infrequent visits, such as to attend team meetings. As part of this the manager will seek agreement about the flexible working arrangements and will formally write to the employee (using a template letter) to confirm the agreement.
- 3.13 It is recognised that it will not be possible for some staff to work from home for a variety of valid reasons, including any concerns about the impact of this on their mental health, or that their home is not suitable for home working. In exploring how flexible working arrangements can best work with each employee, they will not be placed under any compulsion to work from home, rather agreement will be sought.
- 3.14 Recognising that Flexible Workers will need occasionally to visit Council facilities, and a number will need to work from them more regularly, an on-line desk booking system will be introduced to book a space in a corporate building. During the ongoing pandemic the number of desks available will be subject to the number of COVID secure buildings open and any risk assessed control measures in place, such as any ongoing social distancing requirements.
- 3.15 The extent to which a flexible worker may need to work out of a Council facility will differ from role to role. In some cases this will be infrequent as described, whilst for others their roles and responsibilities may require them to work out of an office more regularly.
- 3.16 During the pandemic employees working from home, with the support of managers have undertaken Display Screen Equipment (DSE) assessments, including an audit of compliant equipment available to ensure they were able to work from home safely. In rolling out longer term working arrangements under NWOW, Flexible Workers who will be

working from home for 2 days or more each week, or for 40% or more of their time, will be provided with a core set of office equipment for this purpose.

- 3.17 A number of relevant HR policies / guidance documents and Health and Safety Corporate Working Arrangements (CWAs) have been reviewed to ensure they fully support home working, in preparation for the introduction of NWOW.
- 3.18 Consultation with trade unions and engagement with the wider workforce about NWOW continues. The workforce has been engaged to date through 3 staff wellbeing surveys undertaken over the past 14 months, which looked at the experience of working from home (amongst other things), and through regular NWOW communication updates about the plans and progress and through having the opportunity to ask any relevant questions, with many having been asked and responded to over recent months. As outlined earlier in this report, staff in each service will also have further opportunities to be engaged as the transition to NWOW is planned in their service.
- 3.19 The developing plans and the proposals contained in this report have also been discussed and consulted with the trade unions, since summer 2020 when a move to NWOW was first envisioned.
- 3.20 More recently, a number of formal meetings were held over August 2021 with the unions, to share and consult about the detail of the transition to NWOW as laid out in this report. All relevant documentation such as the business case, and draft policies / guidance documents (HR, GDPR and ICT) and CWAs have been shared for feedback and comment. A formal consultative proposal was also provided setting out the Council's plans.
- 3.21 At the time of writing this report, the unions have not expressed any representation against what is being proposed. They recognise that what is being proposed is a progressive move by the Council, mainly as in exploring the future working arrangements with staff, they will not be compelled to work from home where this does not suit their circumstances. As stated above, it is recognised that there will be a number of reasons why employees may not be able to work from home, including the suitability of their home for this purpose and concerns about their working style and environment on their mental wellbeing.
- 3.22 During the consultation process the unions have asked that a home working allowance of £26.00 a month be paid to all staff who will be working from home on a regular basis. In addition to asking for this locally, the unions have also requested this nationally as part of the NJC negotiations regarding pay and terms and conditions of employment for 2021. In responding to the overall claim the national employers have formally declined this aspect.

- 3.23 The request has also been considered locally and recognising that the implementation of NWOW will not lead to any change to the job roles and responsibilities of the staff concerned, and that any final decision to work regularly from home will be subject to the agreement of the employee, the payment of an allowance is not considered appropriate.
- 3.24 This decision also took account of the fact that many of the staff affected are saving on their travel costs, which can fully / more than offset the additional cost of working from home. Furthermore, if any employee feels unable to work from home due to the costs, they can elect to continue to work from their normal work base, or by agreement from a more local facility.

4. Resource Implications

4.1. Estimated Implementation Costs

A specific Reserve of £435,000 was set aside at the end of last financial year to provide the funding to implement NWOW. The current estimated costs of implementation are shown below:

Description of Cost	Amount - £
Desks	59,250
Chairs	86,500
Monitor and Cables	81,500
Other Equipment incl keyboards, cables, wrist supports etc.	29,390
Contingency for Non-responses	30,000
Delivery Charges	30,200
Admin Support	3,000
Compensation payments for current Homeworkers if allowance is removed	5,000
Installation costs	3,000
Total	327,840

4.2. Ongoing Savings

Reduced staff travel during 2020-21 realised a saving of £1,029,898 in the financial year.

As the council has not yet returned to working without any restrictions it is difficult to estimate what the permanent saving on travel will be, as services develop their Integrated Business Plans this will be a key consideration. An initial costing exercise for the 2021-22 budget, estimated that circa £1,410,000 will be required for travel expenses on an ongoing basis, resulting in an estimated saving of **£544,000**. **£450,000** has already been put forward by services as savings in 2021-22 or the budget has been used to fund other financial pressures.

4.3 Assumptions / Future Costs

- The ongoing costs of replacement furniture and equipment will be the responsibility of the services. The services will be required to fund future replacement costs and the cost of any additional staff, as they do currently.
- The ongoing costs of travel expenses will be funded from the services as it currently is.
- It is estimated that the ongoing cost of refreshing laptops will increase due to having to deliver new equipment to homes, this is estimated at approx. £25 per device, totalling approx. £6,250 per year, it has been assumed that this can be funded through the current ICT refresh budget. It is not envisaged that there will be any further increase to ICT costs.
- The base of individuals will not change from their current base e.g., County Hall / Neuadd Brycheiniog, if this were to change this would have a significant financial impact.
- It is assumed PAT testing will continue to be carried out at no extra cost.
- There are likely to be savings in future years in relation to property these have not been included.
- It is assumed no Homeworking allowance will be paid, if this were to change this would have a significant financial impact.

4.4 There are no proposed changes to staffing structures or roles arising from the proposal. Moving forwards, Services will of course consider how New Ways of Working will support service delivery as part of the Integrated Business Planning process. Services will continue to review their service delivery models in light of these and other changes and any financial implications will be captured through the IBP process.

4.5 The Head of Finance (Section 151 Officer) notes the content of the report. The recommendation captures the benefits that have been seen over the last eighteen months including significant reductions in costs. It is also expected that further financial savings can be identified through the implementation of the New Ways of Working and these will support the Council in bridging the budget gap in its Medium Term Financial Strategy.

5. Legal implications

5.1 Legal: The recommendation can be supported from a legal point of view.

- 5.2 The Head of Legal and Democratic Services (Monitoring Officer) has commented as follows: “ I note the legal comment and have nothing to add to the report”.

6. Data Protection

- 6.1 Service areas will need to consider and implement appropriate responses to data protection obligations, namely in terms of sensitive/confidential conversations taking place in homes, the security of hard copy documentation in officer's homes and also remaining in offices, commensurate with the sensitivity and volume of personal data affected.
- 6.2 Information security policies will remain under review, and relevant advice issued as required.

7. Comment from local member(s)

- 7.1 Not applicable.

8. Impact Assessment

- 8.1 The overall summary of the Impact Assessment finds that:

*The New Ways of Working proposals aim to enable the Council to develop new workstyles for the future, building on the best practice displayed during the coronavirus pandemic, and enabling staff and services to deliver outcomes flexibly – work will become about **what** we do, not where or how we do it, i.e. the focus will be on outcomes. For those staff whose roles are identified as place-based or on-the-go workers, there is no change to what they do through this proposal. The main change is for those staff who are identified as flexible workers. Introducing more flexibility into work will help to ensure that services are sustainable for the long term, in terms of staff wellbeing, increased productivity and staff satisfaction levels, demonstrating PCC as a compassionate and inclusive employer. Work/life balance should be improved, and some staff will have more time and flexibility for family life, caring responsibilities, leisure and cultural activities and community participation. Existing and further strategies to promote staff wellbeing will be delivered as a key priority, and reasonable adjustments will be made for staff who have difficulties in working from home. The model will also contribute significantly towards a reduction in the impact of work-related travel on the environment of Powys, through improved use of technology and digital platforms (and in line with the Digital Strategy). The outline assessment is therefore that the proposal will have good positive impact.*

- 8.2 The impact assessment for this proposal is included at Appendix A

9. Recommendation

- 9.1 That Cabinet approve the rollout of New Ways of Working and the steps to embed this in each service, as laid out in this report. In summary, from October 2021 onwards, each service will envision and shape how New

Ways of Working can best support future service delivery and will transition at a timing and pace that best underpins their plans.

Contact Officer:	Kay Thomas, Senior Project Manager
Tel:	01597 826 864
Email:	kay.thomas@powys.gov.uk
Head of Service:	Paul Bradshaw
Corporate Director:	Nigel Brinn

Appendix A – New Ways of Working Impact Assessment

Impact Assessment (IA)

The integrated approach to support effective decision making

Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation. **Draft versions of the assessment should be watermarked as “Draft” and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.**

Service Area	All	Head of Service	Nigel Brinn (SRO)	Portfolio Holder	Clr Beverley Baynam
Proposal	New Ways of Working - to implement new workstyles including agile working across Powys County Council				
Outline Summary / Description of Proposal					

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The integrated approach to support effective decision making

The proposal is to support the Council to develop an agile and flexible operating model, and to create a framework for new ways of working which gives managers and staff more ownership and control over where and how they deliver services in order to achieve the best outcomes.

The vision of New Ways of Working is of an empowered, trusted and supported workforce who have the right skills and equipment to work flexibly and productively together and with partners and communities, to deliver high quality services in a way which significantly reduces our impact on the environment. Maximising the use of digital platforms for meetings and communication can help to reduce travel, save time, improve productivity and enable many staff to enjoy an improved work-life balance.

Three workstyles have been identified across the workforce:

- **Place based workers:** these are staff who are based at a particular location in order to fulfil their role, or because they are unable to work from any other location for a variety of reasons. Examples include receptionists, library and museum staff, depot staff, catering and cleaning staff, residential care staff, youth hub workers etc.
- **On-the-go workers:** these staff are mostly out and about in the community, directly delivering services, but need an office or building as a base. Examples include HTR operatives, countryside services, domiciliary care staff, some environmental health officers, etc.
- **Flexible workers:** these are staff who can work flexibly from a variety of locations, including from home, various office buildings, partner locations, or community buildings which are near to where they live. Examples include the legal and finance teams, ICT, housing officers, HR, and property colleagues.

There may be some cross-over between workstyles, and roles within a service area may not all be allocated to the same workstyle, depending on the type of work undertaken.

The proposal does not change terms and conditions for the majority of staff; no change to contractual base is proposed, meaning no change to how travel and subsistence is claimed. It is not proposed to pay a Working from Home allowance to staff who choose to work from home for some or all of their hours. It is recognised that working from home does not suit or is not possible for some staff for a variety of genuine reasons, and no pressure will be put on staff to work from home – the proposal simply offers choice and flexibility to work in a way which is most productive and beneficial for staff and services.

Flexible workers may work from home for all or some of the time, as well as working from other local bases and hubs, in order to reduce travel, improve productivity and enable many staff to enjoy an improved work-life balance. Staff who will be working from home for at least 40% of their hours will be provided with a home workstation which is DSE compliant.

The proposal is to implement the new model by consent, supporting staff, trade unions and managers to overcome any issues and ensure staff safety and wellbeing, and accepting that each member of staff's circumstances will be individual and unique

The proposal aims to capture and mainstream the benefits of new ways of working which were developed at pace across the council to meet the challenges of the coronavirus pandemic. Increased and better use of digital technology in communication and delivering council business and services is key, as it enables staff to work effectively and efficiently from home, significantly reducing travel and environmental impacts.

The proposal is seen as a key workstream towards Vision 2025, Powys as a fantastic place to live, learn, work and play, and will contribute significantly to the climate change targets through reductions in carbon emissions generated through commuting and work-related travel.

This impact assessment considers the effect of the proposal on staff, particularly those in the flexible workstyle.

Impact Assessment (IA)

The integrated approach to support effective decision making

It is expected that service managers will carry out an impact assessment for residents, in terms of any change in the way that services are delivered. It will be necessary to consider the findings of service impact assessments throughout the consultation process.

1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
V1	Kay Thomas	Project Manager	12/02/21
V2	Kay Thomas	Project Manager	12/04/21
V3	Kay Thomas	Project Manager	12/08/21

Profile of savings delivery (if applicable)

2020-21	2021-22	2022-23	2023-24	2024-2025	TOTAL
£		£	£	£	£

Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Individual discussion and agreement will take place between managers and staff members.

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety and Corporate Parenting?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY			
Adult Services	√	Education	√
Children’s Services	√	Finance	√
Commissioning	√	Highways, Transportation and Recycling	√
Digital Services	√	Housing and Community Development	√
		Legal and Democratic Services	√
		Property, Planning and Public Protection	√
		Transformation and Communications	√
		Workforce and OD	√
Data Protection Impact Assessment			

Impact Assessment (IA)

The integrated approach to support effective decision making

Will the proposal involve processing the personal details of individuals? Yes No

Is Powys County Council the data controller? Yes No

If you have answered yes to either of the above you will be required to complete, as a minimum, the screening questions on the data protection impact assessment.
For further advice please contact the Data Compliance Team.

4a Geographical Locations

What geographical area(s) will be impacted by the proposal? (Chose all those applicable)								
Judalen 14	Powys	<input checked="" type="checkbox"/>	Brecon	<input type="checkbox"/>	Llandrindod and Rhayader	<input type="checkbox"/>	Machynlleth	<input type="checkbox"/>
			Builth and Llanwrtyd	<input type="checkbox"/>	Llanfair Caereinion	<input type="checkbox"/>	Newtown	<input type="checkbox"/>
	North	<input type="checkbox"/>	Crickhowell	<input type="checkbox"/>	Llanfyllin	<input type="checkbox"/>	Welshpool and Montgomery	<input type="checkbox"/>
	Mid	<input type="checkbox"/>	Hay and Talgarth	<input type="checkbox"/>	Llanidloes	<input type="checkbox"/>	Ystradgynlais	<input type="checkbox"/>
	South	<input type="checkbox"/>	Knighton and Presteigne	<input type="checkbox"/>				

5. How does your proposal impact on Vision 2025?

Impact Assessment (IA)

The integrated approach to support effective decision making

Council's Well-being Objective	How does the proposal impact on this Well-being Objective?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Tudalen 15 The Economy We will develop a vibrant economy	<p>Staff spend may decrease in the towns where there are currently larger numbers of staff based in PCC offices. However, this should be offset by increased spend in more towns and villages across the county, nearer to where staff live.</p> <p>Continued work on improving staff skills, training and development opportunities and offering more effective ways of working from home/locally should impact well on attracting people to high quality jobs within the authority, and to providing disabled people with improved opportunities to work.</p> <p>Continued use of apprenticeship schemes, kickstart placements and harness volunteer and community partners to develop workforce and resident skills.</p> <p>The project also links with other workstreams around improving the digital infrastructure.</p>	Neutral	Potential for cafes, hotels etc to gain trade through occasional face-to-face meetings held locally, when possible under covid restrictions.	Unknown

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<p>Health and Care We will lead the way in providing effective, integrated health and care in a rural environment</p>	<p>The proposal contributes to the Vision 2025 wellbeing objective 2: ensuring that Powys adults are safe, resilient, fulfilled, and have their voices heard, valued and acted upon. The new operating model will be implemented by agreement between staff and their managers.</p> <p>There will continue to be a strong focus on wellbeing in this transformation project – the wellbeing of staff is seen as paramount to the delivery of efficient and effective services for a long-term sustainable future. It is intended that there should be no detriment to staff’s health and wellbeing through this proposal, and individual risk assessments will be carried out to highlight any issues for staff.</p> <p>Feedback from surveys shows that some staff miss the face-to-face social interaction of the office, and that their mental health has been affected by working from home all of the time during the pandemic. Staff also reported less physical activity and weight gain whilst working from home during the pandemic. Staff who have found detrimental impacts on their health will be able to return to corporate buildings and/or explore other local alternatives.</p> <p>Wellbeing measures have already been put in place to support staff with the issues above, both by managers at a team level, and also authority wide (e.g. CareFirst, counselling, daily exercise activities on the wellbeing Teams channel). Wellbeing is also measured regularly through staff wellbeing surveys.</p> <p>The project has clear links with the enablers of the Health and Social Care Strategy, i.e. the Workforce Futures, Innovative Environments, Digital First and Transforming in Partnership workstreams, and also</p>	<p>Neutral</p>	<p>Wellbeing initiatives will be developed further to try to meet needs identified through staff wellbeing survey results, consultation and individual risk assessment processes, working with H&S colleagues, managers and partners as required.</p> <p>A wellbeing toolkit of useful information will be pulled together from one access point, to make it easier to find on the intranet.</p> <p>Managers will be supported and encouraged to develop ways of working which overcome any disbenefits or issues e.g. buddy systems, virtual coffee breaks and team social activities.</p> <p>The new way of working should enable a better work/life balance, with more time freed up for caring responsibilities, through less time spent travelling long distances.</p> <p>The new way of working may also encourage a more diverse workforce, particularly supporting more people with disabilities into employment with the Council.</p> <p>Under the ‘Equality Act 2012’, managers will work with individuals who need reasonable adjustments (Chairs, disabled, medical conditions, mental health etc) to ensure they have suitable home working environments.</p> <p>Consideration will also be given to domestic circumstances and risk assessments will help to support or identify any domestic abuse issues whilst at home.</p>	<p>Unknown</p>
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Impact Assessment (IA)

The integrated approach to support effective decision making

Council's Well-being Objective	How does the proposal impact on this Well-being Objective?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
	with the wellbeing intended outcomes described in the strategy document (page 31). Flexible workers should have a more flexible work life balance around any caring and family responsibilities, enabling them to take a more active role in a healthy sustainable communities.			

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 18</p> <p>Learning and skills We will strengthen learning and skills</p>	<p>No negative impact is foreseen.</p> <p>Staff will still be able to access high quality training opportunities relevant to their work and development under this proposal, and it is likely that e-learning and virtual learning opportunities from home/local area will offer increased capacity to take part in training remotely. Many courses are already being offered e.g. digital training opportunities 15/02/21. Staff are actively encouraged to take part in training opportunities, and training needs are identified through the appraisals and workforce planning processes.</p> <p>E-learning facilities are already in place for mandatory training, and courses such as ILM programmes have successfully transitioned to online provision.</p> <p>Apprenticeships and kickstart positions will be still offered, and all services are encouraged to provide such opportunities.</p> <p>Digital volunteering opportunities are already in place, working with PAVO and partners e.g. digital befriending.</p> <p>It is acknowledged that some practical training will still need to take place face-to-face, and some managers have raised the need to train and support new staff (particularly young people), through regular face-to-face contact, which will need to be socially distanced.</p> <p>Some work will be needed around digital upskilling to work in new ways; this will be addressed through the Digital Strategy work.</p>	<p>Neutral</p>	<p>Use of immersive technology could help to reduce the need for face-to-face training, or to provide more realistic scenario based training.</p> <p>Continue to explore partnership working for improving learning opportunities e.g. PtHB, PAVO.</p> <p>Mid Wales Growth deal may offer training and learning opportunities.</p> <p>Explore challenges of onboarding new staff remotely (both internal and external candidates), to learn from the experience of staff and managers during the pandemic.</p> <p>Explore digital buddy systems for new staff, rather than “sitting next to Nelly” style of support.</p>	<p>Unknown</p>
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Impact Assessment (IA)

The integrated approach to support effective decision making

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Council's Well-being Objective	How does the proposal impact on this Well-being Objective?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	Workforce intended outcomes in the Health and Care strategy will be met through this project: <ul style="list-style-type: none"> • I can access education, training and development opportunities in Powys that allow me to secure and develop my skills and opportunities. • I am enabled to provide services digitally where appropriate. • I am engaged and satisfied with my work 			
Residents and Communities We will support our residents and communities	No negative impact is envisaged through this proposal; our staff will be integral within their communities, and able to play a role in safer, stronger communities through having a better work life balance, with more flexible and productive ways of working fitting well around caring responsibilities and family life. Carbon emissions from travel will be decreased, improving air quality in our communities. It is envisaged that the proposal supports the Vision 2025 Wellbeing Objective 4, strengthening relationships, enhancing the natural environment through reduced carbon footprint, and promoting digital inclusion. Through less time spent in travel, staff should have more time to engage with leisure and cultural services and opportunities locally.	Neutral	Continue to work with partners and communities to improve relationships and support for residents (which includes staff as residents and service users within Powys).	Unknown

Impact Assessment (IA)

The integrated approach to support effective decision making

Source of Outline Evidence to support judgements
Findings of staff wellbeing surveys June and Dec 2020 Anecdotal feedback from team meetings

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How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The proposal aims to support all of the outcomes described under A Prosperous Wales.	Good	Continue to monitor impacts to ensure contribution to desired outcomes, through the Business Intelligence unit. Develop new measures if required.	Unknown

Impact Assessment (IA)

The integrated approach to support effective decision making

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The proposal aims to support social, economic and ecological resilience, and contribute significantly to the Council’s climate emergency work through reduction in carbon footprint caused by driving petrol and diesel vehicles. The initial business case highlighted that our carbon footprint had been reduced by 76% due to decreased travel during lockdown. However, this must be offset by increased emissions from use of home heating and lighting during the working day, which makes the net impact on emissions unknown.</p>	<p>Unknown</p>	<p>Work with the Climate Change officer and group to effectively measure impacts of new ways of working, and ensure that benefits are further enhanced going forward, through use of new technologies and platforms.</p>	<p>Unknown</p>
<p>A healthier Wales: A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Provision is already in place to support the physical and mental well-being of staff, to address the issues raised through staff survey feedback and contribute to a society which maximises wellbeing, and where staff understand the impact of their own choices and behaviours on their health. A Wellbeing Charter has been produced, and a wellbeing working group is in place, arranging a variety of activities as well as H&S information sharing.</p>	<p>Neutral</p>	<p>Continue to work with wide ranging colleagues to improve staff wellbeing and wellbeing support/opportunities, including Health & Safety, leisure and sports development, arts and health etc. Pull information together into a wellbeing toolkit.</p>	<p>Unknown</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>The proposal aims to embed staff within their communities, contributing to cohesion. More flexible working should improve work/life balance and allow more time for caring, family life and community interaction.</p>	<p>Good</p>	<p>Work with property and ICT colleagues and other partners (including PtHB and 3rd sector) on development of innovative environments/community hubs for face-to-face provision and/or supported digital access to services, advice and information from within the community. Links to North Powys Wellbeing Hub project.</p>	<p>Unknown</p>

Impact Assessment (IA)

The integrated approach to support effective decision making

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>The proposal will be introduced on a consent basis, working with staff and managers as required, and taking into account any comments and considerations brought forward.</p> <p>Staff and trade unions will be informed of progress regularly. Individual risk assessments will be carried out to consider and address personal circumstances, and will ascertain any human rights or equality issues for each person, looking at addressing these through reasonable adjustments where appropriate.</p> <p>A better work/life balance is expected for many staff, with more time for family and caring responsibilities, and more opportunities to attract a more diverse workforce, under the Equality Act 2012.</p>	<p>Good</p>	<p>Services will need to impact assess any changes to service delivery for residents. Development of innovative environments and community hubs will link to ensuring equality of access for residents.</p>	<p>Unknown</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation. <i>Incorporating requirements under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards</i></p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>	<p>No detrimental impact is expected through the implementation of the new ways of working. PCC remains committed to the requirements of the Welsh Language Standards, and opportunities to learn Welsh will still be provided.</p>	<p>Neutral</p>	<p>It may be possible for more staff to take up opportunities to learn Welsh through online classes making attendance more manageable within the working day.</p>	<p>Unknown</p>
<p><i>Opportunities to promote the Welsh language</i></p>	<p>It may be possible for more engagement with learning Welsh through online opportunities, which will support increased use of Welsh language within the organisation, contributing to Welsh Government aims under the Welsh Language Act.</p>	<p>Neutral</p>		<p>Choose an item.</p>

Impact Assessment (IA)

The integrated approach to support effective decision making

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>People are encouraged to do sport, art and recreation.</i>	Increased focus on provision of physical and mental wellbeing activities for all staff will encourage participation. Variety of schemes already in place e.g. bike purchase scheme, wellbeing activities channel activities.	Good	Continue to build on the variety of leisure and culture activities available for staff through the wellbeing group, and working with partners e.g. Freedom leisure	Unknown
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances). Incorporating requirements under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Social Economic duty (2020).				
Tudalen 23 Age	No particular impact on any age group is anticipated, more than any other. The proposal works well with the agile working, flexible working and supporting working parents policies. Individual risk assessments will be carried out with any staff with concerns, to identify and help to overcome issues. Under the Equality Act 2012, managers will work with individuals who need reasonable adjustments (Chairs, disabled, medical conditions, mental health etc) to ensure they have suitable home working environments. Concern expressed by some managers around training and supporting new staff (particularly young people) – expressed need for support to be face-to-face.	Unknown	Explore experience of onboarding new staff during pandemic, from both individual and manager’s point of view, and use finding to improve process.	Unknown

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Disability</i>	No specific impact on this characteristic is expected. However, this will be monitored throughout the progress of the proposal. It is envisaged that flexible working may encourage more disabled residents into the workforce, through being able to work from home/locally. Under the Equality Act 2012, we will work with individuals and managers on a case by case basis, using the individual risk assessment process to identify any reasonable adjustments to try to ensure they have suitable working environments.	Neutral		Unknown
<i>Gender reassignment</i>	No specific impact on this characteristic is expected.	Neutral		Choose an item.
<i>Marriage or civil partnership</i>	No specific impact on this characteristic is expected.	Neutral		Choose an item.
<i>Race</i>	No specific impact on this characteristic is expected.	Neutral		Choose an item.
<i>Religion or belief</i>	No specific impact on this characteristic is expected. However, this will be monitored throughout the implementation of the project, and any reasonable adjustments may be considered.	Neutral		Choose an item.
<i>Sex</i>	No specific impact on this characteristic is expected. The proposal fits well with flexible working to support caring responsibilities, and with supporting working parents.	Neutral		Choose an item.
<i>Sexual Orientation</i>	No specific impact on this characteristic is expected.	Neutral		Choose an item.

Impact Assessment (IA)

The integrated approach to support effective decision making

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Pregnancy and Maternity</i>	The proposal fits well with supporting working parents and flexible working policies. Normal regular risk assessments will still be carried out for any employees with this characteristic, and any reasonable adjustments considered. Less time spent commuting should be of benefit. Workstations will be risk assessed and must be suitable for purpose. More frequent breaks may be needed.	Neutral		Choose an item.

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<p><i>Socio-economic duty</i></p>	<p>Informal feedback from some staff indicates that they are substantially better off working from home/locally, both in terms of significantly reduced cost of commuting, and increased time for family and leisure activities.</p> <p>However, other feedback suggests that some staff have been struggling with increased utility bills, as a result of working from home, particularly where these costs are not offset by a reduction in commuting costs. For 2020/21 and 2021/22, staff are able to reclaim tax from HMRC as they were required to work from home due to covid-19.</p> <p>The fact that a payment will not be made by PCC towards any homeworking costs will be made clear to staff before they speak with their managers about the most appropriate and effective workstyle for their role going forward. No member of staff will be required to work from home if it does not suit their circumstances.</p> <p>Engagement and consultation will continue with staff, unions and managers to identify issues.</p> <p>Where staff choose to work from home for at least 40% of their hours, equipment will be provided to ensure a safe working environment, identified through robust home workstation risk assessment processes, including a list of recommended suitable equipment which can be purchased by managers.</p> <p>Risk assessments will be carried out to identify staff who may not be able to work from home (e.g. domestic abuse situations), and office bases will be provided if required.</p> <p>All reasonable adjustments will be considered through a consultative and risk assessment based approach, in</p>	<p>Neutral</p>	<p>Continue to listen, communicate and engage with staff at all levels, including managers and trade unions, to explore this duty and identify any possible measures to improve.</p>	<p>Unknown</p>
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Impact Assessment (IA)

The integrated approach to support effective decision making

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
	order to provide support to our staff. The duties of the Equality Act 2012 will be carried out.			

Source of Outline Evidence to support judgements
Informal anecdotal feedback from staff through team meetings Results of June and Dec 2020 staff wellbeing surveys Trent staff data from BI database

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How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	It is a guiding principle of Vision 2025, that we balance short-term needs with safeguarding the ability to meet long term needs. This proposal aims to safeguard jobs and services for the long-term, through using more effective ways of working, and being more productive at reduced costs (both financial and in terms of impact on the environment).	Good	Continue to develop new ways of improving efficiency and providing better services at reduced cost, particularly through better use of new technologies (linking to Digital Strategy) but also acknowledging the need for some face-to-face provision, and providing this as locally as possible. Provision needs to be made for those who are unwilling or unable to interact digitally for a variety of reasons, and accessible provision must be made. Use of agile project management techniques to trial new systems.	Unknown

Impact Assessment (IA)

The integrated approach to support effective decision making

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Collaboration: <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	The proposal is intended to be implemented through collaboration between staff and managers, and taking service needs, impact assessments and personal circumstances into account.	Good	Seek further collaboration to improve ways of working and reaching residents e.g. closer working with PtHB and 3 rd sector; improved use of technologies e.g LoRaWAN gateways and sensors, to inform needs.	Unknown
Involvement (including Communication and Engagement): <i>Involving a diversity of the population in the decisions that affect them including:</i> Unpaid Carers: <i>Ensuring that unpaid carers views are sought and taken into account</i>	Communication and engagement will be key to the development and implementation of this proposal. This has been demonstrated through regular staff messages about coronavirus, and 2 staff wellbeing surveys have been undertaken to inform discussion on the impact of working from home/more remotely. As the proposal begins to implement, recognised trade unions and staff will be updated regularly. Managers will be asked for their input in identifying the workstyles for posts within their teams, and identifying any issues with flexible working in particular. Detailed and discrete individual conversations and risk assessments will be carried out with these staff, accepting that no 2 circumstances will be the same. The proposal should help to support working parents and enable employees with caring duties to provide care and work around the needs of the family. It benefits some employees by providing a better work life balance with reduced travel time.	Good	Continue to listen, communicate and engage with staff at all levels, including managers and trade unions.	Unknown

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The integrated approach to support effective decision making

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>Prevention: <i>Understanding the root causes of issues to prevent them from occurring including:</i></p> <p>Safeguarding: <i>Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</i></p>	<p>Staff wellbeing surveys have already provided feedback on issues found whilst working from home during the pandemic e.g. loss of social contact, mental health issues through isolation, less physical activity. Good practices and information have been put in place at team level and corporate level to counteract these issues e.g. work buddies who speak daily within a team; corporate information and support from CareFirst; the daily exercise activities. These will continue and develop under the proposal. Individual risk assessments will be carried out with any staff with specific needs/issues, and all reasonable adjustments made. In terms of safeguarding issues, this may require an office base to be maintained for some individuals.</p>	<p>Neutral</p>	<p>Continue to listen, communicate and engage with staff at all levels, including managers and trade unions, in order to identify issues early and develop solutions together</p>	<p>Unknown</p>
<p>Integration: <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i></p>	<p>Some sections of the workforce already work very closely with other public bodies, particularly the Health Board (e.g. ICT, customer services), and PCC is committed to this principle. No specific impact has been identified.</p>	<p>Neutral</p>	<p>Continue to work with partners on wellbeing objectives</p>	<p>Unknown</p>

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<p>Powys County Council Workforce: What Impact will this change have on the Workforce?</p>	<p>This proposal impacts more on formerly office-based staff who may be identified as flexible workers in the future, through seeking to mainstream the ways of working introduced during the coronavirus pandemic, particularly use of ICT to deliver effectively from home/local areas.</p> <p>The impacts and issues of working remotely have been explored through staff surveys, which identify in particular ICT connectivity issues, and health issues (less physical movement, mental health and isolation). Interventions have already been put in place to counteract health related issues and social contact, and good practice around working hours and taking breaks has been distributed in a Wellbeing Charter. These will all be re-issued and reinforced through staff communications.</p> <p>The digital strategy provides opportunities to improve connectivity, working with the Economic Regeneration’s Community Broadband officer workstreams.</p> <p>Managers will identify posts suitable for each workstyle, and also identify individual staff for whom there may be difficulties. Detailed discrete discussions and individual risk assessments will be undertaken with these staff, to identify barriers and consider reasonable adjustments.</p> <p>Overall, the proposal aims to safeguard the workforce for the long term, through increased productivity at reduced cost. The proposal supports a more flexible work life balance, with adequate breaks and downtime promoted.</p>	<p>Neutral</p>	<p>Continue to work on wellbeing schemes, particularly to explore solutions which model and promote boundaries and downtime.</p> <p>Continue to explore connectivity issues with the community broadband officer and developments under the digital strategy</p> <p>Continue to work with H&S colleagues, Wellbeing officer and wellbeing working group on support and activities for health and wellbeing, and create a wellbeing toolkit</p> <p>Continue to model good working practices and cultures, particularly around boundaries and the importance of leave and downtime.</p>	<p>Choose an item.</p>
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Impact Assessment (IA)

The integrated approach to support effective decision making

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	<p>Two staff wellbeing surveys were carried out during 2020 (June and Dec), and the results are included in this impact assessment.</p> <p>https://sway.office.com/xs03STXb6ti4mrW0?ref=Link summer survey</p> <p>https://sway.office.com/2ED67VgImIBgJyn9?ref=Link winter survey</p> <p>Comparing the results of the questions around working from home:</p> <ul style="list-style-type: none"> • Slightly less staff reported missing face-to-face contact with colleagues (82% down to 80%) • More staff wanted to stay working at home (48% up to 54%) • More staff felt more productive working at home (69% up to 74%) • Less staff felt under pressure (37% down to 34%) • More staff were able to keep to a work schedule (84% up to 87%) • Slightly more staff felt anxious about returning to an office (37% up to 38%) • More staff are enjoying the flexibility and ability to juggle work life balance (72% up to 80%), and more had saved time (77% up to 81%) <p>Connectivity and being able to communicate effectively continue to be an issue for some staff, as is finding a suitable spot to work in the home. Top distractions were others working at home too including children, external noise, heating costs, isolation, and no distinction between work and home.</p>			
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Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
	<p>Some staff suggestions around support and improving working conditions came forward in response to open questions. These included more regular check-ins/communication; understanding of home situation and pressures; provision of suitable furniture and equipment; more flexible working hours, especially to make best use of daylight; upgrade VPN/ICT systems, and provide support with connectivity; allow choice around working from home; open offices flexibly for occasional meetings; provide financial support for increased domestic bills.</p> <p>A third staff wellbeing survey was carried out in June 2021, and this impact assessment will be updated with the results when available.</p>			
<p>Payroll: How will this impact salary, any overtime/enhanced payments etc? Does this affect any particular group of employees? E.g. Male/Female dominated workforce. Does this proposal comply with the Councils Single Status Terms and Conditions?</p>	<p>No specific impact identified for payroll. Modelling of expected behaviours around working hours and breaks has been circulated, and more information will be sent out to encourage staff to set boundaries whilst working more flexibly. <i>Add gender info from BI</i></p> <p>The proposal complies with the single status terms and conditions.</p>	<p>Choose an item.</p>	<p>Seek further interventions to prevent staff from working very long hours, and feeling that they now “live at work” – reinforce and model the Wellbeing Charter</p>	<p>Unknown</p>
<p>Welsh Language impact on staff</p>	<p>No specific impact identified. There may be increased opportunities to learn the language using digital learning methods.</p>	<p>Neutral</p>	<p>Explore opportunities for short informal Teams chats in Welsh language, for practice</p>	<p>Unknown</p>

Impact Assessment (IA)

The integrated approach to support effective decision making

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Apprenticeships: Has consideration been given to whether this change impacts negatively, or positively on Apprenticeships within the service?	No specific impact identified. It may be easier to recruit young apprentices as transport issues may be resolved, and also people living with disabilities, carers etc, as there is improved work/life balance. Some managers have expressed concern about training and support needing to be provided through physical buddying and on-the-job work experience.	Good	Explore digital ways to provide training and support for apprentices, rather than physical buddying schemes	Unknown
Source of Outline Evidence to support judgements				
Staff data Results of staff wellbeing surveys, June and Dec 2020 Anecdotal feedback in team meetings				

8. What is the impact of this proposal on our communities?

Communities	How does the proposal impact on residents and community?	IMPACT See impact definitions in guidance document	What will be done to better contribute to a more positive impact or to mitigate any negative impacts?	IMPACT AFTER MITIGATION See impact definitions in guidance document	Source of Outline Evidence to support judgement
(This table body is currently empty)					

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The integrated approach to support effective decision making

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	<p>The proposal does not directly impact on communities. For some staff identified as flexible workers in future, there could be some impact as residents within our communities, as they will be remaining within their localities, with more time for community participation, family life and caring responsibilities. The environmental impact of less travel should be positive for communities (less air pollution). Staff spend should be spread more evenly across all towns, not concentrated in larger towns where the main corporate offices are located.</p>	Moderate	<p>Local flexible hubs will be sought for any face-to-face requirements, team meetings etc. This should embed services more closely in communities, with the ability to capture issues early and prevent escalation.</p>	Moderate	
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What are the risks to service delivery or the council following implementation of this proposal?

Description of risks			
Risk Identified	Inherent Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)	Mitigation	Residual Risk Rating Impact X Likelihood (See Risk Matrix in guidance document)
<p>Cultural and behavioural issues - Staff “drift” back to offices and old ways of working as vaccination programme rolled out – insufficient time to implement new ways of working</p>	4x3 = 12	<p>Work at pace to embed best practices and working flexibly from home/locally, through a consent process, in consultation with staff. Modelling of best practice in terms of corporate culture.</p>	3x2 = 6
<p>Staff reluctance to implement new ways of working, potentially do not identify with the more flexible model</p>	3x3 = 9	<p>Work with staff, managers and unions in a consultative engagement process, to identify and negotiate barriers and make any reasonable adjustments</p>	3x2 = 6
<p>Impact on mental health and wellbeing, particularly through isolation and inability to switch off</p>	4x3 = 12	<p>Wellbeing officer has been appointed in Health & Safety team. Continue to work with groups and teams to develop social interaction events and activities. Wellbeing Charter in place.</p>	3x2 = 6
<p>H&S implications of working from home permanently – approved workstation equipment needs to be provided for all staff to prevent upper body muscular-skeletal issues in the long term</p>	4x4 = 16	<p>Robust risk assessment process, recommended equipment provided for all staff through RA process.</p>	4x2 = 8

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
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Impact Assessment (IA)

The integrated approach to support effective decision making

The New Ways of Working proposals aim to enable the Council to develop new workstyles for the future, building on the best practice displayed during the coronavirus pandemic, and allowing staff and services to deliver outcomes flexibly – work will become about **what** we do, not where or how we do it, i.e. the focus will be on outcomes. Introducing more flexibility into work will help to ensure that services are sustainable for the long term, in terms of staff wellbeing, increased productivity and staff satisfaction levels, demonstrating PCC as a compassionate and inclusive employer. Work/life balance should be improved, and some staff will have more time and flexibility for family life, caring responsibilities, leisure and cultural activities and community participation. Existing and further strategies to promote staff wellbeing will be delivered as a key priority, and reasonable adjustments will be made for staff who have difficulties in working from home. The model will also contribute significantly towards a reduction in the impact of work-related travel on the environment of Powys, through improved use of technology and digital platforms (and in line with the Digital Strategy). The outline assessment is therefore that the proposal will have good positive impact.

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?

Workforce surveys (June and Dec 2020). Feedback from individuals. Considerations raised by trade unions.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

This impact assessment is a live document which will be monitored and updated regularly throughout the period of change.
 Further Staff wellbeing surveys will be carried out during the first year of implementation.
 Feedback will also come in through unions and managers.
 Sickness levels will be monitored closely.
 The impact on travel and expenses claims will be reviewed
 Performance on delivering the PCC corporate improvement plan will be monitored through the performance management team and reporting mechanisms – a feedback route will be set up.

Please state when this Impact Assessment will be reviewed.

This is a live document which will be updated regularly.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:			
Head of Service:			
Portfolio Holder:			

14. Governance

Decision to be made by	Choose an item.	Date required	
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FORM ENDS