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KENT COUNTY COUNCIL EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

You need to start your Equality Analysis and data collection when you start to create or change any policy, procedure project or service

When developing high-level strategies under which other policies will sit, if those policies are jointly owned by KCC and partner organisations, they will need to take the partnership approach to EqIAs,

Please read the EqIA GUIDANCE and the EqIA flow chart available on KNet.

Directorate:

Strategic & Corporate Services

Name of policy, procedure, project or service

Work Smart Policy (revised version of the Flexible Working Policy)

What is being assessed?

KCC's employment policy on flexible working

Responsible Owner/ Senior Officer:

Amanda Beer, Corporate Director Engagement, Organisation Design & Development

Date of Initial Screening:

7 October 2015

Date of Full EqIA :

N/A

Version	Author	Date	Comment
1	Employment Policy Team	2010	Flexible Working Policy
2	Steve Fuller	June 2014	Flexible Working Policy
3	Steve Fuller	October 2014	Work Smart Policy

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No	Medium	None	a) publication and promotion of the revised policy and guidance documents b) no	<p>Yes. The Work Smart Policy is a revised version of the existing Flexible Working Policy. In part, the policy has been revised and refocused in order to more clearly identify that flexible working arrangements are not confined to changes of hours and working patterns. The revised policy reinforces that the wide range of flexible working arrangements available to employees cover where, how and when work is carried out.</p> <p>The Work Smart Policy sets out KCC's approach to flexible working (whether it is initiated by management or the employee) and how this can assist employees in achieving a better work-life balance.</p> <p>The Work Smart Policy specifically identifies that, as one of its key principles, it is intended to support equality and diversity through the use of flexible working arrangements which can assist employees in balancing</p>

					<p>work with their individual circumstances.</p> <p>The range of flexible working arrangements covered by the Work Smart Policy apply to all employees (dependent on the nature and duties of their roles) irrespective of their protected characteristics.</p> <p>The flexible working arrangements on offer within KCC can potentially assist in respect of recruiting and retaining high quality employees.</p>
Disability	No	High	None	<p>a) publication and promotion of the revised policy and guidance documents</p> <p>b) no</p>	<p>As above.</p> <p>The wide range of flexible working arrangements that are available can be considered when looking at making adjustments to assist disabled people.</p> <p>Flexible working arrangements which are facilitated by the use of information communication and technology (ICT) - including home or remote working – can assist in attracting people to work for KCC and in retaining employees if they become disabled at some point during their employment.</p>

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Gender	No	Medium	None	a) publication and promotion of the revised policy and guidance documents b) no	As per age section above. Data from the 2011 census identifies that there is a higher proportion of women (3.12 m) than men (2.29 m) who are unpaid carers. This statistic is likely to be broadly reflected within KCC's workforce. In view of this, there are likely to be more female employees who make use of flexible working arrangements in order to balance their work and caring commitments. Although there may be higher proportion of female employees using flexible working arrangements, the range of available options apply equally to all employees irrespective of their gender.
Gender identity	No	Medium	None	a) publication and promotion of the revised policy and guidance documents b) no	As per age section above
Race	No	Medium	None	a) publication and promotion of the revised policy and guidance documents b) no	As above.
Religion or belief	No	Medium	None	As above	As above. The available flexible working arrangements - particularly those relating to working hours and patterns - may assist employees in meeting the required practices of their religion.

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Sexual orientation	No	Medium	None	As above	As per age section above
Pregnancy and maternity	No	Medium	None	As above	As above. The available flexible working arrangements may also assist employees who are pregnant – particularly if the employee experiences difficulties. In addition to possible amendments to working times and patterns, options such as homeworking could also be examined (dependant on the nature and duties of the role).
Marriage and Civil Partnerships	No	Medium	None	As above	As per age section above
Carer's responsibilities	No	Medium	None	As above	As per age section above. As referred to in the gender section, the available flexible working arrangements can assist employees with balancing their work demands with their commitments as a carer.

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High	State rating & reasons
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups	

Rating: Low

KCC’s Flexible Working Policy has been in place for a number of years. Whilst individual decisions on flexible working requests may have been challenged by employees, there is no record of any equality related issues regarding the policy itself.

The revised approach to flexible working set out in the Work Smart Policy does not fundamentally alter KCC’s approach towards flexible working arrangements (including dealing with requests made under the statutory right to request flexible working). The policy is intended to more clearly identify that flexible working arrangements extend beyond changes to hours or working patterns.

In view of the above, it is believed that the Work Smart Policy will not have any adverse impact on employees.

Context

The Work Smart Policy forms part of KCC’s approach to providing assistance to employees in achieving a better work-life balance. By offering a wide range of flexible working arrangements there are potential benefits for both employee wellbeing and for service delivery within the organisation.

The degree to which working arrangements facilitate employees to achieving a better work-life balance is relevant to effective service delivery in the organisation. KCC’s approach towards flexible working arrangements has the potential to have a positive impact of employee engagement, motivation and satisfaction levels. This is an area which has links to KCC’s Engagement Strategy and its approach to the recruitment and retention of high quality employees.

Aims and Objectives

The Work Smart Policy (along with the associated Guidance and Procedure documents) are intended to promote the effective use of a wide range of flexible working arrangements across the organisation.

By making use of the available flexible working arrangements there are potential benefits to both the organisation and individual employees, these include:

- employees achieving a better work-life balance
- cost management – effective use of ICT can optimise the use of alternative working arrangements which can assist in changing the way KCC uses its office estate

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- increased home and mobile working arrangements can reduce the amount of travelling by employees, in doing so this can:
 - improve productivity by removing unnecessary travelling
 - reduce travelling expenses
 - benefit the environment by reducing the amount of vehicle emissions from business travelling
- support a diverse employee profile

Beneficiaries

All employees (subject to the nature and duties of their roles).

Information and Data

During the process of drafting the Work Smart Policy, examination was made of available flexible/agile working policies in place in large employers in the UK (this includes private sector organisations such as BT and Local Government and NHS organisations). In addition to this, an examination was made of the following publications from the Advisory, Conciliation & Arbitration Service (Acas):

- Acas Code of Practice on handling in a reasonable manner requests to work flexibly
- The Right to Request Flexible Working: An Acas Guide
- Advisory Booklet – Flexible Working & Work-Life Balance

The purpose of this analysis work was to ensure that KCC's approach to flexible working is both legally compliant and reflects recognised best practice in this area (including equality and diversity considerations).

Information on the profile of KCC's workforce can be found via the following link (item 69):

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=129&MId=6030&Ver=4>

Involvement and Engagement

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Potential Impact

The publication of the Work Smart Policy (and the associated guidance and procedure documents) will provide employees with information regarding KCC's approach to flexible working arrangements. Awareness of the flexible working arrangements has the potential to be beneficial to employees – particularly with regards to them seeking a better work-life balance.

Adverse Impact:

None identified

Positive Impact:

As identified in Potential Impact section.

JUDGEMENT

Option 1 – Screening Sufficient

YES

