



## **Caerphilly County Borough Council - Integrated Impact Assessment**

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Welsh Language (Wales) Measure 2011
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE: Section 3 Socio-economic Duty only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions.**

See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

### **1. Proposal Details**

**Lead Officer:- Lisa Downey**

**Head of Service:- Lynne Donovan**

**Service Area and Department:- People Services - Human Resources**

**Date:- 30/11/2022**

**What is the proposal to be assessed?** *Provide brief details of the proposal and provide a link to any relevant report or documents.*

**The following draft HR policies:**

**Agile Working Policy**

**Annual Leave Policy**

**Flexible Working Hours Scheme.**

**Mileage Scheme.**

#### **The draft Agile Working Policy and Flexible Working Hours Scheme**

Our workforce has been innovative, collaborative, resilient and resourceful in the face of extreme pressure. We have embraced the opportunities that large scale remote and agile working provided us. The challenge now is for us to take what we've learned, harness the skills and teamwork that have been developed and create an environment that will deliver long term, sustainable growth.



Aligned to a priority action of the Council's Workforce Development Strategy 2021 – 2024 and 'focusing on what matters', the Covid-19 pandemic has brought into sharp focus the importance of organisational transformation. It has highlighted the necessity to have resilient, efficient, and effective services, where we adapt and respond positively to rapid and evolutionary change, truly embrace flexible/agile working, and work smarter.

The implementation of a sustainable model of flexible/agile working for the Council was identified as a priority action in this context and the proposed Agile Working Policy and Flexible Working Hours Scheme have been created and reviewed to ensure they are inclusive, fit-for-purpose and reflective of these Council's values.

As the largest employer in the County Borough, this Policy and Scheme support our aspiration of being recognised as an employer of choice in terms of our approach to diversity, equalities, and personal well-being.

The agile working offer can bring about additional benefits and improvements to the way we attract, retain, and develop staff, including those from Protected characteristic groups. The flexibility of the agile working arrangement, however, means that it is difficult to establish a rigid set of rules around it. Not all jobs or employee situations will be suitable for agile working

Whilst the principles of the Agile Working Policy and Flexible Working Hours Scheme are based on equity and fairness, it must be accepted that in the application of these policies, there will be different outcomes for employees relating to the jobs that they do, the business needs of the service they work in and its client base.

It is important however to note that the Agile Working Policy and Flexible Working Hours Scheme in the way that they are designed, support personal choice, albeit this must be balanced against service needs. The Council's Ty Penallta Offices for example will continue to operate as a thriving work environment that supports employee attendance with dedicated workspace and/or agile workspace. Data gathered by Service Heads and also from staff surveys in 2020 and 2021 indicate that most employees who worked remotely during Covid, continue to do so now and that they welcome the opportunity to continue to do so moving forward.

The draft Annual Leave Policy has been reviewed and presented for consultation alongside the Agile Working Policy and Flexible Working Hours Scheme as a complimentary Policy that supports the employees of the Council to benefit from an additional 6 days leave per annum, pro-rata for part time employees. The proposed uplift of 6 days leave per annum includes the additional day that has been awarded under the NJC 2022 collective national pay agreement. The proposal is, however, that all staff benefit from this additional day and not just staff employed on NJC terms and conditions.

The draft Annual Leave Policy offsets the reduction in flexi leave that sits under the Council's current Flexible Working Hours Scheme. The current Scheme supports a maximum of 24 days off work relevant to time accrued, whilst the proposed draft Flexible Working Hours Scheme supports a maximum of 12 days off work per annum relevant to time accrued. It should be noted in this context that the Flexible Working Hours Scheme will only benefit employees whose jobs support flexibility. **ALL** employees as referred to in the scope of the Annual Leave Policy however will benefit from the uplift of annual leave that is proposed.



The Annual Leave Policy is universal in its appeal. For this reason, this Integrated Impact Assessment does not consider the Annual Leave Policy in any significant detail throughout this Assessment. If it is approved, it will benefit all of the employees as identified in the scope of the Policy, i.e. regardless of who they are, what job they hold and where they work.

**The Mileage Scheme** has also been reviewed and presented for consultation alongside the Agile Working Policy and Flexible Working Hours Scheme as a complimentary Policy.

In consultation with Trade Union Colleagues, the Agile Working Policy, Flexible Working Hours Scheme and Mileage Scheme include the same 'categorisation table'. Using the categorisations of 'Fixed', 'Flexible', 'Mobile', 'Home' and 'Community' our Heads of Service have quantified the basic level of location and time flexibility that exists in every one of the services provided by the Council.

Employees who hold jobs that have been identified as location independent and/or time independent, i.e. 'Flexible' 'Mobile' or 'Home' may benefit from the Agile Working Policy and/or Flexible Working Hours Scheme.

Employees who hold jobs that have been identified as location dependent and time dependent will not benefit from the Agile Working Policy or the Flexible Working Hours Scheme. Their workplace and their time to attend work is 'Fixed'. This is particularly relevant in the context of the Mileage Scheme in that these are the employees who are required to undertake the 'ordinary commute' to work each day and home again at their own time and expense aligned to HMRC and Gov.uk Guidance.

In the interest of equity and fairness, the employees who may benefit from the opportunity to work agile/flexibly are also required to deduct any home to work and work to home travel from any business travel claim that is made. The proposed Mileage Scheme therefore requires all employees whose posts have been designated as Fixed, Flexible or Mobile and who have to travel to work, to do so at their own time and expense.

The first exception to this is the area designated 'Community'. These are the employees who work in the heart of the community each day. These are the employees who have no choice over where they work but they have never been required to attend an office base or designated Council workplace / Council building for the purpose of undertaking work. They leave home each day to work in the heart of community, for example visiting clients' homes for the purpose of providing care.

Employees whose roles are designated 'Community' under the proposed Mileage Scheme will have their 'workplace' confirmed as being in the heart of the community. This will be 0.5 miles away from their home. The home to work and work to home return journey will be no more than 1 mile in total. The exception to this will be if the employee's first call of each day is less than 1 mile away from their home. The person whose role is designated 'Community' is unlikely to benefit from the Flexible Working Hours Scheme and/or the Agile Working Policy. These are predominantly the front-line workforce that deliver to the community and have little or no choice over where and when they work.

The second exception to this is the roles which are designated 'Home'. These are the employees who have entered into a 'mutual agreement' with the Council to work 100% from home and their home has formally been confirmed as their work base. The employee whose role is designated 'Home', may make a travel claim from home for any necessary and



reasonable business travel incurred during the working day. It is expected however that the employee whose role is designated 'home' will only incur business travel rarely and potentially never as their roles do not require them to work anywhere else ordinarily. The Council does not currently have any employees that fit this designation.

The proposed Mileage Scheme is relevant to any employee who must attend their designated workplace and, in this context, no different to the current Scheme. For this reason it is not featured further in Section 2 of this Assessment. Aligned to Section 2, the proposed Mileage Scheme would have a neutral impact. The Mileage Scheme is picked up again in this Assessment at Points 3a and 3b and in the consultation feedback. Inclusion in 3a and 3b aligns the Mileage Scheme as relevant to all employees including those who have protected characteristics who have Low Income/Experience Poverty.

**Section 2 for the most part focuses on the positive, neutral and negative impacts that align to the development and introduction of a new Agile Working Policy and the fundamental review of the proposed Flexible Working Hours Scheme .**

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## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

*(The Public Sector Equality Duty requires the Council to have "due regard" to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one **protected characteristics**.*

### 2a Age (people of all ages)

#### (i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?

An agile and flexible working arrangement can provide numerous benefits for employees and potential employees across the whole age range as geographical and other barriers to a wide range of employments are removed.

Young people may look for work or training opportunities at the Council which would have been outside of the scope of their geographical area normally. Work opportunities may open for them that may not have been possible for them to pursue before.

For women and men with caring responsibilities, the agile working arrangement can offer them more flexibility to work around their childcare and/or caring needs.

For older workers, who may welcome the opportunity to work in a more agile way because of a greater likelihood of health issues, disability or caring responsibilities, the agile working arrangement can assist them to limit their travel and work around their needs.

Conversely,

Low-income areas with inadequate or poor broadband connectivity could prevent employees and/or prospective employees from all age ranges taking advantage of the opportunity to work from home / remotely.



Suitable workspace at home may also present a barrier for employees and/or prospective employees from all age groups to work from home.

People at risk of experiencing domestic abuse due to increase in isolation may also be a barrier across the whole age range to agile working, with women far more likely to be adversely affected than men.

Older persons have the potential to be digitally shy and, in this context, may not welcome the opportunity for an agile working opportunity.

Not all jobs or employee situations will be suitable for agile and flexible working. Some jobs are intrinsically not suitable, and some proposed arrangements may not be considered safe and secure in individual circumstances.

**(ii) If there are negative impacts how will these be mitigated?**

Throughout the Covid crisis, the Council's digital services team worked tirelessly to assist employees to work from home remotely. The provision of laptops and support alongside the creation of the Digihub with helpful advice and troubleshooting guidance is designed to benefit most employees who may otherwise have been digitally shy to embrace this opportunity. Training sessions are run by the Digital Services Team.

The agile working arrangements support choice taking account of service needs. The opportunity to attend the workplace remains.

**(iii) What evidence has been used to support this view?**

<https://business.senedd.wales/documents/s111798/09.%20Wales%20Co-operative%20Centre.pdf>

<https://business.senedd.wales/documents/s111795/06.%20Equality%20and%20Human%20Rights%20Commission%20Wales.pdf>

**2b Disability (people with disabilities/long term conditions)**

**(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

Some disabled people prefer to work at home as they may personalise/adapt their working environment more ably to manage their impairment related needs.

Remote or home working is the most requested reasonable adjustment across the UK for people with a disability. For some, remote working can remove work-related barriers and stresses such as tiring commutes and reduce the importance of factors such as travel.

Reasonable adjustments can enable disabled people to participate effectively in a home / remote and/or flexible working environment. For example, the Council's supported use of remote working technology can enable improved participation in work for disabled people and potentially support skills development.



Neuro divergent and autistic people as well as those with sight or hearing impairments may be more likely to experience difficulties associated with communication and technology in the work environment. These difficulties potentially exacerbated if working remotely.

Loneliness and isolation because of remote working is a possibility. Levels of loneliness are reported as generally high for people with mental health related impairments. Loneliness and isolation could potentially lead to depression and for this reason may not always be considered the preferred option of the disabled person.

Residents who are disabled may welcome the opportunity to carry out their business at home and the agile working position of the Council will not affect this. There will however be situations in which the Council will also need to reasonably adjust the service it is providing to support the needs of the individual.

Not all jobs or employee situations will be suitable for agile and flexible working.

**(ii) If there are negative impacts how will these be mitigated?**

The Council is a Disability Confident Employer and with the support of the Occupational Health Department and relevant specialist organisations, the Council will always support the disabled person to pursue reasonable adjustments, enabling them to attend the workplace and/or work remotely and/or flexibly wherever possible.

Where people need specialist chairs, office equipment and/or specialist digital software at work this will also be made available at home wherever it is possible to do so.

A risk assessment underpinning the work from home of a disabled member of staff who requires reasonable adjustment will underpin the reasonable measures that are introduced. By and large, the impacts and reasonable adjustments that will be necessary will vary depending on the situation, condition, and disposition of individual.

For people with musculoskeletal conditions, the incorrect setup of workstations (including chairs, monitors, keyboards, mouse, and desk layout) for example, is a common cause of discomfort in the back, arms, and hands of users of such equipment. All Employees working from home are required to complete a [DSE Homeworking Self-Assessment Form](#) and discuss any concerns with their Line Manager.

Resources including guidance and videos that set out responsibilities and advise on how to set up workstations correctly is available on the Council's Health & Safety Intranet Page.

Residents with disabilities still need the same flexibility of services and people to meet them as they would have if all the staff were based in an office environment. The hybrid working opportunity that the agile working arrangement brings through the application of these policies is service led. Employees will respond to the needs of the business as appropriate in terms of when they come into work and this also includes meeting the needs of a disabled resident at an office base where it is necessary to do so.

People with disabilities may choose to work in any service of the Council including front line where the opportunity to work from home may not apply. If however, an employee is disabled and does not already have access to the beneficial position of these policies and/or limited access, accessibility issues must be considered to enable them to take part. In seeking



solutions to implement remote working in a way that is inclusive and accessible, we must continue to work closely with disabled people to identify the barriers and solutions to achieving their potential at work.

**(iii) What evidence has been used to support this view?**

Legally Disabled (2021), Submission to the Committee for Economy, Infrastructure and Skills 'Remote Working: Implications for Wales.' Available online at:

<https://business.senedd.wales/documents/s111801/12.%20Legally%20Disabled.pdf>

Disability Wales (2021), Consultation Response to Economy, Infrastructure and Skills Committee on Remote Working: Implications for Wales. Available online at:

<https://business.senedd.wales/documents/s500006342/15.%20Disability%20Wales.pdf>

**2c Gender Reassignment** (*anybody who's gender identity or gender expression is different to the sex they were assigned at birth*)

**(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

In the application of these policies, it is the post held that will determine the extent to which the Agile Working Policy and Flexible Working Hours Scheme applies. All the potential benefits that apply to the worker who can work in an agile way, equally applies to people with a protected characteristic.

The agile working arrangement, even where it is available may not be preferred the position of the employee. Some transgender people for example, particularly young trans people living in the family home may be at risk of loneliness, nonacceptance or transphobia in the home. The LGBTQ+ helpline Switchboard reported 20% more calls, emails and instant messages during the Covid-19 pandemic.

Not all jobs or employee situations will be suitable for agile and flexible working. Some jobs are intrinsically not suitable, and some proposed arrangements may not be considered safe and secure in individual circumstances.



**(ii) If there are negative impacts how will these be mitigated?**

The agile working arrangements support choice. The opportunity to attend the workplace remains and with the opportunity to attend work, hopefully the added difficulties, dangers and worries facing trans people will ease.

The Council is committed to ensuring that there are policies and a culture in place which are designed to prevent gender reassignment discrimination in all aspects of recruitment and selection, determining pay, training and development, selection for promotion, discipline and grievances, countering bullying and harassment, taking time off work and customer care.

The Council was particularly proud of being recognised for its' hard work within the umbrella of Proud Councils by being shortlisted as finalists in the 2022 Pink News Awards. Proud Councils is a partnership of South Wales councils who have come together to support LGBTQ+ issues.

**(iii) What evidence has been used to support this view?**

Barnardo's, How Coronavirus has affected the LGBTQ+ community, 22nd June 2020. Available online at: <https://www.barnardos.org.uk/blog/how-coronavirus-has-affected-lgbt-community>

The Council's Gender Reassignment / Transgender document

**2d Marriage or Civil Partnership** (*people who are married or in a civil partnership*)

**(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

This assessment has not identified any disproportionate or differential equality impacts based on the protected characteristic of marriage and civil partnership.

Not all jobs or employee situations will be suitable for agile and flexible working. Some jobs are intrinsically not suitable, and some proposed arrangements may not be considered safe and secure in individual circumstances.

**(ii) If there are negative impacts how will these be mitigated?**

The agile working opportunity supports choice and the opportunity to attend the workplace remains.

**(iii) What evidence has been used to support this view?**

Not applicable



## **2e Pregnancy and Maternity** *(women who are pregnant and/or on maternity leave)*

### **(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

Positive impacts for some pregnant women who may welcome the agile working opportunity in order not to have to commute into an office or other place of work.

Also positive for some women, who after giving birth, welcome the opportunity for increased flexibility. The option to work from home may support the return to work following maternity leave and/or make it easier to keep in touch with colleagues while on leave.

The agile and/or flexible working arrangement may enable planning, feeding of the baby, exercise, and the opportunity to spend more time with family. It can also promote positivity and flexibility in the working day.

An agile working arrangement can give the employee or prospective employee the confidence to return to work/to join work again if they have had a break and to continue climbing the career ladder of their choice.

Conversely, the agile working opportunity could also create an expectation that women will return to work earlier than they might otherwise choose, which could have negative impacts.

Some potentially negative impacts may also include people working in housing that may not be appropriate for work due to lack of space. Also, there is the risk of (particularly women) being overwhelmed by managing both work and the family or caring obligations in the agile working circumstance.

Not all jobs or employee situations will be suitable for agile and flexible working. Some jobs are intrinsically not suitable, and some proposed arrangements may not be considered safe and secure in individual circumstances.

### **(ii) If there are negative impacts how will these be mitigated?**

The agile working arrangements support choice. The opportunity to attend the workplace remains.

The agile working arrangement will not apply to all women in all roles. The Council family friendly working policies will apply to those who may not benefit from the agile working arrangement in their chosen job.

The Council supports the full maternity entitlement of employees and it is an expectation that the employee will remain absent for the whole entitlement unless they, the employee advise differently.



**(iii) What evidence has been used to support this view?**

Research for the Department for Business, Innovation and Skills and the Equality Human Rights Commission (EHRC) found that a high proportion of women requested more flexible working practices on their return to work, including 15% who requested to work from home or do so more frequently. Of mothers who chose not to return to work, 36% said that they could not find a job with the right hours, and 24% said that they could not find a job in a suitable location.

**2f Race** (*people from black, Asian and minority ethnic communities and different racial backgrounds*)

**(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

In the application of these policies, it is the post held that will determine the extent to which the Agile Working Policy and Flexible Working Hours Scheme applies. All the potential benefits that apply to the people who can work in an agile way then equally applies to people with a protected characteristic.

A negative impact for some people from some Black, Asian and minority ethnic communities may arise where the individual does not have a suitable workspace in the home to benefit from the agile working arrangement.

The Council's percentage of non-white employees is very low, accounting for less than 1% of the total workforce. However, when this is compared with Census data for the Caerphilly County Borough, we can see that the number is broadly reflective of the demographics of the local community. We will continue to champion diversity and inclusivity and build upon existing good practice to increase numbers in under-represented groups.

**(ii) If there are negative impacts how will these be mitigated?**

The agile working arrangements support choice. The opportunity to attend the workplace remains.

**(iii) What evidence has been used to support this view?**

The Equality and Human Rights Commission's (ECHR) report, Is Britain Fairer.



**2g Religion or Belief** (*people with different religions and beliefs including people with no beliefs*)

**(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

Potential positive impacts for some religious groups as an agile/flexible working arrangement may allow people increased flexibility to attend or celebrate religious events and festivals. Working remotely may also allow people to work during religious holidays they don't observe.

Not all jobs or employee situations will be suitable for agile and flexible working.

**(ii) If there are negative impacts how will these be mitigated?**

The Council does not require or promote religious belief in general or any religious belief in particular. It is however committed to protecting and promoting the rights of everyone in its communities, people with or without formal religious affiliation, of all faiths and none, and provide for the principle of respecting other people's freedom to express their beliefs and convictions.

The Equality and Human Rights Commission have published updated guidance which the Council follows.

**(iii) What evidence has been used to support this view?**

The Equality and Human Rights Commission Guidance on Religion or Belief

**2h Sex** (*women and men, girls and boys and those who self-identify their gender*)

**(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

This assessment has not identified any disproportionate or differential equality impacts based on the protected characteristic Sex. The Council does however have a predominantly female workforce in both the agile and frontline services of the Council.

In the application of these policies, it is the post held that will determine the extent to which the Agile Working Policy and Flexible Working Hours Scheme applies. All the potential benefits that apply to the people who can work in an agile way then equally applies to people with a protected characteristic.



**(ii) If there are negative impacts how will these be mitigated?**

Not applicable

**(iii) What evidence has been used to support this view?**

Not applicable

**2i Sexual Orientation** (*lesbian, gay, bisexual, heterosexual, other*)

**(i) Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?**

In the application of these policies, it is the post held that will determine the extent to which the Agile Working Policy and Flexible Working Hours Scheme applies. All of the potential benefits that apply to the worker who can work in an agile way then equally applies to people with a protected characteristic.

The agile working arrangement, even where it is available may not be preferred the position of the employee. Some LGBTQ+ people, particularly young people living in the family home may be at risk of loneliness, nonacceptance or homophobia/transphobia at home. The LGBTQ+ helpline Switchboard reported 20% more calls, emails and instant messages during the Covid-19 pandemic.

Not all jobs or employee situations will be suitable for agile and flexible working. Some jobs are intrinsically not suitable, and some proposed arrangements may not be considered safe and secure in individual circumstances.

**(ii) If there are negative impacts how will these be mitigated?**

The agile working opportunity supports choice. The opportunity to attend the workplace remains.

**(iii) What evidence has been used to support this view?**

Barnardo's, How Coronavirus has affected the LGBTQ+ community, 22nd June 2020. Available online at: <https://www.barnardos.org.uk/blog/how-coronavirus-has-affected-lgbt-community>

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### 3. **Socio-economic Duty** (*Strategic Decisions Only*)

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. **Socio-economic disadvantage** means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable group and the impact your proposal may or may not have on them:**

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

### 3a **Low Income / Income Poverty** (*cannot afford to maintain regular payments such as bills, food, clothing, transport etc.*)

#### (i) **Does the proposal have any positive, negative or neutral impacts on the following and how?**

The Agile Working Policy and Flexible Working Hours Scheme may provide employees with a benefit of reduced travel and associated costs.

For the employees who have no option but to travel to work, the cost of fuel and the requirement to travel to work each day has become a concern for many in line with the current cost of living crisis.

In order not to exacerbate existing inequalities with employees on Low Income and who may be experiencing Income Poverty, the employees whose posts support agile/flexible working and who may have to travel to work are required to deduct their home to work travel and work to home travel from any business travel claim that they incur. It is the employees who generally work out of an office building who are more likely to benefit from the ability to have more choice over where and when they work, compared to the employees who make up a large proportion of our front-line workforce and who may not have this flexibility in their roles.



With reference to the agile worker specifically, the Trade Unions expressed disappointment when considering these policies and schemes that a Home Working Payment/Allowance has not been considered. This is a matter that is being considered nationally and Officers will continue to discuss this with the Trade Unions.

With further reference to the agile worker, the Trade Unions have requested that any additional cost an employee may encounter to their home insurance as a direct result of working from home is reimbursed in full. The Council has confirmed that any such claims of additional costs may be given consideration, should they arise.

**(ii) If there are negative impacts how will these be mitigated?**

The Council has committed to paying the Real Living Wage to all employees of the Council who would otherwise earn less than this and this year has introduced the uplift of £10.90 per hour from 22<sup>nd</sup> September 2022 i.e. earlier than normal. The vast majority of the Real Living Wage recipients will occupy front line posts that mostly do not offer the flexibility of where and when to work.

The Council has adopted the Interim 'Joint Mileage protocol - Mileage Rates in Local Authorities in Wales' with effect from 26<sup>th</sup> September 2022. This is a joint protocol between Leaders of local authorities in Wales, facilitated through the WLGA Executive Board and the Trade Unions of the Joint Council for Wales, to introduce a measure that provides for a temporary increase in mileage reimbursements costs in the short term to address current market volatility in fuel rates.

The protocol is intended to cover staff directly employed by local authorities in accordance with local policies and is a temporary arrangement through to 31 March 2023, at which time it will be reviewed. This protocol will be automatically superseded by any increase in the HMRC Approved Mileage Allowance Payments (AMAP) rate.

The proposed draft Mileage Scheme supports the front line 'community' based workers who work in the heart of the Community to claim their travel aligned to an 'ordinary commute' of one mile per day.

**(iii) What evidence has been used to support this view?**

The Cost of Living Crisis and its reported impact on workers.

The Joint Mileage protocol - Mileage Rates in Local Authorities in Wales (Insert Link)



**3b Low and/or No Wealth** (*enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future*)

**(i) Does the proposal have any positive, negative or neutral impacts on the following and how?**

Please note the answer to 3a (i) above.

**(ii) If there are negative impacts how will these be mitigated?**

Please note the answer to 3a (ii) above.

**(iii) What evidence has been used to support this view?**

Please note the answer to 3a (iii) above.

**3c Material Deprivation** (*unable to access basic goods and services i.e., financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.*)

**(i) Does the proposal have any positive, negative or neutral impacts on the following and how?**

Not applicable.

**(ii) If there are negative impacts how will these be mitigated?**

Not applicable

**(iii) What evidence has been used to support this view?**

Not applicable

**3d Area Deprivation** (*where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?*)

**(i) Does the proposal have any positive, negative or neutral impacts on the following and how?**

The offer of an Agile Working Arrangement will open up the geographical boundaries search for employees and prospective employees, creating opportunities for employment that would have been out of reach for some before.

**(ii) If there are negative impacts how will these be mitigated?**

Not applicable



**(iii) What evidence has been used to support this view?**

Not applicable

**3e Socio-economic Background** (*social class i.e. parents education, employment and income*)

**(i) Does the proposal have any positive, negative or neutral impacts on the following and how?**

Not applicable.

**(ii) If there are negative impacts how will these be mitigated?**

Not applicable.

**(iii) What evidence has been used to support this view?**

Not applicable.

**3f Socio-economic Disadvantage** (*What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged*)

**(i) Does the proposal have any positive, negative or neutral impacts on the following and how?**

The key points emerging from this assessment are that there are a range of potential positive and negative impacts for different Protected Characteristic Groups.

**(ii) If there are negative impacts how will these be mitigated?**

As outlined in this assessment.

**(iii) What evidence has been used to support this view?**

As outlined in this assessment.

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#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) Well-being Objectives*

**Objective 1** - Improve education opportunities for all

Not applicable.

**Objective 2** - Enabling employment

The offer of an agile working arrangement will open up the geographical boundaries search for employees and prospective employees, creating opportunities for employment that would have been out of reach for some before.

**Objective 3** - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being

Not applicable.

**Objective 4** - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment

Not applicable. The Agile Working Arrangement however will enable the Council to reduce its Carbon footprint, assisting the minimisation of adverse impact on the environment.

**Objective 5** - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015

The Annual Leave Policy proposes the addition of a further 6 days leave entitlement per annum. Aligned to the current holiday entitlement, employees benefit from more paid time off from work which is beneficial to supporting a healthier lifestyle.

The agile working arrangement can lead to a healthy lifestyle by supporting working arrangements that better fit to individuals’ circumstances. The policy and scheme aims to support improvements in work-life balance by reducing the time spent amongst the workforce for commuting. The flexibility in an agile working arrangement in terms of choice over when to work may also support individuals’ who have childcare and/or caring requirements. The policies do not limit flexibility to those with care requirements. Enabling time out for a break to walk the dog or to undertake exercise for example are choices that individual’s may wish to make in managing their contractual working time.

**Objective 6** - Support citizens to remain independent and improve their well-being

Not applicable.



**4a. Links to any other relevant Council Policy** *(How does your proposal deliver against any other relevant Council Policy)*

Workforce development Strategy 2021-2024  
Wellbeing Strategy 2021 - 2024  
Strategic Equality Plan 2020-2024  
Customer and Digital Strategy 2019-2023  
Commercialisation and Investment Strategy 2020  
Service Review Methodology 2020

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**5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working** *(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

**How have you used the Sustainable Development Principles in forming the proposal?**

**Long Term** – Alongside the philosophy of Welsh Government, the Council in the promotion of the Agile Working Policy and Flexible Working Hours Scheme is proactively responding to a long-term behavioural change that has been accelerated by the former need to work from home during the Covid-19 pandemic restrictions. The policies support the principle of Welsh Government to maximise the long-term benefits of increased remote working and support sustainable long-term growth, whilst mitigating potentially adverse impacts.

**Prevention** – Higher levels of remote working are expected to occur as a result of underlying changes in the economy. The Council in acting and proactively engaging to support agile/flexible working with an enhanced annual leave entitlement will position the Council as an employer of choice. If the Council were not to support the principle of agile working and the roll out of this to as many jobs as appropriate and possible, the potential to lose the right people with the right skills to an organisation that does support agile working is foreseeable. To do nothing would present a considerable recruitment risk to the Council, based on employees' confirmed preferences for hybrid working and the benefits that could apply to the Protected Characteristic Group as outlined in this assessment.

**Integration** – Increased agile/flexible working has wide-ranging implications for other policy areas such as transport, planning and development, the labour market and the economy.

**Collaboration** – The Council has taken a collaborative approach to the development of these policies and schemes has ensured the consultative bargaining process of the Council has been followed. The trade unions have helped to shape these policies. Their feedback is included in the report to which this Assessment relates.

**Involvement** – The Workforce Development Strategy 2021-2024 from which this priority action has arisen involved Cabinet and Council, the Corporate Management and Leadership Team, Management Network, Operational Management and the Trade Unions.

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## 6. Well-being of Future Generations (Wales) Act 2015

### Does the proposal maximise our contribution to the Well-being Goals and how?

#### **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*

These policies and schemes will assist the Council in its goal to lower carbon emissions, by supporting more flexible and productive working practices with less geographic dependency. It will enable our journey to improve working conditions and place the Council as an employer of choice. By enabling access to job opportunities to a much wider geographical area of the population, whilst including and pro-actively promoting these opportunities to persons in protected characteristic groups, we enable more people to take advantage of the wealth generated through secure and decent work.

#### **A Resilient Wales**

*A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)*

The agile working arrangement can assist in supporting a more resilient and sustainable natural environment by reducing levels of commuting and work-based travel. Agile working supported by a Business continuity plan can support the Council's resilience to respond to crises and incidents. The closure of office buildings in situations of inclement weather and situations that require an emergency response, such as Covid have no need to affect the productivity of the Council and its' ability to provide a service as it once did, once Agile Working is embedded.

#### **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*

The agile working arrangement can enhance physical and mental health by supporting working arrangements that better fit to individuals' circumstances. The policy aims to support improvements in work-life balance by reducing the time spent amongst the workforce for commuting. The flexibility in an agile working arrangement in terms of choice over when to work may also support individuals' who have childcare and/or caring requirements. The policies do not limit flexibility to those with care requirements. Enabling time out for a break to take the dog for a walk or to undertake exercise for example are choices that individual's may wish to make in managing their contractual working time.



### **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)*

These policies and schemes enable and encourage people across different communities to access employment and training opportunities with less dependency on their geographic location. The ability to work remotely will lower the barriers to employment that exist for those who would otherwise have to commute longer distances. It will also alleviate the requirement to travel to work for individual's who find any commute and/or attendance at the workplace challenging.

### **A Wales of Cohesive Communities**

*Attractive, viable, safe and well-connected communities*

These policies have the potential to support more coherent local communities, by increasing the presence of workers in their residential area or wider locality during the working week. The Government's position on this is that remote working opportunities can help support decentralised growth and regeneration of smaller population centres, with greater demand for locally provided goods and services.

### **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*

Increased usage of the Welsh Language, by advocating a more joined-up and digitally connected workforce with an improved work-life balance may enable greater time for pursuit of cultural activities which can create new opportunities to use the Welsh Language. The Council remains committed to promoting the Welsh Language and the Equalities and Welsh Language Team continues to provide training and learning opportunities to the Council's front line and wider workforce.

### **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*

The agile working arrangement and the access to digital technology that underpins this can equip the workforce to respond to changes in society and the wider world that thrives in this digital age. The Council's position to support agile working will contribute to Wales' vision and thus assist with Wales' contribution towards global wellbeing, and its role in shaping it.

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## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

*(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) Policy Making Standards - Good Practice Advice Document*

### 7a. Links with Welsh Government's Cymraeg 2050 Strategy and CCBC's Five Year Welsh Language Strategy 2022-2027 and the Language Profile

#### (i) Does the proposal have any positive, negative or neutral impacts on the following and how?

Agile working opportunities may present more opportunity to use Welsh in the home and more opportunity to use Welsh in the community if the employee resides in a Welsh speaking household and community.

Some people will have more job options without leaving Welsh speaking areas which may support the economies of rural Welsh speaking communities.

For some there may be less opportunity to speak Welsh in work, and to benefit from office based Welsh language campaigns.

#### (ii) If there are negative impacts how will these be mitigated?

The Council remains committed to promoting the Welsh Language through the digital platform.

#### (iii) What evidence has been used to support this view? *e.g. the WESP, TAN20, LDP, Pupil Level Annual School Census*

The work of the Equalities and Welsh language Team.  
Five Year Welsh Language Strategy 2022-2027



**7b. Compliance with the Welsh Language Standards.** *Specifically Standards 88–93*

- (i) Does the proposal have any positive, negative or neutral impacts on the following and how?

Neutral

- (ii) If there are negative impacts how will these be mitigated?

Not applicable

- (iii) What evidence has been used to support this view? *e.g. the WESP, TAN20, LDP, Pupil Level Annual School Census*

Not applicable

**7c. Opportunities to promote the Welsh language** *e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community*

- (i) Does the proposal have any positive, negative or neutral impacts on the following and how?

Neutral

- (ii) If there are negative impacts how will these be mitigated?

Not applicable

- (iii) What evidence has been used to support this view? *e.g. the WESP, TAN20, LDP, Pupil Level Annual School Census*

Not applicable



**7d. Opportunities for persons to use the Welsh language** *e.g. staff, residents and visitors*

- (i) Does the proposal have any positive, negative or neutral impacts on the following and how?

Neutral

- (ii) If there are negative impacts how will these be mitigated?

Not applicable

- (iii) What evidence has been used to support this view? *e.g. the WESP, TAN20, LDP, Pupil Level Annual School Census*

Not applicable

**7e. Treating the Welsh language no less favourably than the English language**

- (i) Does the proposal have any positive, negative or neutral impacts on the following and how?

Neutral

- (ii) If there are negative impacts how will these be mitigated?

Not applicable

- (iii) What evidence has been used to support this view? *e.g. the WESP, TAN20, LDP, Pupil Level Annual School Census*

Not applicable

**7f. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.**

Not applicable based on the neutral position these policies present.

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## 8. Data and Information

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

**Data/evidence** *(Please provide link to report if appropriate)*

Workforce development Strategy 2021-2024  
Wellbeing Strategy 2021 - 2024  
Strategic Equality Plan 2020-2024  
Customer and Digital Strategy 2019-2023  
Commercialisation and Investment Strategy 2020  
Service Review Methodology 2020  
Results from staff surveys  
Staff engagement through the Council's Collective Bargaining Process via Trade Union consultation and feedback.

### **Key relevant findings**

These policies and schemes support the Council's vision for sustainable development which places an emphasis on the importance of economic growth, de-carbonisation and the health and well-being of our employees. The Council fully endorses and is committed to developing and resourcing agile working across our Council on a sustainable basis. The council vision aligns to Welsh Government's vision to support agile working/remote working across Wales.

### **How has the data/evidence informed this proposal?**

These policies and schemes were created and reviewed as a priority action of the Workforce Development Strategy 2021-2024 and the Employee Wellbeing Strategy 2021-24.

### **Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?** *Details of further consultation can be included in Section 9.*

The Council's percentage of non-white employees is very low, accounting for less than 1% of the total workforce. However, when this is compared with Census data for the Caerphilly County Borough, we can see that the number is broadly reflective of the demographics of the local community. We will continue to champion diversity and inclusivity and build upon existing good practice to increase numbers in under-represented groups.

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## 9. Consultation

*(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, **The Gunning Principles** must be adhered to. Consider the **Consultation and Engagement Framework**. Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

**Who was consulted?**

The Council's collective consultation process was followed with our local and regional officers from GMB, UNITE and UNISON in the creation of these policies. The Council's Leadership Team, HR Management Team, HR Strategy Group and the Health & Safety Manger have also been consulted. The policies have also been considered at Policy and Resources Scrutiny Committee and at Cabinet.

**When they were consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?**

Yes

**Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?**

Yes

**What were the key findings?**

The Trade Unions of GMB, UNISON and UNITE have worked with Officers in HR over a number of months to shape the policies.

The Trade Unions are now in general agreement with the categories that have been defined within the policy which emphasise the location and time independence that may exist in those staff categories of Fixed, Flexible, Mobile, Home and Community. They agree that these should be subject to regular review, taking account of both service and employee needs. These are the categorisations that define whether the Agile Working Policy and/or Flexible Working Hours Scheme applies.

The Trade Unions disagree with the policy position that the agile worker should always deduct their 'ordinary commute' mileage from any mileage claim that is made. The Agile Working Policy signposts to the revised Mileage policy in this context.

The Trade Unions advocate for home to work and work to home which is the 'ordinary commute' not to be deducted from business mileage where a commute to and from the designated place of work has not been undertaken i.e., instances when an employee is working from home and would go direct to site from their home location on Council business.



This Integrated impact Assessment highlights the potential risk of exacerbating existing inequalities with employees on Low Income /Income Poverty. It is the employees who generally work out of an office building who are more likely to benefit from the ability to have more choice over where and when they work, compared to the employees who make up a large proportion of our front-line workforce and who may not have this flexibility in their roles. It is these front-line employees who naturally incur an 'ordinary commute' to work each and every day and against which home to work and work to home mileage is at their own time and expense.

The Trade Unions advocate for the Agile Worker to be able to claim from home if they have to travel to an alternative workplace other than their normal place of work on the premise that this is not an ordinary commute. They advocate that the employee does not deduct their ordinary home to designated workplace travel as prescribed by the Policy.

N.B: There would be a clear inequality created if the Council supported this position for the Agile Worker but not the Front-line Worker who does not benefit from the Agile Working Policy. The front-line worker has no option but to undertake the 'ordinary commute' each day, which is at their own time and expense.

The Trade Unions expressed disappointment that a Home Working Payment/Allowance has not been considered within the policy. The Council will continue to discuss this with the Trade Unions with reference to the ongoing national consideration of this matter.

#### **How have the consultation findings been taken into account?**

The Policies and Schemes have been updated in line with the feedback from the Trade Unions save for the matters above and included in the accompanying report.



## 10. Monitoring and Review

### **How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?**

The policies will progress through Scrutiny Committee and Cabinet and any supported amendments to the policies will be made.

The equalities data that we hold will be reviewed and measures put in place to enhance our data capture for groups with protected characteristics. We will also review this data on an annual basis to understand how and if the promotion of an agile working culture leads to more interest from groups that would ordinarily not consider applying for jobs and particularly in the context of those with a protected characteristic.

### **What are the practical arrangements for monitoring?**

The monitoring arrangements in the Workforce Development Strategy 2021 -2024 include:

HR Strategy Group  
Corporate Management Team  
Policy & Resources Scrutiny Committee  
Cabinet

### **How will the results of the monitoring be used to develop future proposals?**

The Council will commit to reviewing these Policies and Schemes on a Bi-Annual Basis.

### **When is the proposal due to be reviewed?**

The Policies and Schemes at the point of implementation will be due for review in January 2025.

The data monitoring in relevance to these Policies and Schemes will be reviewed annually.

### **Who is responsible for ensuring this happens?**

The Head of People Services

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**11. Recommendation and Reasoning** (delete as applicable)

- Implement proposal with no amendments

**Have you contacted relevant officers for advice and guidance?** (delete as applicable)

- Yes

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**12. Reason(s) for Recommendations**

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

The development of the Agile Working policy and the review of the Flexible Working Hours Scheme was a priority action of the Workforce Strategy 2021-2024. Inclusive of the complimentary Annual Leave Policy and Mileage Scheme, this collective of Policies and Schemes support the Council's vision for sustainable development which places an emphasis on the importance of economic growth, de-carbonisation and the health and well-being of our employees. The Council fully endorses and is committed to developing and resourcing agile working across our Council on a sustainable basis. The council vision aligns to Welsh Government's vision to support agile working/remote working across Wales.

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### 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time) (Add or delete versions as applicable)*

#### ➤ Version 1

Author:- Lisa Downey

Brief description of the amendments/update:-

Revision Date:-

#### ➤ Version 2

Author:-

Brief description of the amendments/update:-

Revision Date:-

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#### Integrated Impact Assessment Author

Name:- Lisa Downey

Job Title:- HR Service Manager

Date:- 05/12/2022

#### Head of Service Approval

Name:- Lynne Donovan

Job Title:-Head of People Services

Signature:-

Date:- 05/12/2022