Timelord 2 – Final Report

Committee considering report:	Executive
Date of Committee:	15 July 2021
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	18th June 2021
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1 Purpose of the Report

1.1 Since March 2020, the Council has moved a lot of its staff and activities online. Over the last 9 months alone the Council has conducted around 13,000 online, 'virtual' meetings (10,000 via Zoom and 3,000 via Teams). Council services are more digitally enabled, and the number of staff based in Council offices has dropped notably.

1.2 There is a desire to hold onto these new ways of working whilst at the same time addressing some of the challenges that they present. Successfully implemented, there is no reason why they cannot bring benefits to the Council, its staff, and most importantly to its customers and to local residents.

1.3 This report sets out how the Council proposes to do just that. This is the final draft of this report which has been developed following an extensive period of staff consultation earlier in the year.

2 Recommendations

2.1 To approve the Timelord 2 working model as set out in the covering report.

2.2 To approve an ongoing allocation of funding from within existing budgets for a staff home working allowance of £150,000 per annum.

2.3 To approve £50,000 of costs, from within existing budgets, to fund the ongoing additional costs of the internal booking system, staff development and support costs in respect of Timelord 2 and a doubling of the Reasonable Adjustments Budget.

2.4 To approve the sum of £691,130 to be borrowed to fund the capital works required to support the goals of Timelord 2.

2.5 To review the effectiveness of new proposals six months after the Timelord 2 Programme has been implemented.

2.6 Once this review has been completed to approve the disposal of the West Street House and West Point buildings if appropriate.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The proposals set out in this report have a number of financial implications which can be summarised as follows: Revenue: • Closing the offices at West Street House and West Point will generate an annual revenue saving of £400,000 per annum when the offices are fully closed and the sites disposed of. • Providing staff who are working from home with an allowance of £150 per annum will create a revenue budget pressure of circa £150,000. • £70,000 to fund additional training requirements for staff to use new ICT requirements and the Project Manager of Timelord 2. This will be requested from transformational funding internally but is part of the overall cost of the Timelord 2 project • Residual savings expected to be approximately £200,000 will be utilised to support the Council's overall budget position. Capital: • In addition to this it is proposed that a further £53,000 of capital funding is retained for ongoing costs for the internal booking system and management development in support of Timelord 2. • The sale of the two properties will also yield a capital receipt that the Council have available to use to offset borrowing costs, invest in new schemes in the capital programme or use to support transformation projects. There are some historic borrowing costs associated with the purchase of these two buildings that will need to continue to be paid off until 2049. Depending on the final asset sale value, this will alter the overall receipt the Council achieves for what will become two empty properties. • The refurbishment of the Market Street Offices and IT costs to meet the requirements of Timelord 2 is estimated to be around £691,000. This is in addition to a provision of £210,000 in the capital budget 21/22 which is being used to support these works. • There is £1,000,000 in the capital strategy for West Point & West Street House for the next 5 years that now won't be

	required so this can be utilised to help fund the capital works required for Timelord 2. • This is an invest-to-save project and the payback period of this capital investment will be 4.5 years. • The detail of capital and revenue costs is detailed in Appendix 4.
Human Resource:	This report has significant human resource implications for the majority of the Council's staff. These include: • The opportunity to spend more time working from home with the resulting benefits this will bring. • New digital investment to improve both efficiency and effectiveness. • Greater opportunities to utilise the facilities at Shaw House. • A new car parking policy which should bring greater equality and a greener approach to staff travel.
Legal:	There are no immediate legal implications arising from this report. Staff have been consulted and no changes are proposed to existing terms and conditions of employment. Any procedural aspects of the implementation will be carried out in accordance with current legislative requirements.
Risk Management:	In the normal course of events the implementation of a project of this nature over such a short timescale would be seen as high risk. The Covid-19 Pandemic has however been an effective proving ground for the new workstyles outlined within Timelord 2 and the digital resources and skills needed to support them. We now know that with the right support they can work so the associated risks are notably lower. Timelord 2 unlike some of the workstyles operated during the Covid-19 Pandemic does not include an option that enables staff to work permanently from home. This thereby addresses some of the concerns regarding isolation, team building and management support that were highlighted in the Covid-19 staff survey in the summer of 2020. A Phase 1 Timelord 2 Survey was completed in November 2020 and this has provided much of the information on which this report is based most notably, the expected numbers within each of the three workstyles. These figures are broadly in line with earlier surveys and therefore provide some confidence that the Market Street Offices will be able to accommodate the number of staff working under Timelord 2. A final survey of staff will take place in July 2021 to determine what workstyle staff would like to select.
Property:	This report has significant property implications given that it proposes:

	Positive	Neutral	Negative	Commentary
				• The closure of the Council's West Street House and West Point Offices. • Limited refurbishment of the Market Street Offices. Staff located at Turnhams Green will fall within Timelord 2. This office will remain open and no works to the building are being proposed.
Policy:				This proposal does not relate to national policy. The proposals in this report do however reflect the direction that many organisations appear to be taking after working through the Covid-19 Pandemic. It has been made clear to staff that given the Covid-19 Pandemic Timelord 2 will only be implemented when it is safe to do so. HR policies and protocols will need to be amended / developed to support the Timelord 2 Programme. Some will be retained from Timelord 1 – others will be new.
	Positive	**Neutral**	**Negative**	**Commentary**
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			A detailed Equality Impact Assessment is set out at Appendix 3. The key inequality issues are around; • potential barriers to staff with disability and mobility issues both in the office and working at home. • the impact of the new staff travel policy on low paid staff although the new policy does ameliorate this to a degree and is potentially less divisive than the existing one.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		No impact on service users has identified. Timelord 2 is seeking to create benefits for our customers as outlined elsewhere in the report. As stated in Appendix 3 the most significant impact is potentially on staff with a disability or mobility issue. A number of mitigating measures are being proposed and reassurances given. Other potential impacts on other staff with protected characteristics are outlined in Appendix 3

Environmental Impact:	X			The proposals will reduce the Council's carbon footprint by an estimated 6.3% equating to 740 tonnes of CO2 per
Health Impact:	X			Policies and programmes will be put in place to support both managers and staff in working with the new workstyles. Learning gained from the Covid-19 Pandemic will be used to help shape this work. Previous staff surveys have shown that the proposals outlined in this report are likely to have a positive impact on staff health and wellbeing although it is clear that the Pandemic has had a negative impact on many staff which will need to be recognised.
ICT Impact:	X			Significant enhancements to the Council's ICT infrastructure have been made during the Covid-19 Pandemic. These will be further enhanced to support Timelord 2. The focus during the Covid-19 Pandemic has been on supporting staff with ICT. This will need to continue but an increased focus will need to be placed on using ICT to enable a more effective interface with our residents and customers.
Digital Services Impact:	X			As above. Digital solutions will be required to support Timelord 2 e.g. a booking system for desks and potentially car parking. Beyond that there is a much bigger programme of work focused around working more efficiently in a more digitally enabled environment which will bring benefits to staff, Members and our customers.
Council Strategy Priorities:	X		X	Timelord 2 will have a positive impact on the Council's environmental priorities and potentially on those activities that seek to support Council priorities through a more engaged workforce. A reduced number of employees working in Newbury may well have a negative impact on footfall in the Town Centre and more widely on economic activity although there is no data available to quantify this.
Core Business:	X			It has been assumed that the application of Timelord 2 will have a positive impact on the Council's productivity for reasons

				outlined in the report. This should have a knock on impact on the Council's core business although this has not been quantified.
Data Impact:		X		There will be a data impact as more data is held electronically rather than in hardcopy. The Digital Strategy's support for a greater move to Cloud based services should further support staff.
Consultation and Engagement:	The principles of Timelord 2 were explored in the Covid-19 staff survey that was conducted in June 2020. The proposed workstyles and other issues around the developing Timelord 2 Programme were then the subject of the Phase 1 Timelord 2 survey that was conducted in November 2020. These final proposals have been shaped by the results of a more expansive staff consultation exercise conducted during the Spring of 2021.			

4 Executive Summary

4.1 The Covid-19 Pandemic has had a profound impact on the world of work. National lockdowns have forced many staff to work at home and as a result become increasingly dependent on information communications technology (ICT). The proliferation of Zoom and Microsoft Teams meetings has perhaps been one of the defining symbols over the past year.

4.2 West Berkshire Council, along with others, appears to have adapted quickly and effectively to the new challenge. A change that might have taken years of planning, and undoubtedly would have raised a fair degree of scepticism in a more normal working environment, has been delivered in a matter of weeks, and with surprising ease, which is testament to the work undertaken by our staff to enable this change.

4.3 As this report is being written (June 2021) the Pandemic remains with us. The Council has prepared a further Covid-19 Recovery and Renewal Strategy and the potential to continue with the working arrangements that have characterised the Pandemic have been identified as a key priority. The results of the Covid-19 staff survey demonstrated that staff would like to explore this further and so the Timelord 2 project was borne.

4.4 This report is the result of nine months' work by the Council's Accommodation Group and has been the subject of extensive internal consultation.

4.5 As the title suggests Timelord 2 had a predecessor. Timelord 1 (simply entitled Timelord at the time) was developed jointly with Vodafone following the 2007 summer floods. Introduced in 2010, it rationalised the Council's office accommodation, introduced new working methods – including four new workstyles, and enabled staff with a range of ICT. Subsequent staff surveys have suggested that the increased flexibility that Timelord 1 brought to staff has had a positive impact on recruitment and retention.

4.6 In many ways Timelord 2 is an extension of Timelord 1. Similar principles are being explored. Greater flexibility through more home working, a further rationalisation in office accommodation, and a major ramping up in the use of ICT.

4.7 As stated already we remain in a Pandemic situation. There has been no return to normality let alone time to properly reflect on what the future working environment beyond Covid-19 might look like, and how the Council might respond to it. The underlying theme of the Recovery and Renewal Strategy has been to 'seize the moment' and coupled with the relatively positive results of the Covid-19 staff survey this report seeks to do just that. As this report is being written the view remains that we should seek to retain the good things from the past 12 months and not lose them through delay with the inherent risk of defaulting back on what went before.

4.8 In formulating the Timelord 2 proposals it is important to understand that there are a number of defining principles that need to underpin any revision to current working practices. These are particularly important since internally focused exercises such as this can sometimes become overly introspective. It is important to ensure that the primary focus remains on the Council's role in supporting local communities and their residents – residents who also pay for the services the Council provides and the salaries of its staff.

4.9 The Vision driving the Timelord 2 Programme is:

To establish a new lower carbon way of working at the Council by 2022 which is based on less commuting, and more flexible working facilitated by the greater use of ICT. A more flexible working environment should enhance recruitment, retention, staff engagement and wellbeing. Enhanced staff engagement and better utilisation of our office accommodation should then increase the effectiveness of the Council as an organisation with the potential to also reduce costs.

4.10 The following three objectives have been set for the Timelord 2 Programme:

- Through the introduction of more flexible working practices increase the Council's productivity by;
  - o enhancing employee engagement and wellbeing, and recruitment and retention,
  - o introducing new technologies to improve efficiency and customer experience and accessibility.
- Improve efficiency by making more effective use of the Council's office accommodation stock and putting all Council services 'under one roof' to enable better integration of services.
- Help reduce the Council's carbon footprint through reduction of office space and associated carbon generation, as well as reduced commuting by staff.

4.11 The key principles driving Timelord 2 are that:

- Council effectiveness should be enhanced.
- The new arrangements should provide on-going cost reductions.
- The new arrangements should be supported by the majority of staff.
- Staff need to be given the tools to do the job in this new working environment- notably effective ICT.
- Staff and managers need to accept that the new model will require commitment to proactive communication and management to make the new arrangements work.
- The new working model should support other Council policies notably the new Environment Strategy and the Recovery and Renewal Strategy.

Consultation

4.12 Initial Timelord 2 proposals were drafted during late 2020 following the Covid-19 staff survey with the intention of consulting staff in greater depth prior to preparing the final report. The consultation was launched on 15th February for 6 weeks. Staff were able to attend Executive Director led discussion groups or respond directly by e-mail.

4.13 The final Timelord 2 proposals are summarised below and these have been adapted where deemed appropriate to reflect the consultation comments. The main themes to emerge from the consultation were:

- The principle of having 'one corporate office' was supported.
- A desire for more flexibility around the home workstyle.
- A desire for teams to sit together when in the office.

- The need for space to enable confidential meetings and avoid disruption from those holding virtual meetings.
- Issues regarding allowances and the purchase of equipment for home use.
- Concerns regarding the proposed changes to staff travel notably fears that some staff would lose their entitlement to free car parking, and questions as to how active travel proposals would actually work.
- Concerns over staff safety and the need to address potential equality concerns.

In terms of Timelord 2 the following are being proposed:

- The adoption of three working styles – Community, Home and Office. Increased flexibility has been introduced into the Home workstyle following staff consultation.
- Staff will be given the opportunity to select which of the three workstyles they prefer. Managers will retain the right to amend this if they feel the role cannot be fulfilled through the chosen workstyle or if it does not fit the criteria. If staff choose an office workstyle this cannot be overridden by a manager.
- The centralisation of the Council's office accommodation in Newbury to the Market Street Offices (MSO). Staff from West Street House and West Point would be moved to the Market Street site. Further consideration needs to be given as to whether staff from Merchant House could also be transferred to the Market Street site although at this stage this falls outside the scope of this proposal. No changes are being proposed at this time to the office at Turnhams Green.
- A floor being allocated to each Directorate at the MSO site.
- The same size of desk available to staff irrespective of grade.
- No member of staff would be entitled to their own desk and all desks would need to be booked through the on-line booking system which is now live. Staff with a disability or a health condition who require an adjusted workstation may be given their own desk if they have adopted an office workstyle or priority over adapted workstations. The expectation is that staff will be able to sit alongside their own team and the booking system will facilitate that. A clear desk policy will be mandatory.
- Bookable 'Pods' will be introduced to enable smaller meetings, including 1-2-1's, in the MSO offices. Break out areas will remain where they can be facilitated.
- Shaw House will be made available to managers and staff, to hold larger meetings including team meetings and workshops etc. Staff will be encouraged to hold partner and external meetings at Shaw House. Some drop down desk area provision will also be provided for staff.
- Member meetings will primarily remain at the MSO and the current Member facilities will remain unchanged.
- A new staff travel policy is being introduced which supports the Council's new Environment Strategy and seeks to bring greater equality to future car parking allocations. Staff who commenced their employment with the Council prior to 2007 or who are Essential Car User Status will retain their existing right to staff car parking and others may also become eligible. Staff who have a disability will be eligible for free parking and will be given preference to the new multi-storey car park adjacent to the Market Street offices.

- The Council will actively seek to provide subsidised public transport for those who wish to use this means of transport to get to work.

- Savings made in reducing the operational costs of maintaining the Council's office stock will be used to support staff working from home for management training and for ICT training for all staff. The remaining savings will be used to support the Medium Term Financial Strategy. If this report is approved the implementation of Timelord 2 will follow later in the year and probably into 2022. The implementation will be phased with the People Directorate moving onto the second floor of Market Street first, followed by the Place Directorate moving to the first floor and finally the Resources Directorate to the ground floor.

- A review of the programme is undertaken six months after implementation has been completed.

5   Introduction

5.1   The Covid-19 Pandemic forced the Council, along with many other organisations, to adopt new working practices. These were required to ensure staff remained safe and were able to adhere to the various requirements the Government put in place to help manage the Pandemic. These new arrangements have protected the Council's service delivery, whilst at the same time providing for many, a better work life balance and reduced carbon footprint.

5.2   A staff survey, conducted in June 2020 following the first wave of the Pandemic, highlighted significant support for a continuation of these new working practices. Since then a project entitled 'Timelord 2' has been initiated. This has focused on determining how these new working practices could be made to work on a permanent basis once the Covid-19 Pandemic is over – essentially the new 'business as usual.'

5.3   Extensive staff consultation on an initial set of Timelord 2 proposals was conducted between the 15th February and the 26th March this year and the subsequent findings are reflected in this final draft and the recommendations that are now being made. This Final Report includes the results of the internal consultation along with details of what has been changed as a result of the comments that have been made.

5.4   The report provides a background to the Timelord 2 project. As the name suggests, the Council initiated a previous Timelord project. This introduced a range of new flexible working practices whilst at the same time facilitating a consolidation of the Council's offices. Since then various surveys have highlighted the fact that the Council's flexible approach to work has helped improve both recruitment and retention of staff.

5.5   The remainder of the report sets out the background to the Timelord 2 project including the results of the consultation exercise. A proposed vision, objectives and principles are outlined reflecting in part on the results of detailed survey work undertaken across all of the Council in 2020. From that, a Council wide approach to 'working differently' is set out based on three distinct working styles. The new approach encompasses not only the Council's physical office requirements, but also how those working from home and in an office environment will be supported and the resulting expectations sought from those with management responsibilities.

6   Background

Overview

6.1   The Council inherited a number of office buildings both from Berkshire County Council and Newbury District Council in 1998 when it became a unitary authority. It also built a temporary office on the London Road Industrial Estate, largely for the now Place Directorate.

6.2   Successive accommodation strategies sought to rationalise and improve this office stock and bring all of the office under freehold ownership. This has now largely been achieved with three corporate offices in Newbury (Market Street, West Street House and West Point) and an office in Calcot. (Turnham's Green).

6.3   The 2007 summer floods, which had a major impact on many communities in West Berkshire, were also the trigger for the Timelord 1 project. The Council's own offices were not affected by the floods but the relatively new Vodafone headquarters at Shaw were, with one building being badly affected. Rather than replace 'like for like' Vodafone decided to look at whether working life could be made more efficient through the deployment of additional ICT, more home working and a new approach to how the office was utilised. The study was named 'Project Tardis'. The close working between the Council and Vodafone in relation to flooding also led to the development of a joint approach around Project Tardis. The Doctor Who theme was extended and the Council named its own venture 'Project Timelord'. It is described here as Timelord 1 to distinguish it from the current work coming out of the Covid-19 Pandemic. This new project has imaginatively been entitled Timelord 2!

6.4   Timelord 1 did enable some further office rationalisation and left the Council with the office accommodation stock it has in place today. There was however a fundamentally new approach to the way work was organised most notably around the creation of three workstyles:

(a)   Fixed.

(b)   Home-flex.

(c)   Free.

6.5   Table 1 shows the number of staff currently allocated to each workstyle by Department/Service in 2020. The total shown only includes office based staff based within the Corporate Offices since it is these that fall within the Timelord 2 Programme. To put this in context out of a total workforce of 1512, 1126 (74%) would be covered by Timelord 2.

6.6   Timelord 1 went beyond workstyles. With it came an enhanced ICT package each tailored to three specific workstyles. Office layouts were also standardised and additional break out areas created to enable more informal working.

6.7   Staff feedback in respect of Timelord 1 has generally been positive. Successive staff surveys have highlighted that most staff see the Council's flexible approach to work as a real positive in terms of recruitment and retention.

6.8   Minor changes have been introduced from time to time under the oversight of the Accommodation Group. It would probably be fair to say that some elements of the Timelord 1 regime have proved more difficult to implement than others. Whilst Timelord 1 reduced the office footprint, and introduced further flexibility in working practices, utilisation of the resulting office space has generally been low. Prior to Timelord 1, office occupancy levels stood at 40% (40% of desks occupied at any one time). Once Timelord 1 had been introduced they increased, but only to around 50% and this was despite moving away from a 'one employee to one desk' principle.

Table 1 – The distribution of workstyles across the 'Timelorded' Council workforce - October 2020

	Workstyle		
Service	**Fixed**	**Free**	**Homeflex**
Adult Social Care	15	123	8
CEO & Support	2	3	7
Children and Family Services	7	130	5
Commissioning	5	17	1
Customer Services and ICT	29	31	19
Development and Planning	20	68	18
Director & Support (People)	0	2	1
Director & Support (Place)	1	1	0
Director & Support (Resources)	0	1	0
Education Services	30	117	17
Environment	20	90	9
Finance and Property	17	80	21
Public Health and Wellbeing	0	11	0
Public Protection and Culture	5	55	7
Strategy and Governance	16	37	40
Grand Totals	**167**	**766**	**153**

6.9   Despite this, the overall conclusion from survey data would suggest that Timelord 1 has largely delivered on its stated objectives.

6.10 If Timelord 1 had its genesis in the 2007 floods, then Timelord 2 has been borne from the Covid-19 Pandemic. Successive national and local lockdowns have necessitated a move to home working and digital communication. Something that was thought by some to be too challenging has been made to work in a matter of just a few weeks. Whilst there are lessons to learn from this experience, it has demonstrated what is possible.

6.11 The Council conducted a staff survey in June 2020 that in part sought to test the appetite to move on from Timelord 1 reflecting on the experiences of the Covid-19 Pandemic. The underlying sentiment was positive with around two/thirds (65%) of staff wanting to work in a hybrid arrangement with some time spent in the office and some time spent at home. 14% of staff wanted to work entirely in the office and just over 20% wanted to work entirely from home.

6.12 The survey (and general office based observations during the Covid-19 Pandemic) highlight a number of issues:

- The choice of a workstyle is dictated by a range of factors many personal to that individual. For example 40% saw more home working as enhancing their work life balance whilst 28% felt it had a negative effect. Learning from Timelord 1 highlighted the importance of the workplace as a place for social interaction particularly for those who live alone, but also for those for whom home is not a positive or safe space. This remains relevant today and was one reason why the offices have remained open during the Covid-19 Pandemic.
- Potential benefits to the Covid-19 arrangements cited by staff included saving money on travel costs, a reduced carbon footprint and being better able to support service users.
- Areas of concern included potential conflict between supporting service users, caring responsibilities and a diminution in effective team working.
- In the context of taking the current working arrangements further, between 20% and 30% of staff felt that they did not have dedicated office space at home, effective ICT equipment, or the required office equipment.

6.13 The survey results need to be viewed against a national, even international context which is seeing an increasing shift towards more home working with less reliance on the office as a result of the Covid-19 Pandemic. What is emerging at West Berkshire Council would appear to be being replicated in many other businesses. This is perhaps not surprising given the global nature of the Covid-19 Pandemic.

6.14 It is against this background, and in the knowledge that a continuation of recent working patterns has broad staff support, that we have embarked on Timelord 2. The remainder of the report sets out the results of the recent consultation on the initial Timelord 2 proposals and goes on to set out what is now being proposed as the final Timelord 2 model.

Consultation Findings

6.15 Consultation on the draft Timelord 2 proposals was launched internally on 15th February and ran for a period of 6 weeks. Staff were invited to attend one of 10 Discussion Groups at which the proposals were debated in detail. In addition, staff were also able to comment directly and 300 emails were received through this route. Taken together the views expressed represented a significant proportion of those affected. A full report on the consultation results is set out at Intranet - Timelord 2 Consultation. A summary of the main themes along with the management response (in italics) is set out below:

A. General Comments

- One office – whilst there were a range of comments the underlying theme was supportive with many staff seeing the benefit of being located under one roof.

  This concept has been retained in the Final Report with Market Street being the only office large enough to potentially accommodate all staff. This will be dependent on the final distribution of workstyles which staff are being asked to select during June and July 2021.

- Timing – concerns were raised that Timelord 2 should not be introduced whilst the Covid-19 Pandemic was still with us. Some felt a period of normal working should be put in place prior to making any changes. Others felt the consultation was rushed.

  The consultation has been extensive, being undertaken over a six week period of time. It is not accepted that it has been rushed. A further 2 months have been set aside to analyse and review the comments. Timelord 2 will not be introduced whilst Covid-19 restrictions are in place. An implementation timetable is discussed later in this report and will continue to be reviewed as part of Phase 2 of the project. It is not felt appropriate to return to a period of 'normal' working and separate discussions are taking place around the interim arrangements that may be required prior to any implementation of Timelord 2.

- Workstyles and flexibility – many of the comments raised here are about the desire for additional flexibility. There was however a significant difference of view between the three Directorates with the People Directorate tending to favour more working in the office and staff in the Resources Directorate favouring more working from home.

  Changes have been made to the Home workstyle to introduce some further flexibility and further clarification has been made to the Community workstyle. Following these changes the plan is to ask staff again which workstyle they wish to select during June and July. The ability for managers to override this selection to protect service delivery remains except for the office workstyle

B. **Office Working**

- Team working – concerns were raised that team working would be eroded because staff would not be able to be seated together when based in the office.

  The new automated desk booking system will enable staff to choose where they sit and so enable team working. There may be instances where a specific desk may not be available.

- On boarding new staff – it has been challenging during the Pandemic to effectively induct and manage new starts. It was felt that this could also be a struggle during Timelord 2.

  It has already been agreed that new starters will automatically adopt an office workstyle during the first six months of their employment with the Council. Managers will have the discretion to ask other staff to attend the office where it is necessary to support induction and new starters. It needs to be accepted that increased flexibility will need to work both ways. An increased opportunity for staff to work at home where this can be facilitated and the flexibility for managers to ask staff to work at the office where this is needed to protect service delivery.

- Booking system and flexibility – questions were raised about how the booking system would work and whether it would be linked to the car park booking

system. A number of staff raised concerns that the booking system itself would add to the daily workload.

The digital desk booking system is now already in place and working at the corporate offices. It will be linked to the new parking system over the coming months. The principles behind Timelord 2 require desk booking to be in place to ensure that office space is managed efficiently. It is not envisaged at this time that there will be insufficient space although this will need recalculating once staff have selected their workstyle during June and July.

- Confidentiality and meeting spaces – the concern here was around a potential lack of meeting spaces in which to have confidential discussions and the danger of confidential discussions being overhead in the office environment. It is the intention to create pods which should enable confidential discussions to take place along with virtual meetings on Zoom or Teams. The number and size of meeting rooms will be discussed as part of the layout preparation.

  In terms of maintaining confidentiality in an open office environment this has now been the case at the Council for over a decade where open offices have been the norm. The issue was raised as a particular concern in the People Directorate. The designation of a floor to each Directorate at Market Street, coupled with the ability of each Directorate to shape their own layout should also help alleviate some of these concerns.

- Efficiency and productivity – comments here reflected a view from staff that some felt they worked more effectively in the office – others at home.

  No member of staff is being compelled to adopt any particular workstyle although it is important to recognise that managers retain the right to ask staff to work from the office where they are of the view that it is necessary to protect service delivery.

- ICT, printers and equipment – a range of comments were made on this theme with many raising concerns at the adequacy of the Council's ICT in supporting Timelord 2. Some staff also commented on the need to retain some paperbased systems.

  ICT has had a lot of discussion as part of the Timelord 2 process. More broadly a new Digital Strategy is in place which will hopefully assist in helping the deployment of new ICT to support Timelord 2. This will be discussed more fully during the implementation phase but it is accepted that effective ICT does need to be in place to support Timelord 2 – the two are inextricably linked.

- Office layout – concerns were raised regarding the offices feeling cramped. The Disability Staff Network raised concerns regarding adequate space for those with mobility difficulties and the availability of disabled toilets and lifts.

  Detailed floor layouts will be shaped by the three Directorates working within an agreed set of corporate guidelines. The office layout will meet health and safety requirements and will enable all staff to move around the office. The

spacing of desks will be no greater than the current layout although a much greater proportion of those desks will be occupied. Standing desks will be provided if there is demand.

Additional toilets will be constructed at Market Street on the Ground Floor. Unfortunately it is not feasible to construct additional lifts. There will be a review of disabled toilet provision at Market Street.

- Worklife balance – mixed comments were received. Some welcomed the opportunity to return to the office – others welcomed the opportunity to blend office and home working.

- Wellbeing and health and safety – in general home working and a mixture of home and office working were seen as generally positive from a wellbeing perspective. Safety concerns were raised with regard to travelling from the office to car parks particularly during dark evenings.

Enhanced staff safety measures have been proposed in the Final Report.

- Removal/additional flexibility of core hours. Comments were mixed here with some welcoming the flexibility and others expressing concern that it would lead to a change in working.

The proposal to review core hours was made to increase flexibility in terms of when staff might chose to work. Nothing is being mandated. Flexibility around core hours could only be offered if service delivery could be maintained or potentially enhanced.

- Storage and digitisation – concerns were raised about both paperless systems and paper records.

The Council has increasingly moved towards digitising records in recent years and this will continue under Timelord 2.

C. Home/Community Working

- Worklife balance – there were a large number of positive comments regarding the benefits of being able to work from home. Some of the negative aspects of working from home (e.g. separating work from home life) were also commented upon.

- Homeworking allowance – a large number of comments were received with the majority feeling the allowance was insufficient and also requesting that it was paid as a lump sum.

The purpose of the allowance is to make a contribution towards the cost of working at home not to cover all of the costs. Benchmarking, although limited, suggests that some authorities are paying no allowance at all. Following further consideration it has been decided to retain the allowance at £12.50 per month as originally proposed. Proposals are made in the Final Report regarding the

payment of a lump sum as opposed to a monthly payment. The options around this are limited by taxation issues.

- Equipment for home use – staff have commented that it would be useful if they were able to retain Council equipment (ICT and furniture) that has been loaned to them during the Pandemic.

  Where equipment is surplus to requirements then staff will be given the opportunity of purchasing the equipment at market value. Again this is an area where there are potential tax implications. More detailed guidance on this will be issued in due course.

- Service provision and efficiency – this was generally seen as positive with the challenge of balancing child care and working from home highlighted.

- ICT implications of home working – access to printing was the main comment here. The importance of Microsoft 365 was also highlighted.

  The comments are noted although in an environment where we are seeking to become increasingly paperless the question needs to be asked as to why printing is still needed? The importance of Microsoft 365 to Timelord 2 is appreciated and is built into the implementation arrangements.

- Wellbeing and health and safety – comments here largely revolved around home office setups and also the availability of professional and emotional support.

  Further work has been done to ensure home office arrangements meet the necessary health and safety requirements. Managers will have a key role in ensuring that their staff are working safely at home. It will also be up to managers to ensure that their staff are appropriately supported at home. The flexibility exists for managers to ask staff to work at the office where this is seen to be in their best interest or to maintain effective service delivery.

- Confidentiality – concerns have centred around ensuring that records could be stored safely at home.

  This issue would seem to look directly to the digitisation of records.

- Management – issues raised here focussed around managers needing to manage in a different way under Timelord 2.

  It is accepted that to date this particular challenge has had relatively little consideration. This will be addressed going forward and is further discussed in this Final Report.

- Fairness – the issue here was around home working being easier for those with larger homes and/or the space to work.

  This is accepted. Aside from paying an allowance which has minimal impact in

terms of this issue there is not a lot that the Council can do to address this. This problem has existed since home working was introduced many years ago.

- Communication – the need to communicate effectively in a Timelord 2 environment was raised by a member of staff.

  This probably links closely to the comments regarding management. Proposals in respect of internal communication are already reflected in the Communication and Engagement Strategy but further consideration is needed in the context of Timelord 2.

D. Staff Travel

A large number of comments were received from staff regarding staff travel proposals. These are summarised below:

- Fairness and the points system – concerns were raised as to how the new system would work and the need for transparency.

  This can be addressed through the release of further guidance on the policy and greater detail on how it be implemented.

- Pre-2007 protection of free car parking – the comments here related to the right to free car parking for this group being protected through custom and practice. This is discussed further within this Report.

- Impact on recruitment and retention. Concerns were raised that the new policy would have a negative impact on recruitment and retention.

  There is no evidence that the previous removal of free car parking has had a negative impact on recruitment and retention. The proposal here is in any event not about removing free car parking for existing staff who already benefit from this but aligning future allocation of free car parking for all other staff to environmental considerations.

- Essential Car Users (ECU's) – the comment here was that ECU staff said that their contracts state that they must make a car available for work, and that not providing parking undermines that.

  As with other staff travel comments this is reflected later in this Report.

- Active Travel – comments on this topic did highlight a misunderstanding of what was being proposed. In addition some comments were made regarding safety particularly at night.

  The proposals as stated do not force staff to walk or cycle. The policy seeks to encourage such activity where staff are not eligible for free parking.

- Public Transport – the comments here focused on the lack or reliability of public transport as a means of getting to work.

This is reflected on later in this Report.

- Staff safety – this was touched on earlier and related to staff walking to car parks and using public transport after dark.

  As mentioned earlier the issue of staff safety is now reflected in this Final Report.

- Costs for staff – comments here related to the additional costs of public transport and paying for car parking. This was offset to some degree by comments relating to savings that would be made by not having to travel if working from home.

- Environmental Impact – comments were largely positive here reflecting the positive environmental impact the proposals would have.

- Transporting equipment – comments related to the potential need to carry/transport equipment larger distances if car parks were further away.

- Impact on flexibility/service delivery – issues here again related to the inconvenience of potentially having to park further away from the office.

- Electric vehicles – a range of comments here including their prohibitive cost and ideas about encouraging use.

- Drop down parking – comments on this topic related to the desire for drop down parking to aid service delivery.

  Additional proposals have been made in the Final Report to assist with this.

- Quantity of parking – concerns that there would be insufficient parking available.

  This is not a concern. There are no issues at this time regarding the availability of parking for staff in Newbury Town Centre.

- Impact on work life balance – comments were largely about the impact that active travel or using public transport would have on the ability to balance their work and home life.

  Staff will not be compelled to travel by public transport or walk or cycle to work. They can choose their mode of travel.

- Location of parking – concerns were raised regarding the distance from Northcroft Lane to Market Street.

  Staff with mobility issues will be provided with car parking closer to the Market

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Street offices.

- Linking staff travel to Timelord 2 – it was suggested that the staff travel proposals should be decoupled from those relating to Timelord 2.

  This has been discussed but the view has been taken that it is now timely to implement both.

7 Vision, Objectives and Key Principles

The Timelord 2 Vision

7.1 To establish a new lower carbon way of working at the Council by 2022 which is based on less commuting, and more flexible working facilitated by the greater use of ICT. A more flexible working environment should enhance recruitment, retention, staff engagement and wellbeing. Enhanced staff engagement and better utilisation of our office accommodation should then increase the effectiveness of the Council as an organisation with the potential to also reduce costs.

Objectives

7.2 The following three objectives have been set for the Timelord 2 Programme:

- Through the introduction of more flexible working practices increase the Council's productivity by;
  - o enhancing employee engagement and wellbeing, and recruitment and retention;
  - o introducing new technologies to improve efficiency and customer experience and accessibility.
- Improve efficiency by making more effective use of the Council's office accommodation stock and putting all Council services 'under one roof' to enable better integration of services.
- Help reduce the Council's carbon footprint through reduction of office space and associated carbon usage, as well as reduced commuting by staff.

7.3 In terms of each of the three objectives there is clear evidence from Timelord 1 that the increase in flexible working brought about by that Programme has assisted recruitment and retention of staff. If Timelord 2 seeks to extend that flexibility further then there is no reason to believe that the recruitment and retention of staff could not similarly be enhanced. It seems reasonable to assume that West Berkshire would become a potential employer for those who would have previously seen West Berkshire as outside their commuting zone.

7.4 If the working environment for staff is improved then it is also a reasonable assumption that employee engagement (as measured through the Employee Attitude Survey (EAS)) should rise. Employment engagement scores at the Council are comparatively high although they do vary notably between Departments and Services. There is probably little room to enhance the scores of the very best but there is certainly significant room to improve on those that are struggling. Interestingly, a similar pattern has been observed during the Covid-19 Pandemic which further highlights the leadership and management challenge that exists if Timelord 2 is to be uniformly successful.

7.5 Covid-19 has shown that the use of effective technology can assist efficiency and customer experience. There is probably more that can be done but there are also risks particularly around the potential exclusion of the most vulnerable and this will need to be carefully considered before any new Programme is rolled out.

7.6 The expectation has to be that Timelord 2 will deliver a reduced office footprint and hopefully the opportunity of a 'one Council – one office' scenario. Savings in operational costs are expected to be invested largely in staff.

7.7 A reduced carbon footprint comes from a lower office footprint and reduced travel with fewer staff commuting.

Key Principles

7.8 In considering future changes to the work environment a number of key principles have been established to help shape the Timelord 2 Programme. These principles also reflect the learning from the Timelord 1 Programme:

- Council effectiveness should be enhanced.
- The new arrangements should provide on-going cost reductions.
- The new arrangements should be supported by the majority of staff.
- Staff and managers need to be given the tools to do the job in this new working environment – notably effective ICT.
- Staff need to accept that the new model will require commitment to proactive communication and making the new arrangements work.
- The new working model should support other Council policies notably the new Environment Strategy and the updated Recovery and Renewal Strategy.

Council effectiveness should not be compromised, preferably enhanced

7.9 The Council exists to support local communities and residents and to commission and provide local services. The majority of the Council's services and the salaries of its staff are paid for directly by local residents.

7.10 Customers and residents should therefore be at the heart of our thinking when it comes to Timelord 2. Prior to Covid-19 the concept of Timelord 2 would probably either have been dismissed as something of an ideological fantasy or would have been seen as a major transformation project with all of the requirements such a project would have brought. It is only in having successfully responded to Covid-19 in an emergency setting that the Council has decided it has the confidence to continue with a project that in other circumstances would have been seen as potentially high risk.

7.11 It is however important to realise that Covid-19 has not been without its challenges. Covid-19 will not go away and it is as yet difficult to fully appreciate what working life will entail once some degree of normality returns. In pulling together the Timelord 2 Programme the following need to be recognised:

- Face to face contact has largely been precluded during the Pandemic. It should not be assumed that it will not be needed once the Pandemic has passed. Not

everything can be done as effectively by virtual means as the Lockdown has demonstrated.

- Some residents and customers do not have the ability to contact the Council digitally. This was also the case before Covid-19. The Council Strategy places a focus on addressing inequality and supporting the vulnerable. It seems appropriate to assume some form of physical office presence will be needed and Departments / Services will need to be ready to support that office presence. The nature of that support will vary from one Department / Service to another.

- It is unclear at this stage what impact Covid-19 has had on the Council's customer responsiveness. The Council's own management data has not been reshaped to reflect either a Covid-19 or post Covid-19 world. There is certainly some anecdotal evidence that some telephone calls and emails are not being responded to as quickly as residents would like although some of these issues were evident before Covid-19 arrived.

- We need to consider the infrastructure that is needed to support any new way of working. Our ICT Service did an admirable job in getting the Council up and running very quickly in 2020 once the Covid-19 Pandemic was upon us, but if Timelord 2, or some form of it, is to become the norm then the focus and investment in ICT will inevitably increase. Customers and residents will lose faith in the Council if they cannot receive what they want from us in the way they want.

7.12 Perhaps the greatest issue at this time is that we do not really know what residents and customers want since we have not asked them. We can gauge from the feedback we have received that during the Pandemic we appear, in most cases, to have done a good job in holding up our service provision whilst responding to the challenges of Covid-19. However, our views are perhaps being shaped by an ongoing Covid-19 Pandemic and not by an understanding of how our residents will view Council services and what we do when the Pandemic is behind us.

7.13 This is further complicated by the fact that no one actually knows what the post Covid-19 world will look like. There are plenty of commentators prepared to offer opinions. It is not the place to discuss these here other than to say some change would seem inevitable. Timelord 2 is therefore being planned in something of a vacuum and a degree of caution needs to be taken in ensuring that Timelord 2 does not become overly driven by what staff want, with less consideration being given to what residents and customers want and need. If we choose to implement Timelord 2 quickly then there is perhaps a need to ensure we are able to reflect and adapt to any subsequent changes that emerge in our local communities after the Pandemic. For this reason post implementation review is being recommended six months after implementation of the Timelord 2 Programme has been completed.

The new arrangements should be cost neutral

7.14 The underlying principle behind the Timelord 2 Programme is that it should be at worst cost neutral with an expectation that some savings will be delivered. This also assumes there is no productivity gain through implementing the new workstyles. There are potential revenue costs and savings associated with the Programme which can perhaps be best summarised as follows;

1) Revenue – savings to potentially come from the reduced operating costs from a reduced office estate. These savings would potentially be used to support staff in working from home. It may also be that some of the savings might need to be used to support staff development linked to Timelord 2 along with funding for Shaw House. Some potential costs are as yet unknown for example any impact on staff travel costs.

2) Capital – savings would potentially come from selling or leasing surplus office space. Costs could come from potential refurbishment of the remaining offices to meet the requirements of the new workstyles alongside new ICT investment.

The new arrangements should be supported by the majority of staff

7.15 The Covid-19 staff survey suggested that greater home working following Covid-19 was likely to be supported. Further staff consultation around possible workstyles conducted in November 2020 also suggested staff were likely to be supportive.

7.16 At that stage though staff were looking at broad principles and not the finer detail which for Programmes such as this, is important. Since then detailed proposals have been drawn up and have been subject to further staff consultation as previously outlined. Further changes have been made as a result and these are now set out within this Final Report.

7.17 The Timelord 2 staff consultation exercise undertaken earlier in the year did not suggest a lack of support for Timelord 2 although the depth and extent of the consultation has inevitably led to range of issues and concerns being raised.

Staff need to be given the tools to do the job in this new working environment

7.18 The introduction of enhanced ICT for staff was a major strand of Timelord 1 and will also play a key part in the success of Timelord 2.

7.19 The Council's Digital Strategy, approved in August 2020, includes "Theme 3: Creating a Modern Workplace and Workforce". This theme has a number of objectives that will contribute to the success of Timelord 2 including:

- *Improving connectivity* to aid flexible working (increased WiFi coverage in the office, always on laptop connectivity, more use of 4G devices, replace legacy BlackBerries with Android smartphones, moving applications to the cloud)

- *Improving communication and collaboration* (Greater use of instant messaging, collaboration tools and access to data from anywhere)

- *Increasing the digital skills of Council staff and Members.*

7.20 With the Windows 10 project nearing completion most of the Council's laptops now have 'always on' connectivity

7.21 In response to the Covid-19 emergency more staff have been provided with laptops, smartphones and remote working software. Meetings have been transformed through the use of Zoom and Microsoft Teams.

7.22 Tools such as Microsoft Teams have much more potential than is currently being utilised. ICT is currently planning the roll out of Microsoft 365 between July 2021 and January 2022. Microsoft 365 will provide a resilient cloud-based replacement for the Councils current email and Office software as well as:

- Fully configured Teams software – for voice calls, video-conferencing, chat, file sharing and collaboration.
- Microsoft Stream – for recording, storing and sharing of video information.
- Microsoft Forms – for surveys (similar to Survey Monkey).
- Microsoft Planner – for organising teamwork and projects.
- Microsoft Bookings – online booking application.

7.23 Microsoft 365 will also introduce cloud-based file storage utilising OneDrive to replace H: and I: drives and introduce Microsoft Sharepoint for improved file and document management across the Council.

7.24 In addition to the Microsoft 365 tools, the Council's meeting rooms will be equipped with suitable audio-visual (AV) equipment to allow meeting participants physically present in the room to easily interact via Teams or Zoom with other, remote participants.

7.25 All staff with Timelord 2 workstyles will be allocated a follow-me number. This will initially be provided via the current Openscape system, but over time is likely to be replaced with a system more integrated with Microsoft Teams.

7.26 The expectation is that we will continue to move towards a paperless environment thereby enabling effective home working. During the Pandemic it still seemed to be important for some staff to come to the office to pick up printing. This raises the question as to what actually needs to be printed in a new Timelord 2 environment? Progress has been made in some Departments / Services but it is not universal. Auditing will be required before the Timelord 2 project is initiated to make sure we do not retain a large amount of unnecessary paper. Physical storage comes at a cost.

7.27 There is also a question about whether culturally some staff will try and hold onto familiar but potentially outdated and inefficient ways of working. Again this needs some further work before the project is initiated.

7.28 In addition to ICT, an effective office working environment will also be important as will support to enable effective home working. It has to be recognised that the benefits that staff get from working at home – no commuting costs or time spent commuting - and often a better work / life balance will offset some additional costs associated with working from home e.g. heating costs etc. The Council is not in a position to meet all of the costs associated with working from home. A balance needs to be struck. This was also the case with Timelord 1.

7.29 Staff with additional needs will have those needs met and where necessary will be the only staff who will be allocated a specific desk. Additional funding will be made available to fund any reasonable aids or adaptations to desks that are required.

7.30 Covid-19 has shown that the Council can both manage and work remotely at least in the context of an emergency such as Covid-19. It did however become evident after a

few months that the impact of remote working was having an adverse effect on some staff. Some of this was due to schools being closed and the challenge of balancing childcare and work commitments. In other cases it was linked to a sense of isolation and even loneliness. Others commented on a lack of communication.

7.31 The Covid-19 staff survey highlighted further issues around inconsistent communication. Whilst there were clearly many examples of managers who had gone the extra mile in making sure they were in contact with their staff, others reported a feeling of being left with managers seemingly unaware, or unwilling to adapt their management style to the new challenges created by working remotely. A great deal more attention is going to need to be given to managing in this new environment if it is to become a permanent feature. The following give a flavour of what will be required:

- An appreciation of the capabilities and competencies required to work effectively in this new environment.
- All staff understanding that they need to balance their time between the office and home in a constructive manner, and to take some responsibility for their own work/life balance in managing their time whilst appreciating the needs of their service.
- A realisation that desks, and car parking, need to be booked in advance. Managing (electronic) diaries will be important.
- Management activities such as face to face team meetings will require planning in advance.
- A greater focus on ICT training given it will become even more fundamental to the world of work.
- New approaches to internal communications (some of this is outlined in the Communications and Engagement Strategy).

7.32 The results of the Covid-19 staff survey highlighted support in any event for a hybrid option – a mix of working in the office and at home. This in many ways helps alleviate some of the concerns associated with full time working from home highlighted above.

The new working model should support other Council policies notably the new Environment Strategy

7.33 The Council published its new Environment Strategy last year with an expectation of West Berkshire becoming carbon neutral by 2030. The Council is expected to lead by example and a reduction in staff travel and a potential reduction in the Council's office footprint are both means of lowering the carbon footprint. The point has been made that this could be offset to a degree by the increased cost of home heating if more staff are working from home.

7.34 It has been calculated that Timelord 2 will lead to carbon savings of 740 tonnes of CO2 per annum. This equates to a reduction in the Council's carbon footprint of 6.3%. 78% of this reduction is estimated to come from transport and 22% from accommodation. These figures are based on a 2019/20 baseline. The date will be updated later in the year.

7.35 There are potential negative impacts associated with Timelord 2 most notably in relation to economic development and the impact of less Council staff using Newbury Town

Centre. No studies have been undertaken to determine what economic impact the Council has on the Town Centre but fewer staff working in Newbury is likely to have a negative impact on lunchtime Town Centre spend.

8 The Timelord 2 Model

Introduction

8.1 There are a number of proposed elements to the Timelord 2 model, each of which is set out in some detail below. Fundamental to the model is the creation of three new workstyles. These were proposed to staff in November 2020 and have been amended following the staff consultation during February and March this year

8.2 Data collected from staff as part of the Phase 1 Timelord 2 Survey has been used to determine overall office requirements and the number of desks needed etc. This has led to the conclusion that the Council can accommodate all of its office based staff in its Market Street offices. Following the staff consultation in February/March this year some changes have been made to the three workstyles. During June and July staff are being asked to formally state a preference to workstyle on the understanding that this could be overridden by management on the grounds of effective service delivery and criteria. Managers cannot override a member of staff who chooses the office workstyle. The report assumes that the allocation of workstyles (17% office, 71% home and 12% community) will remain largely the same and that the Market Street offices will have the required capacity to accommodate all Timelord 2 staff.

8.3 A view was expressed early in the project that the Council should look at the potential of using Shaw House more extensively as a staff base. Covid had a negative impact on commercial hires during the pandemic. As business recovery progresses for all sectors, the signs are that clients are starting to return and their requirements for offsite meetings, training and conferencing continue. The Grade 1 Listed Elizabethan Mansion acts as home to the Council's Registration Service and is also used as a Council training venue. As a condition of the Heritage Lottery Fund grant funding Shaw House also needs to be made available to the public for 120 days each year. This is generally facilitated over weekends and bank holidays.

8.4 Shaw House has many potential benefits as a staff base. It lies within walking distance of Newbury Town Centre, has good car parking and provides an informal and comfortable venue for meetings. In addition to this there are extensive grounds and a café. There is a specific proposal to encompass Shaw House within Timelord 2.

8.5 The opportunity has also been taken to use the Timelord 2 project to review the Council's staff car parking policy and this is set out in greater detail later in this report. The emphasis here has been on reflecting the Council's Environment Strategy and on adopting the Council's own green travel policies which are made a requirement on other local employers.

Workstyles

8.6 Following the staff consultation it is proposed to retain the three workstyles but to introduce some additional flexibilities. These are set out below:

(a) In revising the workstyle descriptions, the main aims have been:

- To add some additional flexibility into the Home workstyle, in the light of consultation feedback.
- To ensure that the Community workstyle is explained in a way which assists staff in certain roles to identify with it.
- To express the desired balance between home, community and office working for the three workstyles, given that management believe that retaining some office working for all workstyles is healthy for staff, encourages employee engagement and wellbeing, ensures organisational cohesion and supports managers.

(b) The three workstyles are:

- **Community** – This workstyle is designed for staff who spend a significant proportion of their working time away from a workstation (usually a third of their working week or more). They may be working directly with clients, out in the community, at meetings or visits. For many of these staff, it will be convenient to work at home in between meetings or visits. At other times, desks will be available at the Market Street office to book on a short term basis. It is expected that these staff will occupy an office desk for no more than 8 hours a week on average. Staff in this workstyle will be expected to work in the office for the equivalent of at least one working day each calendar month.

  To enable flexibility, free short term parking (up to two hours per day) will be made available to Community workers in the vicinity of Market Street; where staff wish to work in the office for longer than two hours, their entitlement will be determined by the staff travel criteria (as for other workstyles). A financial allowance will be paid to support home working. The Council will set a clear standard expected in terms of workstation set up at home to ensure health and safety. Staff unable to meet this standard would have to adopt an office workstyle. Staff in this workstyle would not have access to a locker and would have to book a desk when working in the office.

  Roles which are likely to fall into this workstyle include social workers and highways engineers.

- **Home** – Staff in this workstyle would work mostly from home, possibly with some external meetings but spend on average 2/5 of their time in the office. This allocation between working at home and in the office would normally be set over a month rather than a week to allow flexibility, but Service Directors/Heads of Service would have discretion to allow greater flexibility to meet particular demands on teams, or peaks and troughs when teams needed to work physically together. Part-time staff would normally work to the same allocation over a month namely 3/5 of their working week at home and 2/5 in the office. Staff would be given a financial allowance to support home working. The Council would set a clear standard expected in terms of workstation set up at home to ensure health and safety. Staff unable to meet this standard would have to adopt an office workstyle. Staff would have to book a desk at the office and would have access to a locker when they are in

the office. Staff could choose this work style or a manager could require it where a member of staff has requested a Community workstyle.

- **Office** – Staff would be permanently based in the office. They would have a locker permanently allocated to them and would have priority over desk booking. They would not be entitled to their own desk unless this was as a reasonable adjustment relating to disability/additional needs. Office staff will also attract some points in relation to the location of any free staff car parking.

(c) Staff adopting a Home or Community workstyle will be eligible for a regular homeworking allowance. This will be paid monthly and will be within HMRC guidelines to ensure that it will not be subject to tax or national insurance contributions by staff. The allowance will be £12.50 per month (£150 per year). The aim of the allowance is to assist staff to purchase necessary equipment, including screens and chairs, and to cover on-going replacement costs, although it can be used by staff in whatever way they see fit. Where staff need up-front financial assistance to set up a safe home workstation, they will be able to request an interest free loan of up to £150, which will be repaid through Payroll. Where staff receive the homeworking allowance, this will cover the repayments of the loan in 12 monthly instalments. There are no tax implications for staff with this arrangement.

(d) Disabled staff requiring specialist or adapted equipment at home will be able to seek additional support through the Reasonable Adjustments budget, managed by the Equality and Diversity Officer, for necessary items costing over £200. This budget will be increased to account for the likely increased demand for assistance. A detailed procedure will be written to outline this.

(e) Staff are being given the option of choosing one of the three workstyles during July 2021. Managers will need to approve the chosen workstyle and can override the member of staff's choice where it is felt it would undermine service delivery. Managers can also require staff who adopt a Home and Community workstyle to attend the office when it is felt necessary to maintain service delivery. As with Timelord 1, home working remains a privilege not a right. Managers cannot allocate a Community or Home workstyle to someone expressing a preference for an office workstyle – employees have a right to request office working where this supports their wellbeing or because they do not have an appropriate workspace at home.

(f) Community and Home workstyles will not usually apply to new starters from day one; there will be an expectation that these staff will work in the office for the majority of their time. This will enable effective induction, training and probation assessment during the first six months of employment. It will also give time for the new starter to set up an appropriate workstation at home.

(g) Staff should refer to the Working from Home: Standards and Guidance for a full description of a safe workstation set up at home. The table below details the equipment which will be provided and maintained by WBC or staff, depending on your workstyle.

Table 2 - Workstation Equipment / facilities by workstyle, showing who will provide & own

Type of equipment/ location	Description	Office	Home	Community
Office	Bookable standard desk and chair with laptop docking station, 2x24" screens, full size keyboard & mouse	WBC	WBC	WBC
Office	Bookable rising desk and chair with laptop docking station, 2x24" screens, full size keyboard and mouse	WBC	WBC	N/A
Office	Multi-function devices (MFD) – printer/ scanner/ fax	WBC	WBC	WBC
Office	Designated desks for staff with specific needs, with laptop docking station, 2x24" screens, full size keyboard and mouse, plus adjusted equipment	WBC	WBC	N/A
Office	Desk Phone or PC soft phone	WBC	WBC	N/A
ICT	Laptop computer with Windows 10 "always on" VPN connectivity	WBC	WBC	WBC
ICT	USB Headset (for Teams, Zoom, 'soft phone' calls	WBC	Staff	Staff
ICT	Secure Android Smartphone OR Simple Mobile Phone	N/A	WBC	WBC
Software	Follow-me telephone number (Openscape)	WBC	WBC	WBC
Home	ICT kit – 24" monitor and cable, mouse full size keyboard, docking station	N/A	Staff	Staff
Home	Broadband connectivity with speed greater than 24Mbt per second, available to laptop via cable or WiFi	N/A	Staff	Staff
Home	Suitable desk or table (see guidance)	N/A	Staff	Staff
Home	Suitable adjustable chair	N/A	Staff	Staff
Home	Laptop stand, riser or equivalent	N/A	Staff	Staff
Home	Keyboard and mouse	N/A	Staff	Staff

Table 2 provides a summary of what will be available to staff within each of the three workstyles. All desks irrespective of workstyle would need to be booked in advance. A clear desk policy would apply to all desks. Staff with a Home or Community workstyle will be given an allowance to help purchase home equipment.

8.7 Staff contracts will still refer to an office work base, as it is a requirement that all staff attend a Council workplace regularly. Where staff currently have a contractual work base at West Street House, contracts will be changed to reflect the amended work base. No staff will be assigned a home work base.

8.8 All staff will be expected to claim any mileage expenses in line with the current policy. There will be no change to allow staff to claim mileage from home because no staff will be assigned a home work base. This is due to HMRC requirements, benchmarking with other local authorities and to fit with our aim to reduce overall travel in line with our Environment Strategy.

8.9 The Phase 1 Timelord 2 Survey suggested that the breakdown of workstyles would be as in Table 3. This Table shows, for modelling purposes, the number of staff wishing to adopt each workstyle, and the number of desks that would be required. Community workstyle staff, have been allocated an office desk on the basis of requiring a desk one day a week. In reality this is likely to take the form of requiring a desk for a small amount of time during a particular point in the day. For Home workers, the modelling has allocated a desk for two days a week although in reality this will not always be the case given the flexibility for staff to spread their allocation of time in the office over a month rather than a week. For Office workers an allocation of 1 desk for every worker has been made given they will always be in the office.

8.10 These figures do not take into account annual leave, sick leave and other instances where the staff may not be in the office e.g. external meetings etc. so could be seen as an over estimate of what is required.

8.11 As stated earlier staff will be asked again to select their preferred workstyle. The analysis summarised in Table 4 shows that using the above formulae a total of 567 desks will be required. Maximum desk capacity at Market Street is 581 desks and at West Street House 301. Therefore, only the Market Street Office has the capacity to meet the desk requirement and it has therefore been used for modelling purposes for Timelord 2.

Table 3 – Allocation of workstyles and desks by Department / Service (based on results of Phase 1 Timelord 2 survey and desk allocation policy)

Directorate	Staff headcount @ 21/1/21	Number of desks required	Number of desks allocated	Location
Resources	354	168	168	MSO Gnd/1st Floor
Place	329	157	158	MSO 1st Floor
People	502	240	240	MSO 2nd Floor
CEO & Support	3	2	3	MSO 2nd Floor
Total	**1188**	**567**	**569**	

Table 4 – Allocation of desks by Directorate (based on results of Phase 1 Timelord 2 survey and desk allocation policy)

Directorate	Service Unit	Staff Headcount MSO/WP/WSH @ 21/1/21	Phase2 Survey Responses				Number of desks required	Number of desks allocated	Location
			Office Workstyle	Home Workstyle	Community Workstyle	Total			
RESOURCE	Commissioning	25	0	22	3	25	9	8	MSO Gnd Flr
RESOURCE	Customer Service/ICT	84	14	66	4	84	41	41	MSO Gnd/1st flr
RESOURCE	Finance & Property	132	14	113	5	132	60	60	MSO Gnd Flr
RESOURCE	Strategy & Governance	112	23	85	4	112	58	58	MSO 1st Flr
RESOURCE	Director/Support	1	0	1	0	1	0	1	MSO Gnd Flr
Totals		**354**	**51**	**287**	**16**	**354**	**168**	**168**	
PLACE	Development & Planning	123	21	91	11	123	60	60	MSO 1st Flr
PLACE	Environment	139	18	96	25	139	61	60	MSO 1st Flr
PLACE	Public Protection & Culture	65	18	36	11	65	35	37	MSO 1st Flr
PLACE	Director/Support	2	0	2	0	2	1	1	MSO 1st Flr
Totals		**329**	**57**	**225**	**47**	**329**	**157**	**158**	
PEOPLE	Adult Social Care	160	38	98	24	160	82	82	MSO 2nd Flr
PEOPLE	Children & Family Services	137	34	83	20	137	71	71	MSO 2nd Flr
PEOPLE	Communities & Wellbeing	35	2	32	1	35	15	15	MSO 2nd Flr
PEOPLE	Education	167	20	110	37	167	71	71	MSO 2nd Flr
PEOPLE	Director/Support	3	0	3	0	3	1	1	MSO 2nd Flr
Totals		**502**	**94**	**326**	**82**	**502**	**240**	**240**	
CEO/SUPPORT		3	0	3	0	3	2	3	MSO 2nd Flr
Totals		**1188**				**1188**	**567**	**569**	

8.12 Following initial analysis of a range of layout plans it has been decided to work on the basis of allocating a floor to each Directorate at the Market Street Offices as follows:

- Ground Floor – Resources
- First Floor – Place (with a small area shared with Resources)
- Second Floor – People

8.13 Table 3 shows the allocation of workstyles to each Directorate by Department and Service and highlights how the allocation compares with the overall capacity on each floor.

8.14 A commitment has been made to try and keep teams located together so the layout plans also show allocations by Department and Service. At this point these are all notional. Break out areas will be retained where possible and these will be available to all staff as will the pods that are going to be set up for smaller meetings irrespective of what floor they are located on. The actual layouts will be agreed with Executive Directors over the summer of 2021 to reflect Directorate needs.

8.15 There will be significant benefits associated with bringing all Council services under one roof. It is an aspiration that has eluded the Council since it was set up in 1998. In coming together it will be important to emphasise the concept of 'One Council' and resist what are sometimes innate tendencies to 'herd' and proclaim certain parts of a building as the sole territory of one particular Service or Team. Standing desks will be provided where there is demand.

8.16 The creation of a higher staffing density at Market Street Offices will mean that the already stretched toilet provision will come under increased pressure. It is therefore

proposed to increase the number of toilets at the Offices. For practical reasons much of this extra provision will need to be located on the ground floor.

Working in the Office

8.17 Staff wanting to work at the Market Street Offices will need to book a desk beforehand. This will be a requirement for all staff irrespective of workstyle. It is likely that a booking system will operate with bookings being made in advance for up to 60 days. The desk booking system will link to the car parking booking system. Office based staff will be given priority within the digital booking system. A clear desk policy will be in operation for all staff and staff who have adopted a Home option will not be able to block book set days in the office on a regular basis.

8.18 Staff that have adopted a Home workstyle would have access to a locker. Staff with an office workstyle will have their own locker.

8.19 In addition to staff storage the expectation is that each Department / Service will have a much reduced need for physical storage with an expectation that paper records will be digitised wherever possible.

8.20 Health and safety for staff working in the office will be improved through the provision of two large monitors on multi-adjustable arms as standard on all desks. This will greatly help staff to achieve a comfortable work posture.

8.21 There will be a new system to enable staff to complete display screen equipment (DSE) assessments online via MyView. All staff will be required to complete DSE assessment each year. All DSE assessments completed that require attention will be reviewed by line managers and further support and advice can be sought from the Health and Safety Team if needed.

8.22 The new multi-storey car park being built directly behind the Market Street office will be well lit and have closed circuit television camera surveillance relayed in to the Parking Teams current base in the Kennet Centre. The new car park will also be managed by the Council's Parking Team.

8.23 All meeting room space will have to be booked in advance including pods.

Working at Shaw House

8.24 Shaw House will have a specific function and cannot be designated as a main work base. The primary function of Shaw House will be:

- For team meetings since the Market Street Offices will not have the capacity.
- For external meetings with partners etc.
- For team building exercises.
- For touch down where Departments / Services are utilising Shaw House for the day.

8.25 Departments/Services will be allocated a set amount of free time at Shaw House over the course of a year. The allocation will, in general, be proportionate to headcount but

other factors may well need to be taken into consideration. An allocation will also be made for corporate use. Outdoor space could also potentially be booked.

Working at Home

8.26 The main issue surrounding working from home will be that staff must be able to demonstrate that their home working environment meets specified health and safety requirements. These are outlined in Appendix 2. If a member of staff cannot meet these requirements then they will have to adopt an Office workstyle.

8.27 The Council will provide those with a Community or Home workstyle with a Home working allowance. This will be£12.50 per month for all Timelord staff. This allowance is within the limits set by the HMRC so it will not be subject to tax or national insurance.

8.28 All staff moving to a Home or Community workstyle will have the option of taking an interest free loan from WBC of £150 in the first year to assist with setting up a home workstation which will be repaid in monthly instalments of £12.50 through payroll. Where staff receive the allowance this will cover the repayments. There are no tax implications of this loan, provided no other workplace loans are held currently.

8.29 The hours worked when working from home can be negotiated assuming they will total the contracted hours over an agreed period. Flexibility will be accommodated where this is feasible given the nature of the Department / Service as it is proposed that core hours will no longer apply universally where staff wish to work flexibly. Staff working from home are expected to answer the phone through Openscape. More detailed requirements regarding working from home policy and practice will be made available in due course through the amended Mobile & Flexible Working Policy and Procedures.

8.30 There will be no change to the current policy on child and elder care for staff working at home – appropriate arrangements must be in place for those requiring care or supervision.

8.31 The Mobile & Flexible Working Policy and Procedures will be revised to reflect the changes to working arrangements following the consultation on the Timelord 2 scheme. All other guidance and conditions around flexible working, as set out in the procedures, will remain in place.

8.32 Staff working from home will be responsible for providing and maintaining their own display screen equipment including desk, chair, separate monitor screen, mouse, keyboard and laptop riser to position the laptop screen at a similar height and position to the separate monitor screen. Further specific advice is set out in the Home and Remote Working Guidance and Procedure at Appendix 2. A scheme will be introduced where staff will be able to purchase used equipment from the Council that is surplus to requirements to assist staff with costs.

8.33 There will be a new system to enable staff to complete display screen equipment (DSE) assessments online via MyView. All staff will be required to complete DSE assessment each year. All DSE assessments completed that require attention will be reviewed by line managers and further support and advice can be sought from the Health and Safety Team if needed.

8.34 We are also aware that staff working at home or remotely can feel more isolated and more vulnerable, this was reflected through some of the feedback received during staff consultation. We will ensure that managers are required to have regular contact with all staff regardless of workstyle and there will be standards set out that managers and staff will be required to follow such as regular one to one meetings, staff appraisals and open channels of communication.

8.35 To help increase confidence and safety when lone working we are procuring a new lone worker system that offers staff a mobile phone based safety app, along with 24hours a day, 7 days a week, 365 days a year monitoring and an alarm receiving centre (ARC) with a web based management portal.

8.36 The safety app should work by staff logging their arrival at an appointment and the estimated time they intend to take. Should they not make contact at the end of this time various levels of checking should then be in place including, contacting the staff member directly to ensure no user error has occurred. Where contact cannot be established, an escalation process will then be implemented, as agreed with the staff member and line manager, to establish their safety. Where contact is still not possible the ARC should then alert emergency services providing them with information of the last known location/current GPS location.

Managing in Timelord 2

8.37 Whilst Timelord 2 has the potential to bring additional flexibility for staff it will also create potential management challenges. The inability to call face-to-face meetings at relatively short notice will create challenges. There will also be challenges for those functions where a strong team ethos and physical proximity are critical to overall effectiveness. This is particularly marked in social care.

8.38 The proposal to cease the wide-spread use of core hours will give staff and services greater flexibility about when work is done. It is hoped that this will provide a mutual benefit. For many staff, this is already a reality e.g. social workers and environmental health officers. For managers, there will be a need for increased clarity with staff around expectations around contract hours, duty rotas, keeping outlook diaries and timesheets to ensure that service needs are not compromised. For staff, there will need to be an understanding that whilst there will be increased flexibility, there will be limits to this and examples where it cannot be granted due to the nature of their particular job.

8.39 It will be important to get a balance between the needs of the Department/Service and expectations on staff to provide increased flexibility where this was not previously required. For many, boundaries between work and home have been blurred during the Pandemic and this can impact negatively on employee wellbeing.

8.40 The Council's Communication and Engagement Strategy places new requirements on managers in terms of internal communication. These are reflected below alongside some early thinking around the need to enable a greater capability in ICT amongst both managers and staff. Key requirements are seen to be:

1) An annual appraisal and mid-year review which should be held face to face.

2) Regular 121's (at least every four to six weeks) which could either be virtual or face to face depending on the circumstances, with an expectation of contact between manager and employee at least weekly.

3) Team meetings – these would take place at Shaw House and could be aligned with development sessions including those focused on the use of ICT. At least two face to face meetings a year would seem to be a reasonable expectation. Other team meetings could be virtual.

4) The Chief Executive and Leader will continue with monthly virtual 'Let's Chat' sessions for all staff.

5) Executive Directors will hold a virtual engagement session with all their Directorate staff at least once a quarter.

6) Service Directors and Heads of Service will hold a virtual engagement session with all their staff once a month.

8.41 As part of the refreshed Workforce Strategy for 2021-23, HR will work with the Workforce Board to provide detailed guidance on managing staff following the Timelord 2 changes. Training needs will also be identified and solutions mapped out. Topics are likely to include:

- Managing time.
- Having difficult conversations when working remotely.
- Effective virtual meetings.
- Skills for Zoom/Microsoft Teams.
- Health and safety, including stress awareness and wellbeing.
- Performance management.

Linked documents

8.42 The following policies and procedures will be reviewed to reflect the changes agreed following the Timelord 2 consultation:

- Mobile & Flexible Working Policy and Procedures.
- Employee Expenses Policy.
- Essential Car User Policy and Procedures.
- Reasonable Adjustments Claim Form and Flowchart.
- Employee Performance Management.

9 Travelling to Work

Background

9.1 When West Berkshire Council was established in 1998 all Council staff were offered free parking. This was provided either in dedicated staff car parks adjacent or close to the offices, or in one or more of the Council owned public car parks.

9.2 By 2007 growth in demand for the Council's public car parks led to the decision that the offer of free car parking to all Council staff based in Newbury could no longer be sustained. Priority needed to be given to fee paying shoppers.

9.3 From November 2007 the following policy was therefore implemented:

- Staff who had been employed by the Council prior to November 2007 could continue to park free of charge.
- Essential car users were granted free car parking since they were using their car in the course of their work.
- Car sharers were allowed to park free of charge in designated car parks.
- All other staff had to make their own car parking arrangements.

9.4 The Council has in recent years offered discounted season tickets in some car parks, most notably Goldwell Park and the Northbrook Multi-Storey Car Park.

9.5 Since 2007 the demand for 'free' staff car parking has inevitably fallen as staff entitled to free car parking have either left or retired.

9.6 A review of Essential Car User Status was undertaken in 2017 and this resulted in the number of Essential Car Users (ECUs) falling as the criteria for attaining ECU status was made stricter (required minimum work travel of 1,500 miles or more per annum). Those losing their ECU status were still allowed free car parking but only for six months.

9.7 By the time the Covid-19 Pandemic took hold in March 2020 those eligible for free car parking based at Market Street were primarily located within the adjacent staff car park. A smaller number were still using public car parks, mainly the Kennet Centre and Northbrook MSCP and Eight Bells car park. At West Street House and West Point staff were utilising the staff car park within the Bayer MSCP with the main overflow being at the Northcroft Lane and Goldwell Park surface car parks.

9.8 There was also a very small amount of parking available at West Point. An analysis of the free car parking permits in place in November 2020 is shown in Table 5.

Table 5 – Free staff car parking permits – November 2020

Number of staff qualifying for free car parking permits	
Staff employed prior to 2007	348
Essential Car Users	554
Car Sharers	36

Note: This table includes all staff. Not all staff fall within the Timelord 2 Programme.

Staff Travel Plans

9.9 Staff Travel Plans are one component of the overall strategy needed to tackle climate change and achieve a more sustainable transport system. Based on best practice, they have the potential to address the kind of problems faced by staff in travelling to work. These can be summarised as:

- Costs – especially in the context of escalating fuel prices.
- Lost time – absorbed in traffic jams where no other activity can be pursued.
- Safety – on roads; using/waiting for public transport; and walking.
- Stress – induced by congestion, mechanical failures, poor driving conditions.

- Health impacts – from emissions and from inadequate physical exercise.

9.10 They enable us all to play a significant part in reducing travel-related emissions that contribute to climate change. A key focus of Staff Travel Plans is to reduce the number of single-occupancy car journeys to work. While requiring some change in behaviour, they can bring direct benefits to staff as well as improving the environment.

9.11 Travel Plans are a package of measures tailored to the specific characteristics of individual work sites and the needs of staff, containing a mix of incentives (carrots) and disincentives (sticks) and link in with alternative working practices that reduce the need to travel to work. They can address all types of travel associated with an organisation's activities, not just journeys to and from work and are intended to be dynamic, developing and changing with time and circumstances. They can also have a positive part to play in meeting the travel needs of disabled workers.

9.12 The Council will tackle the barriers by:

- providing a guaranteed ride home in emergencies.
- giving free parking arrangements for car sharers.
- maintaining a car-share database so that staff can contact others with similar working and travel patterns.
- providing rewards, gifts and/or prizes for those signing up to a car sharing scheme.

Cycling	
Benefits	**Barriers**
Fast, convenient and reliable	Not owning a bicycle or not confident enough to cycle
Improves health and fitness	Lack of safe cycle routes and fear of accidents
Enjoyable	Bad weather
Saves money	Lack of facilities at work

9.13 The Council will tackle the barriers by:

- providing sufficient secure and sheltered cycle parking.
- offering improved facilities for showering, changing and for drying and storing clothes.
- continuing with financial incentives such as interest-free leases and loans
- schemes for purchasing cycles and equipment.
- supporting and recognising staff bicycle users' groups.
- developing safe cycle routes.
- offering cycle training.
- providing advice on safe routes to work and producing maps showing cycleways.
- making pool bikes available.

Walking	
Benefits	**Barriers**
Improved health and fitness	Safety fears
Financial savings	Distance
	Weather conditions

9.14 The Council will tackle the barriers by:

- providing information about good routes.
- improving walking routes.
- ensuring work sites are pedestrian friendly and well-lit.
- providing shower and changing facilities (as for cycle users).

Public Transport	
Benefits	**Barriers**
No need to park	Lack of services on desired routes
Congestion-free routes on rail and where there are bus lanes	Services are seen as slow, infrequent, unreliable
Less stress from driving	Lack of space for heavy equipment or luggage
Cheaper travel - fares discounts that can be used for leisure journeys	Fears for safety when travelling at night
Better access to traffic restricted down centres	Lack of readily available passenger information
A chance to meet neighbours	High fares
Less time wasted - able to us travel time productively	Low status image
	Train travel - lack of convenient connections

9.15 The Council will seek to tackle the barriers by:

- providing accessible and reliable travel information.
- offering interest-free loans for bus or rail season tickets repayable through payroll.
- negotiating corporate discounts to subsidise staff bus travel passes.
- negotiating increased and re-routed bus services to meet staff needs.
- continuing to work with our partners and stakeholders to deliver improvements at train stations, particularly in regard to accessibility.
- addressing safety fears through measures such as introducing lighting, buddy systems, and monitoring of paths and bus shelters.

Towards a New Policy and Approach

9.16 The introduction of Timelord 2, with an increased number of staff working at home, and all Newbury based office staff potentially being based in the Market Street offices, brings fresh opportunity to look again at the Council's staff car parking policy. The need to address the Council's new Environment Strategy with the push for a zero carbon district by 2030 is also relevant.

9.17 Car parks represent considerable land / property assets. Commercially, each parking space will have a rental value (£800-£1500 pa per space in Newbury town centre whether paid for by the hour / day / month / year). Providing "free" parking to staff comes with an opportunity cost of not earning that rent or being able to realise the sale value in disposing of the asset for another use, e.g. residential or commercial space.

9.18 Planning policy is also relevant. The principle that we should adopt is to take an approach that we would expect other major employers to adopt through our travel planning policies. Government guidance was that parking only be provided at workplaces for the equivalent of 40% of the headcount for the premises. The National Planning Policy Framework (2019) is less rigid but says:

"Maximum parking standards for residential and non-residential development should only be set where there is a clear and compelling justification that they are necessary for managing the local road network, or for optimising the density of development in city and town centres and other locations that are well served by public. In town centres, local authorities should seek to improve the quality of parking so that it is convenient, safe and secure, alongside measures to promote accessibility for pedestrians and cyclists."

9.19 In proposing a new policy the following observations and key issues need to be considered:

- Greater equity is required – while parking has continued to be allowed for pre-2007 employees, it has led to a multi-tiered workforce and that brings its own challenges.
- Staff with mobility issues will need special consideration within any new policy.
- To support an equitable approach to travel to work and parking, where necessary, the strategy will be based on a policy of providing parking to those with the greatest need and choices that support carbon reduction. It will not be based on seniority or length of service. Need can be effectively measured using an agreed scoring system that will take into account:

  o Mobility need.
  o Distance of home from the office (Promotion of Active Travel).
  o Access to public transport.
  o Childcare and other care need.
  o Type of vehicle: Electric / Motorcycles.
  o Vehicle emissions.
  o Car Sharers.

- In any scenario the new Multi-Storey Car Park at Market Street will not accommodate that Office's staff demand for car parking. Public car park provision will still need to be utilised. Demand for public car parking within Newbury Town Centre remains at its lowest within the north-west quadrant namely Northcroft.
- The future demand for public town centre car parking is unclear. The planned Car Parking Strategy has been delayed.
- Booking desks and car parking are both likely to be essential pre-requisites of the new working styles that form part of Timelord 2. Software that allows applications for the right to park to be automatically processed under a scoring system is available.
- Staff with an office workstyle who are eligible for parking will be allocated space in the vicinity of Market Street. Staff with a Community workstyle will be able to access free short term parking for up to 2 hours per day in the vicinity of Market Street; any additional parking time will be dependent on their entitlement to free parking.

Demand and Supply for Car Parking

9.20 Parking at work research has shown that about 80% of employees will wish to bring a car to work, with the remaining coming in by public transport, drop-off, or active travel. Of those only 80% pre-Covid-19 would have come in on any one working day – extracting leave, sickness and business travel etc. Post Covid-19, new ways of working are likely to mean that only 30% of headcount will attend the office.

9.21 Timelord 2 currently estimates that around 567 desks will need to be provided at the Market Street offices to accommodate all three proposed working styles. It is assumed that 350 of the staff occupying these desks will require car parking. Given 150 are capable of being accommodated within the new staff car park, the remaining 200 will need to park elsewhere within existing public car parks. This is considered a maximum figure. In reality it is likely to be around 100 – 200 on any given day.

9.22 Under Timelord 2 a proportion of the Council's office requirements will be accommodated at Shaw House, which will further displace car parking from the Town Centre.

9.23 A daily requirement for 100-200 car parking spaces can currently be accommodated within the north-west quadrant (Northcroft Lane West and Northbrook MSCP). With the changing nature of the retail sector it seems likely that public demand for car parking in this area may decrease in the immediate future.

9.24 A scoring system can be used to allocate parking location with the highest scorers parking in car parks closest to the offices.

Proposed Travel to Work and Car Parking Policy under Timelord 2

9.25 The following are proposed as the key elements of the new Travel to Work and Car Parking Policy:

- Pre-2007 employees and all Essential Car Users (ECUs) who currently benefit from free staff car parking will retain that benefit.

- For ECUs who have joined the Council since 2017, their ECU status is based on minimum work mileage of 1,500 miles per year. If this is not reached they will lose their ECU status and with it their right to free parking.

Needs-based Scoring System

9.26 The focus will be on staff's need to travel to work by car, which will be effectively measured using a scoring system that will take into account:

- Mobility need – blue badge holders and those with temporary medical need, e.g. a sports injury.
- Distance from the office – outside of a reasonable Active Travel distance, e.g. approximately 3 miles from the office within the Newbury and Thatcham urban area.
- Access to public transport – does not live within a mile of a bus stop (with service available for office times) or railway station connecting to Newbury, e.g. from Reading to Great Bedwyn. Overall journey time, home to office should not exceed the national average (55 minutes).
- Workstyle –Home based staff will not be allowed to park more than two days a week and Community staff will be allocated Parking Credits, as required.
- Childcare need – where distance from home to school is outside of what is reasonable for Active Travel, parking can be granted to facilitate childcare journeys with scoring high for under 5; then 6-11, and lower for 12-16. Parents of children with disabilities may be Blue Badge holders, or may be granted parking on a case-by-case basis.
- Other care needs – points would be allocated to those with Registered Carer status.
- Car sharers – free parking.

Appeals

9.27 The policy will include provision for an appeals process for individuals who believe they are particularly disadvantaged by any car parking charges and restriction schemes.

Parking Credits

9.28 Staff who do not qualify for parking under the points system will be granted a number of virtual parking credits each year. These are for use in emergencies and other exceptional circumstances, without the need to make a special application.

Public Transport

9.29 The Council pays subsidies to finance public transport services that are used by staff in getting to work. We are currently evaluating the further provision of subsidised travel on bus services, which is a non-taxable benefit.

Car Sharing

9.30 Staff are incentivised to share their journeys to work with other staff through joining car sharing pools, which may mean sharing with different colleagues each day. Under the

new workstyles it will depend on who is coming into the office on any given day. This can be managed through an appropriate car sharing portal, e.g. Liftshare/Mobilityways. Car sharers can combine points, provided at least one of them scores at least 50% of the threshold points required for parking.

9.31 If an employee who normally shares a car has to go home early because of a domestic emergency, the Council will pay the cost of the journey home.

Active Travel

9.32 The Council will make cycles and cycling safety equipment available for travel to and from work.

9.33 Loans are available to staff to purchase a bike, the cost of which is then met through a salary sacrifice scheme. Staff can also use the bikes for leisure as long as the main use is for commuting.

9.34 Active travel will be promoted, with the scoring system creating an expectation that people will walk or cycle where distances from home to office or home to public transport stops and stations are reasonable:

- Cycle purchase will be encouraged through the Cycle to Work Scheme.
- Adequate secure cycle parking will be made available.
- Showers and lockers will be available in the Market Street building.

Vehicle Type

9.35 Charging points are provided in Market Street MSCP and staff with fully electric vehicles will be given parking there, provided they score high enough in other areas. For hybrid and low-emission vehicles, points will be given on a scale depending on carbon emissions for the specific vehicle.

9.36 Anyone commuting to work by motorcycle will be able to park in Market Street multi-storey staff car park, but should still complete an application in the parking portal so there is a record, should it be necessary to contact them.

Parking Locations

9.37 Parking locations will be determined by application scoring, with those with the greatest need, and therefore higher scores, given parking closest to the Market Street offices. This is likely to leave relatively few spaces but any spare capacity within the MSCP will be reserved for car sharers.

9.38 Staff with a Community or Home workstyle will not be able to park in the Market Street staff car park. They will be accommodated within the north-west quadrant and will be expected to walk to and from the office.

9.39 The Eight Bells car park near the Market Street offices will be designated for short term, with parking for Community workstyle staff allowed for up to a maximum of two hours.

9.40 Car sharers not able to park in Market St MSCP will be accommodated within public car parks closer to the Market Street Offices where possible.

Application for Parking and Access Control

9.41 All free staff car parking will need to be booked through the booking system that will be introduced as part of the Timelord 2 implementation. Staff will need to apply for parking via a new parking portal irrespective of which Council car park they use.

9.42 The software for the application portal and scoring process will generate an "allow-list" of people with parking permission, with their car registration numbers. This can be provided by an API to the Timelord 2 JRNI desk and car park booking system, to provide for a convenient one-stop booking system. Staff who do not qualify for parking will only be able to book office space.

9.43 The Council's Civil Enforcement Officers will enforce the new car parking arrangements. Details of people with parking permissions will also be available to parking staff, via their handheld devices, so that follow up action can be taken with anyone parking in breach of the policy.

9.44 Staff who are found to break the rules deliberately or persistently (including booking car parking spaces and not using them) will be at risk of losing all car parking privileges. This will be set out in greater detail in the guidance note.

9.45 Parking permissions would be valid for one year, when staff would need to re-apply. Anyone who is unsuccessful in their application could apply again in year if there was a significant change in their circumstances, e.g. they changed address or their family circumstances or job role changed.

10 Financial Implications

10.1 Timelord 2 will have a range of financial implications both for the Council and for staff. Those implications all need to be considered within the guiding principle that the Programme as a whole should ideally generate savings for the Council. Staff may also gain financial benefit through reduced commuting costs.

10.2 For the Council the financial implications include:

- Reduced operating costs through the closure of West Street House and West Point (around £400 per annum – £158k of which has already been identified as a saving in the MTFS) and a reduction in future maintenance costs for both buildings which are currently included within the Councils capital programme.
- The sale of the West Street House and West Point will also yield a capital receipt that the Council have available to use to offset borrowing costs, invest in new schemes in the capital programme or use to support transformation projects. There are some historic borrowing costs associated with the purchase of these two buildings that will need to continue to be paid off until 2049. Depending on the final asset sale value, this will alter the overall receipt the Council achieves for what will become two empty properties. Both buildings sit within or close to the old Bayer campus which is set to become a regeneration site in its own right (value yet to be assessed).
- Costs associated with enhancements to the Market Street Office to ensure Timelord 2 works effectively.
- Costs associated with the deployment of new ICT.

- Timelord 2 will also realise further mileage and other staff related costs that will be captured once the programme has been in operation so that these can be more accurately quantified.

10.3 For staff the financial implications are likely to include:

- Reduced costs from commuting for those adopting a Home or Community workstyle. These could be offset by additional home heating costs during the winter months.
- Some funding to enable work from home.
- Need to consider implications for business travel.

10.4 It is proposed not to embark on a major refurbishment programme for the Market Street Offices since over the medium term it is likely it would be beneficial for the Council to seek newer offices in Newbury that would be of a higher environmental standard. Such a move would also avoid increasingly high maintenance costs that will become associated with the Market Street site.

11 Conclusions

11.1 This report sets out a range of proposals with regard to the Timelord 2 Programme. These have been amended to reflect the results of an extensive staff consultation exercise conducted earlier this year.

11.2 In many ways Timelord 2 is an extension of Timelord 1, the former having been catalysed by the Covid-19 Pandemic. It proposes new opportunities to increase flexibility, reduce the Council's carbon footprint and potentially bring financial benefits and a better work/ life balance to staff.

11.3 More needs to be done to look at how Timelord 2 will impact the resident and customer. Initial office layouts have been created, new car parking policies proposed and financial arrangements explored. These are the fine details that many staff will be interested in. It is however important to remember that we all exist to serve the residents and communities of West Berkshire and Timelord 2 must work for them too.

11.4 We should also not forget that this new way of working needs to be effectively managed and supported. Whilst ICT will become ever more important we should not lose sight of the continued need for human interaction and support. The Covid-19 Pandemic has highlighted all too well what happens when that is not in place.

12 Appendices

Appendix 1 – not used.

Appendix 2 – Working From Home Standards and Guidance

Appendix 3 – Equality Impact Assessment Stage 1 and Stage 2, Data Protection Impact Assessment

Appendix 4 – Financial implications – capital, revenue and premises costs.

Subject to Call-In:

Yes: ☒   No: ☐

The item is due to be referred to Council for final approval	☐
Delays in implementation could have serious financial implications for the Council	☐
Delays in implementation could compromise the Council's position	☐
Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months	☐
Item is Urgent Key Decision	☐
Report is to note only	☐

Wards affected: All

Officer details:

Name: Nick Carter
Job Title: Chief Executive
Tel No: 01635 519101
E-mail: nick.carter@westberks.gov.uk

Appendix 1

Not used.

Home and Remote Working Guidance and Procedure

1   Purpose

1.1   The purpose of this document is to provide advice and guidance on home working including setting out some minimum requirements in terms of space, equipment, resources and health and safety that staff will require, whether this is supplied by the Council or staff.

2   Applicability

2.1   This document will be applicable to all staff who are classed as Home workers or Community workers under the Timelord 2 project.

2.2   This document does not apply to staff classed as Office workers under the Timelord 2 project as all space, equipment, resources and health and safety requirements of staff will be provided by the Council.

3   Roles and Responsibilities

3.1   The Service Director/Head of Service has overall responsibility for ensuring that home working arrangements are managed appropriately in accordance with these agreed standards.

3.2   The Accommodation Group is responsible for:

- Directing and reviewing this standard.
- Ensuring that there is effective consultation and communication on related matters.
- Publishing and promoting the adoption of this standard.
- Ensuring health and safety and/or training requirements are met.

3.3   Managers and staff are responsible for the day-to-day management of home working including ensuring implementation of this standard.

3.4   All Home worker and Community staff are responsible for familiarising themselves with, and ensuring that they comply with, this standard.

4   Space, equipment, resources and health and safety requirements for home working.

4.1   **Desk:** The desk should of an appropriate height to allow your legs to fit underneath, for them to be central and your body not twisted in one direction or another. The desk should give you enough space to correctly place all hardware (keyboard, mouse and screen).

4.2   The standard height for a computer desk is approximately 50-70 cm. Within this range, most people should be able to find a height that fits. Depending on how tall

you are and what kind of chair you use, you can determine which height is most comfortable for you.

4.3   A few general guidelines for a good desk height are: when sitting down, the desk should reach up to your elbows. You should be able to comfortably rest your arms on the surface in a roughly 90-degree angle. Underneath the desk, you should have roughly 35-40 cm from the top of your knees to the underside of the desk.

4.4   Remember that your height and your sitting position might influence your optimal desk height, but since ergonomics can go a long way in supporting your body and warding off fatigue, it's worth spending a little time trying to make sure you have a comfortable and supportive set up.

4.5   Your desk could also be your dining room table as long as it meets the requirements set out above and is comfortable for you to use. You should consider that you may need to clear your workstation away each day if the table needs to be used for other purposes and in this case it is unlikely to be a suitable solution in the long term.

4.6   **Chair:** There are some basic requirements for DSE chairs set out in the DSE regulations including, the work chair must be stable and allow the operator or user easy freedom of movement and a comfortable position. The seat must be adjustable in height and the seat back must be adjustable in both height and tilt. It is important to ensure when choosing a chair for DSE use at home that it at least complies with the basic requirements of the regulation.

4.7   We use a much higher specification for our standard office chairs as these are used by more than one person and therefore must be adjustable and comfortable for a wide range of people of different shapes and sizes. So over and above the adjustability mentioned in 4.6 our standard office chairs also have a large seat and back surface, an inflatable lumbar support, fold back arms, free float back action, a seat slide function and an easy lift back.

4.8   As the choice of a suitable chair for home working will have a number of consideration factors including cost, look, colour, size, functionality etc., the only requirements are that it must meet the legal standards set out in 4.6 and it should be comfortable to the user.

4.9   It is important to ensure you read the instructions and know how to adjust your chair correctly in order to give you a good postural position. Getting your height correct is the key to good posture and should be where you start. When the chair is at the correct height your arms will have a comfortable right angle to the desk when your hands rest on the keyboard and your thighs should be either level horizontally, with the knees at right angles, or at a slight downward slant with your feet resting comfortably and fully flat on the floor. If you are only touching the floor with your toes or balls of your feet you may require a foot rest.

4.10   **Space requirements**: There are some basic space requirements for staff working in an office environment set out in regulations and they suggest an average of 11 cubic metres as the minimum space required per person, but this is a guide and each person will need to take account of what they need to work effectively at home. For most people this will be a desk, chair and computer access with various accessories

but if there are other requirements for furniture or equipment these should be taken into account.

4.11 So assuming a ceiling height of 3 metres you would need a floor space of at least 2 metres by 1.85 metres to accommodate a suitable desk and chair.

4.12 **Laptop:** With Windows10 and 'always on' VPN connectivity will be supplied to all Home workers and some Community workers.

4.13 **Broadband connection:** Home broadband connection will be needed at least 24Mbps to support effective home working. A typical example is here: https://www.bt.com/broadband/deals/

4.14 **Laptop riser and monitor screen height:** It is preferable to have a separate/fixed monitor rather than working from a laptop, however it is accepted that not everyone will want this. Therefore is it important to have the correct screen height, but only after the chair has been adjusted can this be achieved.

4.15 The top of the screen should be roughly level with your brow line. With regard to laptops there are various risers and stands available to buy. Some risers are fully adjustable to allow you to place them on multiple surfaces and even stand to work. Here is an example: https://www.amazon.co.uk/Portable-Folding-Computer-Platform

4.16 Alternatively you can use items around the home such as boxes and books provided they give a solid and stable base. If your laptop becomes warm, consider placing a heatproof layer between it and any flammable material such as a tray.

4.17 **Keyboard:** a separate external keyboard will need to be used when using a laptop. The keyboard, whether being used with a monitor or laptop, should be at least 5cm back from the edge of the desk to allow space to rest your wrists. It should have adjustable tilt with legs as these can be extended to give a better wrist angle. The keyboard should be directly in front of you to avoid you needing to twist your body.

4.18 **Mouse:** Again it is required to have an external mouse when using a laptop. The mouse should be at a comfortable distance to ensure no overreaching if too far away, or bunching of the shoulders if too close.

4.19 **Additional monitor screen:** It will be required to have a separate monitor screen rather than working from a laptop screen. Therefore is it important to have the correct screen height, but this should be adjusted after the chair has been adjusted to the correct height. You should consider the need for an additional monitor when choosing your desk.

4.20 The top of the screen should be roughly level with your brow line. Both the laptop and additional monitor screens should be directly in front of you to avoid the need for twisting your body.

5 Health and Safety

5.1 All staff who work with display screen equipment will be required to complete a DSE assessment each year. Once completed this should be shared and discussed with

your line manager. Any issues/recommendations should be actions where practicable. A new eform will soon be available via MyView

5.2 Staff who are pregnant or who are returning to work after having a baby may need to have several assessments carried out during and after the pregnancy to take account of any medical/physical difficulties they may experience when using DSE.

5.3 Staff will need to ensure they have sufficient light to be able to see the screen without straining. Also ensure they have a good supply of fresh air in the area and the temperature is reasonable to be able to work comfortably.

5.4 **Taking breaks:** It is recommended that you take two short breaks per hour from the workstation. These need only be for 1 or 2 minutes each. This will allow you to completely change your posture. You should stand, move away from the desk and allow your body and eyes to relax. This might be by making a cup of tea, having a walk around the home or garden and so on. If you have difficulty remembering to take breaks try setting a timer for 30 minutes on your phone and hit repeat each time.

5.5 **Physical wellbeing:** In addition to taking regular breaks it is also recommended to undertake some simple desk stretches. You can do these at any point during the day, as many times as you like but at the very least at the end of the working day to stretch out the body. The stretches will also provide a cut off from the working day and your personal time.

5.6 **Mental Wellbeing:** The simplest and easiest place to start is structure and routine. Ensure you maintain (as close as possible) your normal daily routine. So get up, get dressed and start work around your normal time. Have a set finish time and once this has arrived close down your workstation and put away your phone. Do not be tempted to go back to it after that time. If at all possible either close the office door or, if you do not have an office, hide your workstation or put it away if you can, to ensure a clear break from work and personal time.

5.7 Next is to ensure you take the regular breaks as previously mentioned but also your lunch break. When you take your lunch break do it away from your homeworking station wherever possible.

5.8 **Eyesight tests:** DSE users should have eyesight test as directed by the optician or sooner if visual problems occur.

5.9 Employees are responsible for arranging their own eye sight test. The cost of the eye sight test and any corrective spectacles; if required can then be claimed back via WBC expenses procedure up to a value of £65.

5.10 Proof will be required from the optician using the WBC form available from HR or from the optician needs to provide written proof.

5.11 The full eye test procedure is available here.

5.12 A monthly allowance will be paid to staff to cover the cost of establishing and maintaining a home office. Other than a laptop and phone equipment and facilities used for working from home will belong to staff and they will be responsible for initial purchase and any ongoing repairs, maintenance and replacement.

A procedure will be developed to assist new staff and for staff with disabilities who may require aids, adaptations and suitable adjustments to equipment, which can be expensive. Such aids, adaptations and suitable adjustments to equipment will only be around equipment needed and will not be building related.

Safety when working remotely or alone

5.13   We are also aware that staff working at home or remotely can feel more isolated and more vulnerable, this was reflected through some of the feedback received during staff consultation. We will ensure that managers are required to have regular contact with all staff regardless of workstyle and there will be standards set out that managers and staff will be required to follow such as regular one to one meetings, staff appraisals and open channels of communication.

5.14   To help increase confidence and safety when lone working we are procuring a new lone worker system that offers staff a mobile phone based safety app, along with 24 hours a day, 7 days a week, 365 days a year monitoring and an alarm receiving centre (ARC) with a web based management portal.

5.15   The safety app should work by staff logging their arrival at an appointment and the estimated time they intend to take. Should they not make contact at the end of this time various levels of checking should then be in place including, contacting the staff member directly to ensure no user error has occurred. Where contact cannot be established, an escalation process will then be implemented, as agreed with the staff member and line manager, to establish their safety. Where contact is still not possible the ARC should then alert emergency services providing them with information of the last known location/current GPS location

6   Claiming costs for provision of home working equipment

6.1   A monthly allowance will be paid to staff to cover the cost of establishing and maintaining a home office. Other than a laptop and phone equipment and facilities used for working from home will belong to staff and they will be responsible for initial purchase and any ongoing repairs, maintenance and replacement.

6.2   A procedure will be developed to assist new staff and for staff with disabilities/additional needs who may require aids, adaptations and suitable adjustments to equipment, which can be expensive. Such aids, adaptations and suitable adjustments to equipment will only be around equipment needed and will not be building related.

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Appendix 3

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Equality Impact Assessment (EqIA) - Stage One

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What is the proposed decision that you are asking the Executive to make:	To approve the Timelord 2 Programme
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's priorities for improvement? • Ensure our vulnerable children and adults achieve better outcomes • Support everyone to reach their full potential • Support businesses to start develop and thrive in West Berkshire • Develop local infrastructure including housing to support and grow the local economy Maintain a green district • Ensure sustainable services through innovation and partnerships	Yes ☐ No ☒
Name of Budget Holder:	**Nick Carter**
Name of Service/Directorate:	**Chief Executive**
Name of assessor:	Nick Carter
Date of assessment:	16th June 2021
Version and release date (if applicable):	n/a

Is this a …. ?		**Is this policy, strategy, function or service … ?**	
Policy	Yes ☒ No ☐	**New or proposed**	Yes ☒ No ☐
Strategy	Yes ☒ No ☐	**Already exists and is being reviewed**	Yes ☐ No ☒
Function	Yes ☐ No ☒	**Is changing**	Yes ☐ No ☒
Service	Yes ☐ No ☒		

(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To establish a new lower carbon way of working at the Council by 2022 which is based on less commuting, and more flexible working facilitated by the greater use of ICT. A more flexible working environment should

	enhance recruitment, retention and improve staff engagement and wellbeing. Enhanced staff engagement and better utilisation of our office accommodation should then increase the effectiveness of the Council as an organisation with the potential to also reduce costs.
Objectives:	1. Through the introduction of more flexible working practices increase the Council's productivity by: • Enhancing employee engagement and recruitment and retention. • Introducing new technologies to improve efficiency and customer experience and accessibility. 2. Improve efficiency by making more effective use of the Council's accommodation stock and putting all Council services 'under one roof' to enable better integration of services. 3. Help reduce the Council's carbon footprint through reduction of office space and associated carbon generation, as well as reduced commuting by staff.
Outcomes:	1. Council effectiveness should be enhanced. 2. The new arrangements should provide on-going cost reductions. 3. The new working model should support other Council policies notably the new Environment Strategy.
Benefits:	Staff, customers and residents should benefit from increased flexibility in terms of working environment and improved access and responsiveness to customers. More broadly Timelord 2 is expected to deliver savings after a payback period of just under 5 years.

(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this? *(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation)*		
Group Affected	**What might be the effect?**	**Information to support this**
Age	It is possible that younger age groups (which tend to be on lower salaries) may be adversely impacted by; • their ability to find the space and provide the	Detailed analysis set out in Part II of the EIA highlights the potential impacts regarding free car parking for staff. The comments regarding working from home have come from more general observations

	facilities to work from home.	and from comments made during the consultation. In terms of staff travel the issue is discussed in greater detail in Part II. In terms of mitigation there is little that the Council can do to create a working from home opportunity if sufficient space does not exist. The Council is proposing to provide an allowance to staff who adapt a Home or Community workstyle which can be used to help provide the equipment needed to work from home.
Disability	Changes in the office layout could potentially have an adverse impact on those with mobility issues. Those with disabilities are likely to have specific needs in both working in the office and at home.	Consultation with affected staff will take place through the Equality and Diversity Board (EDB) to ensure that office layouts address any concerns re accessibility. The Health and Safety Team will ensure that all statutory requirements are met. The Reasonable Adjustments Budget is being doubled to ensure that there is adequate provision of any equipment required to support staff with disabilities either at home or in the office. Staff with disabilities will receive extra points through the new staff travel policy and all staff with a disability who qualify for car parking will be allocated parking in the new Market Street MSCP.
Gender Reassignment	None identified.	Discussions at the EDB has highlighted toilet provision as a potential concern. This will be discussed further at the Board and requirements built into the new facilities at Market Street.
Marriage and Civil Partnership	None identified.	There is no evidence that married staff or those in a civil partnership will be any more

		impacted by the Timelord 2 proposals. This judgement has however to be caveated by the fact that personal data on married status is not available.
Pregnancy and Maternity	Provision of office based facilities re pre and post natal support.	Facilities will be built into the new layout at Market Street to ensure that there are adequate private rest room and breast feeding facilities. The EDB will be consulted on this.
Race	None identified.	The analysis in Part II does not suggest that staff from different racial backgrounds or ethnic origins will be any more impacted by the proposals.
Religion or Belief	Provision of facilities for prayer.	The provision of adequate lunchtime prayer facilities have previously been highlighted by staff and it is proposed to build this into the new layout at Market Street.
Sex	The same comments concerning age may well apply in terms of sex. 75% of the Council's staff are female and overall a higher proportion of female staff have lower graded jobs than men.	Detailed analysis set out in Part II of the EIA highlights the potential impacts regarding free car parking for staff. The comments regarding working from home have come from more general observations and from comments made during the consultation. In terms of staff travel the issue is discussed in greater detail in Part II. In terms of working from home there is little that the Council can do to create a working from home opportunity if sufficient space does not exist. The Council is proposing to provide an allowance to staff who adapt a Home or Community workstyle which can be used to help provide the equipment needed to work from home.

Sexual Orientation	None identified.	There is no evidence that a member of staff's sexual orientation would have any potential bearing on the proposals set out in the Timelord 2 Programme. This will again be discussed in greater depth at the EDB.

Further Comments:

(3) Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	**Yes ☒ No ☐**
Analysis has shown that the protection of pre 2007 employees and those with Essential Car User Status protects higher grade and older staff. Further analysis has shown that a new car parking policy based on environmental criteria will have a greater impact on lower paid staff since a high proportion of lower paid staff live closer to the Council's Newbury offices. This does not take into account caring responsibilities since it has not been possible to evaluate that with the data that is available. It should however be made clear that new car parking policy in less discriminating than the current one which inherently protects older and higher paid staff. The new policy will make more staff eligible for free car parking.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	**Yes ☐ No ☐**
The mitigating measures that are being proposed should reduce any significant impacts both in facilitating effective office and home working and in introducing a new car parking policy which will provide the opportunity for more to park their car without charge compared to the current policy. The provision of subsidised public transport will provide further relief.	

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a EqIA 2.

If an EqIA 2 is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the EqIA guidance and template – http://intranet/index.aspx?articleid=32255.

(4) Identify next steps as appropriate:	
EqIA Stage 2 required	**Yes ☒ No ☐**
Owner of EqIA Stage Two:	Nick Carter
Timescale for EqIA Stage Two:	

Name: Nick Carter   **Date:** 16th June 2021

Please now forward this completed form to Pamela Voss, Equality and Diversity Officer (pamela.voss@westberks.gov.uk), for publication on the WBC website.

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Chief Executive
Service:	Chief Executive
Team:	Chief Executive
Lead Officer:	Chief Executive
Title of Project/System:	Timelord 2
Date of Assessment:	23rd June 2021

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
Will you be processing SENSITIVE or "special category" personal data? Note – sensitive personal data is described as "*data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation*"	☐	☒
Will you be processing data on a large scale? Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both	☐	☒
Will your project or system have a "social media" dimension? Note – will it have an interactive element which allows users to communicate directly with one another?	☐	☒
Will any decisions be automated?	☐	☒

	Yes	No
Note – does your system or process involve circumstances where an individual's input is "scored" or assessed without intervention/review/checking by a human being? Will there be any "profiling" of data subjects?		
Will your project/system involve CCTV or monitoring of an area accessible to the public?	☐	☒
Will you be using the data you collect to match or cross-reference against another existing set of data?	☐	☒
Will you be using any novel, or technologically advanced systems or processes? Note – this could include biometrics, "internet of things" connectivity or anything that is currently not widely utilised	☐	☒

If you answer "Yes" to any of the above, you will probably need to complete <u>Data Protection Impact Assessment - Stage Two</u>. If you are unsure, please consult with the Information Management Officer before proceeding.

Equality Impact Assessment Template – Stage Two

Please complete this template if completion of the Stage 1 template has identified that a full Equality Impact Assessment (EIA) is required.

Before proceeding with this EIA, you should discuss the scope of the analysis with service managers in your area and you will need to refer to the equality impact assessment guidance.

What is the decision Executive is being asked to make?	To approve Timelord 2.
Please add a summary of relevant legislation and whether the proposed decision conflicts with any of the Council's key strategic priorities	n/a
Budget Holder for item being assessed:	Chief Executive
Name of assessor:	Nick Carter
Name of Service & Directorate	Chief Executive
Date of assessment:	23rd June 2021
Date Stage 1 EIA completed:	23rd June 2021

STEP 1 – Scoping the Equality Impact Assessment

This step helps you define exactly what it is that you are going to assess and crucially who it will affect. This is where your consideration of the protected characteristics is important.

Point 1:   Tick the relevant boxes to indicate the data or research that you will be using to establish whether there are any equality issues.

Point 2:   You need to provide a summary of the findings from the evidence that you have identified in Point 1.

Point 3:   If you have identified any gaps when undertaking the earlier data analysis, you need to state what additional research or data will be required eg a needs assessment.

1. What data, research and other evidence or information is available which will be relevant to this Equality Analysis? Please tick all that apply.			
Service Targets		Performance Targets	
User Satisfaction		Service Take-up	

Workforce Monitoring		Press Coverage	
Complaints & Comments		Census Data	
Information from Trade Union		Community Intelligence	
Previous Equality Impact Analysis		Staff Survey	√
Public Consultation		Other – data analysis and the internal consultation.	√

Specific analysis has been undertaken by HR and Environment Department on the impact of changes in the proposed staff travel policy on specific groups including those with protected characteristics. This analysis is set out in Table 1 (attached to this Appendix).

Comment have also been made by the Disability Staff Network (DSN). Their comments and the management response are set out below;

- Vision should include a reference to staff welfare – accepted.
- Concerns about layout in the office – reflected in the main text. Layouts will be agreed by Executive Directors and the DSN will be engaged in the process.
- Social distancing – Timelord 2 cannot be implemented whilst social distancing remains in place.
- Not enough space to manoeuvre – covered in the text but this comment links to concerns regarding the layout. Lift limitations are accepted.
- Shaw House – accessibility concerns – the building is accessible and special car parking facilities are available.
- Hot desking staff with a disability and special needs will not be expected to hot desk. Additional funding is being provided to meet any costs associated with working in the office or at home.
- Lack of consideration regarding sensory issues namely noise and light. This is a fair point and will be actively considered when the layouts are being drawn up. Quiet areas are being established and light loads can be considered as part of the refurbishment.
- Anxiety regarding funding a desk or parking space. There is no expectation that staff will not be able to find a desk or parking space but booking will be required.
- Toilet and shower facilities – this issue is reflected in the main text and additional facilities are being made available as part of the Market Street refurbishment works. The nature of this provision will be agreed through the Equality and Diversity Board (EDB).
- More flexibility re home workstyle – this has been addressed within the main text.
- Staff travel – concerns were raised regarding the definition of disability that are being used to allocate staff car parking. These will be largely mobility driven but again this can be discussed in greater detail at the EDB.

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2. Please summarise the findings from the available evidence for the areas you have ticked above.

Analysis of data concerning the impact on protected groups (where staff have declared) this information accompanied by comments made by staff during the Timelord 2 consultation would suggest that the impacts/concerns are;

- Home working – some staff, generally those on lower incomes, are less likely to have the space at home to work, or have the necessary resources to provide the equipment to work from home.
- Office working – there are concerns that staff with mobility issues will be adversely impacted on the basis that;
    - access around the office may be impaired by higher office densities,
    - the need for additional equipment and the cost associated with providing this,
    - distance to car parking facilities.
- Staff travel – impact on specific groups. Table 1 highlights the results of the analysis which shows that the most significant concern relates to low paid staff who appear particularly impacted by the proposals.

3. If you have identified any gaps in the evidence provided above, please detail what additional research or data is required to fill these gaps? Have you considered commissioning new data or research eg a needs assessment?

If 'No' please proceed to Step 2.

There is a lack of statistical evidence around some protected characteristics due to the absence of self declaration. The Equality and Diversity Board will be used to discuss what further mitigations are required where there is any gap in the data.

STEP 2 – Involvement and Consultation

Involving and consulting all groups who may be impacted by this change or introduction is a key part of an EIA. The extent of consultation and involvement will depend on the level of proposed changes and degree of impact.

Point 1: Best practice suggests that consideration should also be given to other attributes that may affect the way in which our decisions impact on people. This could include people who live in rural areas, lone parents, people on low incomes, travellers and gypsies, looked-after children and people with caring responsibilities.

Point 2: The stakeholders that you need to list are anyone who will be impacted by the item eg service users, staff and contactors.

Point 3: You will need to state how the proposed decision will affect the stakeholders listed above after it has been implemented.

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1. Please outline below how the findings from the evidence summarised above when broken down, will affect people with the 9 protected characteristics. Where no evidence is available to suggest that there will be an impact on any specific group, please insert the following statement '*There is no evidence to indicate that there*

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	will be a greater impact on this group than on any other.'
Target Groups	**Describe the type of evidence used, with a brief summary of the responses gained and links to relevant documents**
Age – relates to all ages	There is no clear evidence that any particular age group will be adversely impacted by the proposed staff travel arrangements albeit the 35-44 age groups appears the most affected by the revised staff travel policy. It is appreciated that younger age groups may be less well placed to work from home but in reality this is likely to be a determinant of other factors and not just age. The Council's Menopause policy sets out a commitment to provide a quiet room for staff who may be experiencing menopause symptoms. This will be planned into the new layouts.
Disability - applies to a range of people that have a condition (physical or mental) which has a significant and long-term adverse effect on their ability to carry out 'normal' day-to-day activities. This protection also applies to people that have been diagnosed with a progressive illness such as HIV or cancer.	Disability had no significant impact in terms of the staff travel proposals. It is felt previously mentioned concerns regarding the office environment will be mitigated by; • a doubling in the Reasonable Adjustments Budget to ensure staff with disabilities are supported to work safely where they want to. • direct access to the Market Street MSCP limiting the walking distance to the office. • Assurances that health and safety requirements will be met and that more detailed discussions will be facilitated through the EDB to ensure any mobility concerns are acted upon. The one limitation which cannot be mitigated is the provision of additional lifts. There is no scope to achieve this at Market Street although additional disabled toilet provision will be considered.
Gender reassignment - definition has been expanded to include people who chose to live in the opposite gender to the gender assigned to	It was not possible to collect data against this protected characteristic so the EDB will be used to consult on

them at birth by removing the previously legal requirement for them to undergo medical supervision.	whether any specific actions are required. Earlier discussions suggest that some consideration may need to be given as to how the additional toilet provision is configured.
Marriage and Civil partnership –.protects employees who are married or in a civil partnership against discrimination. Single people are not protected.	Whilst specific data has not been collected there is no evidence that the Timelord 2 proposals will discriminate against employees who are married or in a civil partnership.
Pregnancy and Maternity - protects against discrimination. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. It is also unlawful to discriminate against women breastfeeding in a public place	Whilst the Timelord 2 proposals are not seen to discriminate against pregnant staff or those on maternity leave the opportunity is being taken to review facilities at the Market Street offices notably the provision of rest rooms and facilities for breast feeding.
Race - includes colour, caste, ethnic / national origin or nationality.	The data in Table 1 suggests that the Timelord 2 proposals will not discriminate against staff based on their race.
Religion and Belief - covers any religion, religious or non-religious beliefs. Also includes philosophical belief or non-belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.	Data was not available regarding the religion or beliefs of staff. The opportunity is however being taken to include the provision of a Prayer Room within the revised layout of the Market Street offices.
Sex - applies to male or female.	Once again the data in Table 1 suggests neither males or females seem to be disproportionately impacted by the proposals at least in relation to staff travel. In creating additional toilet provision it will be important to recognise that ¾ of the Timelord 2 staff will be female.
Sexual Orientation - protects lesbian, gay, bi-sexual and heterosexual people.	Data was not collected with regard to this protected characteristic but it is not felt that any of the Timelord 2 proposals would discriminate against this group.

2. Who are the main stakeholders (eg service users, staff etc) and what are their requirements?

Staff – the main requirements are to provide a safe and effective working environment both in the office and at home.

3. How will this item affect the stakeholders identified above?

The greatest impact would appear to be on low paid staff in relation to the introduction of the new staff travel plan. A high proportion of lower paid staff live closer to the Market Street office and are therefore unlikely to qualify for free staff parking. This will be mitigated to some extent by the provision of subsidised public transport if implemented. It should also be pointed out that the new policy is less discriminating in terms of low paid workers than the current one.

STEP 3 – Assessing Impact and Strengthening the Policy

At this stage you are seeking to determine if the item will have a potential adverse or differential impact on specific groups, will fail to meet their needs or have a discriminatory outcome.

What have you assessed the impact as being? If there are potential adverse or differential impact on protected groups, what are the measures you will take to mitigate against such impact. Is there any opportunity to promote equality and good relations?

The main impact is on low paid staff. Mitigating actions have already been highlighted.

STEP 4 – Procurement and Partnerships

This step is relevant to service areas where the commissioning of contractors and services is undertaken as a core function and will allow you to assess the impact of any changes to clauses, processes or specifications in the procurement process. It may mean that a contractor will need to be requested to undertake an additional duty as a result of the new service. It is also an opportunity to check that the contractor has an equality policy in place.

Is this item due to be carried out wholly or partly by contractors?

No.

If 'yes', will there be any additional requirements placed on the contractor? Have you done any work already to include equality considerations into the contract? You should set out how you will make sure that any partner you work with complies with equality legislation.

STEP 5 – Making a Decision

Depending on whether you are assessing a new or changing policy, strategy, function or service, you will need to reach a decision and make a clear statement of the final outcome of the assessment. This should be the recommendation being made as a result of the assessment. For example:

➤ **The decision may be put forward for approval subject to stated amendments.**
➤ **The decision should be reconsidered.**

> ➢ **The decision shows a negative impact but can be justified by… (and state what the justification   is).**

Summarise your findings and make a clear statement of the recommendation being made as a result of the assessment. This will need to take into account whether the Council will still meet its responsibilities under the Public sector Equality Duty (Section 149 of the Equality Act), which states:-

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

(i)   Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(ii)   Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, in particular the need to:-

  (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

  (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(iii) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The findings are summarised and the proposed actions are set out in the main body of the report.

STEP 6 – Monitoring, Evaluating and Reviewing

Before finalising your action plan, you will also need to identify how you will monitor the item following implementation and include any changes or proposals you are making. This is particularly relevant if a funding cut is likely to lead to a reduction or withdrawal of a service.

Once the change has taken place, how will you monitor the impact on the 9 protected characteristics?

It is proposed to conduct a review of Timelord 2 six months after Timelord 2 has been implemented.

STEP 7 – Action Plan

Any actions identified as an outcome of going through Steps 1-6 should be mapped against the headings within the Action Plan. You should also summarise actions taken to mitigate against adverse impact.

An EIA may also identify better ways of delivering services so that all service users or employers can benefit from them, which should also be included in the action plan. The real value of completing an EIA comes from the demonstration of evidence-based decisions reflecting user needs across the nine protected characteristics as appropriate.

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In order to ensure that agreed actions are taken forward, it may be helpful to add them to the service plan so that they can be tracked and mainstreamed. It is all too easy to follow the process on paper, and omit to make the adjustments that an objective impact assessment will highlight.

	Actions	Target Date	Responsible Person
Involvement & consultation	Consult Equality and Diversity Board on the report.	July 2021	Nick Carter
Data collection	None		
Assessing impact	Set out within this report. Any immediate or emerging concerns will be reviewed by the Equality and Diversity Board.	Ongoing	Sue Halliwell
Procurement & partnership	N/a		
Monitoring, evaluation and reviewing	Prepare a detailed paper six months after implementation has been completed to further review the impacts.	July 2022	Joseph Holmes

STEP 8 – Sign Off

The officers involved in carrying out the EIA will need to sign it off prior to a quality check by the Head of Service to review the responses provided and add comments or observations. A statement of more detailed analysis from the relevant Head of Service, or Service Manager is advised where the proposed decision is particularly high risk. E.g, there is known potential for legal challenge, or potential for adverse publicity for the Council. This should be referenced as Appendix A to your Report.

When the final product is submitted through the executive cycle for a decision to be made, you will need to present the full set of consultation papers, responses and impact assessment in order to inform the final decision. This will ensure there is transparency in the way that decisions are made, and will provide evidence of how equality was taken into consideration.

The EIA should be published on the Council's website along with the paper being submitted to a decision making body. The EIA is to be named '*[report name] Appendix A EIA'*;

An EIA relating to management decisions (and therefore not appended to a Committee paper) should be published within the services area of the external Council website and named in the same fashion as above;

The policy, strategy or function has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.		
Contributors to the Assessment		
Name: Rebecca Bird	**Job Title:** HR Manager	**Date:** 22nd June 2021
Head of Service (sign off)		
Name: Nick Carter	**Job Title:** Chief Executive	**Date:** 22nd June 2021

Table 1 – The Impact of the Proposed new Staff Travel Policy on WBC Staff

	Workforce	All Timelord Workforce %	No free travel zone %	Difference
Male		25	24	-1
Female		75	76	1
16-24		3.4	2.9	-0.5
25-34		15.4	15.7	0.3
35-44		23.1	25.9	2.8
45-54		30.6	29.1	-1.5
55-64		22.8	21.4	-1.4
65 and over		4.6	5	0.4
Ethnicity (BAME)		5.8	4.2	-1.6
				0
Disability		4	3.6	-0.4
Grade B		0.7	0.7	0
Grade C		5	6.2	1.2
Grade D		7.8	11.6	3.8
Grade E		7.3	9.9	2.6
Grade F		11	13.1	2.1
Grade G		13	14.6	1.6
Grade H		18.8	15.2	-3.6
Grade I		6.4	5.1	-1.3
Grade J		13.2	10.9	-2.3
Grade K		5.8	4.7	-1.1
Grade L		7.7	5.3	-2.4
Grade M		2.7	1.7	-1
Pre-2007		33.4	36.5	3.1
ECU's				
Older		9	8.2	-0.8
Pre-2007		12.3	9.5	-2.8
2017		17.5	11.9	-5.6
Low Paid (<£24K)		21.7	30.5	8.8

Note – where the difference is negative the impact on the specified group will be lower than the staff group as a whole. Where the difference is positive then then impact will be greater.

Appendix 4

Financial Implications – Capital, Revenue and Premises Costs

Capital Item	Budget
Building works	£ 486,500
IT Equipment	£ 350,300
Other	£ 1,500
Contingency 10%	£ 62,830
Total	**£ 901,130**

Revenue Item	Budget
WFH Allowance	£ 150,000
Salaries for Booking System Maintenance	£ 15,000
Project Manager	£ 38,000
Training Salaries - HR	£ 32,000
Total	**£ 235,000**

Premises	2020-21 Budget to be saved
West Street House	£360,960
West Point	£60,790
Total	**£421,750**

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Cumulative position - Capital