Agile Working Policy:

Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number: 1190

Brief description: The Agile Working Policy will replace the current flexible working policy.

Date Completed: 09/05/2023 09:31:29 Version: 3

Completed by: Andrea Malam

Responsible Service: Legal, HR and Democratic Services

Localities affected by the proposal: Not Applicable,

Who will be affected by the proposal? The staff within the council will affected by the policy and potentially the citizens of Denbighshire due to staff working in an agile manner.

Was this impact assessment completed as a group? Yes

Summary and Conclusion

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

3 out of 4 stars

Actual score : 31 / 36.

Summary for each Sustainable Development principle

Long term

It's important to note that building and assets are being discussed within a separate project and this policy has a focus on employees and how agile working can give an employee more choice in line with business needs.

Prevention

Agile working has a positive impact on the environment and the climate. An overall reduction in travel due to smarter ways of working will also contribute to carbon reduction and staff will be able to reduce the need to travel in and around the county.

Integration

The local development plan is not applicable to this policy. The corporate priorities are considered at all stages of the policy as employee working environment and conditions have an impact on the plan being delivered.

Collaboration

This policy has been developed with SLT, employees, ICT, H&S and trade unions. Feedback has been obtained throughout the process and the policy has been amended to ensure each point is considered.

Involvement

Public engagement is not applicable for an employee policy.

Summary of impact

Well-being Goals	**Overall Impact**
[A prosperous Denbighshire](#)	Positive
[A resilient Denbighshire](#)	Positive
[A healthier Denbighshire](#)	Positive
[A more equal Denbighshire](#)	Positive
[A Denbighshire of cohesive communities](#)	Neutral
[A Denbighshire of vibrant culture and thriving Welsh language](#)	Positive
[A globally responsible Denbighshire](#)	Positive

Main conclusions

Overall the WIA is positive and will help the council run in a more effective and efficient manner. Employees will benefit from agile working along side the community and residents. Any disadvantages or negative impacts can be reduced by employees using an office but it is all about giving employees that choice. Agile working will be essential for recruitment and retention moving forward and help Denbighshire Council become that employer of choice.

The likely impact on Denbighshire, Wales and the world.

A prosperous Denbighshire

Overall Impact

Positive

Justification for impact

There are numerous positives which outweigh the negatives. Agile working will create more opportunities for people and give people the choice of when, where and how they work.

Further actions required

We are looking at more recruitment and retention schemes to ensure that we attract and retain employees and agile working will be a great benefit to existing and future staff.

Positive impacts identified:

A low carbon society

agile working means smarter working, less travel and utilising technology more.

Quality communications, infrastructure and transport

employee's with disabilities are able to make a choice about when and how they work, making our jobs more accessible.

Economic development

locals towns where employees live will benefit from employees shopping and using facilities closer to home. Less travel will help reduce car maintenance costs, the need for a car potentially and a reduction in fuel costs.

Quality skills for the long term

agile working will encourage a wider pool of applicants from further afield and also enable people to obtain employment with the council who may have never been able to secure employment due to

family responsibilities, logistical issues or due to hours of work etc. Employees might also be able to complete a qualification remotely cutting out the need to travel and opens up a larger pool of qualifications and frameworks that can be accessed if they are completed online.

Quality jobs for the long term

There will be an increased number of employment options for candidates in the community (and wider) due to agile working, opening up more options for those with disabilities, families, multiple jobs etc. Agile working will also open up the possibilities for more volunteers in some areas because of the nature of the work and it will be made more accessible.

Childcare

employees with families will have more options to remain in work and work around the family rather than having to end their employment when they start a family for example. It will also encourage working mums to return to work after having children given the agile and flexible employment opportunities. The need for childcare facilities will increase within the local communities, creating employment in those areas die to working parents. Agile working will create less pressure for parents to have to take unpaid leave or use annual leave to look after children who are absent from school due to sickness.

Negative impacts identified:

A low carbon society

higher consumption of heating, lighting etc in the employees home. However less energy used in office buildings.

Quality communications, infrastructure and transport

considered but none identified.

Economic development

increased energy bills at the homes of employees.

Quality skills for the long term

we could lose staff and have retention issues due to other workplaces being agile and potentially offering a higher salary.

Quality jobs for the long term

applicants may favour another employer due to more employers offering agile working.

Childcare

there are a number of jobs where agile working is not possible and therefore the same opportunities will not apply. More pressure for child care providers to provide care out of normal hours.

A resilient Denbighshire

Overall Impact

Positive

Justification for impact

Less travel, less cars on the road, less use of public transport and less energy used within council buildings. There is the option to consider whether all of our buildings are necessary or require to be heated / lights etc.

Further actions required

Employees will have higher energy bills, however they will be able to consider cheaper options in the long term, with more economical heating solutions, i.e. air sourced heating and solar panels. The reduction in travel costs and time will hopefully offset the higher energy bills.

Positive impacts identified:

Biodiversity and the natural environment

Less travel and more working from home or smarter working. More meetings are held online. less energy used i.e. heat and lighting for the council buildings.

Biodiversity in the built environment

considered but not applicable

Reducing waste, reusing and recycling

more recycling in employees homes. employees who live outside of the county will alleviate pressure on the council waste team.

Reduced energy/fuel consumption

less travel equates to less fuel consumption. possible reduction in the number of cars the household requires. more options for households to look at cleaner, economical ways to heat their homes, i.e. air sourced heating. reduced use in public transport due to agile working.

People's awareness of the environment and biodiversity

possible increase of awareness and will encourage the need for recycling more.

Flood risk management

considered but not applicable

Negative impacts identified:

Biodiversity and the natural environment

increased energy usage at the home.

Biodiversity in the built environment

considered but not applicable

Reducing waste, reusing and recycling

possible increase in waste and recycling for council for the employees who live in the county and work from home.

Reduced energy/fuel consumption

increased energy usage in employees homes and potential increased bills.

People's awareness of the environment and biodiversity

none identified.

Flood risk management

considered but not applicable

A healthier Denbighshire

Overall Impact

Positive

Justification for impact

Employees will have more freedom of when, how and where they work. There will be more flexibility and more time to enjoy leisure time, exercise more, eat healthier and attend appointments. Employees who don't have access to agile working are given the time off to attend Drs and dentists appointments.

Further actions required

Potential isolation and wellbeing concerns for staff who need that interaction. There may be teams who do not meet, bond and consider team working necessary. Management and Heads of service will need to ensure that team dynamics are maintained and team working is still taking place. Any concerns about wellbeing must be dealt with and support immediately offered. One to one meetings are vital to ensure the questions are being asked.

Positive impacts identified:

A social and physical environment that encourage and support health and well-being

agile working can improve mental health and wellbeing. there is more time to attend appointments,

visit GPs, dentists, grocery shop, exercise at time which is more convenient to the employee.

Access to good quality, healthy food

people will be able to spend more time accessing supermarkets at a more convenient time to them and also have more time to possibly grow their own fruit and vegetables, whilst working from home.

People's emotional and mental well-being

agile working encourages more of a work life balance, increases wellbeing and allows the employee more flexibility in when, where and how they work.

Access to healthcare

more availability of appointments for GPs and dentists etc as they can work around those appointments and are no longer limited to before 9am and after 5pm.

Participation in leisure opportunities

more options to exercise, spend time with friends and family including caring responsibilities.

Negative impacts identified:

A social and physical environment that encourage and support health and well-being

working in a remote manner may impact on employee mental health being so isolated.

Access to good quality, healthy food

considered but none identified.

People's emotional and mental well-being

isolation of working alone might impact some employees. new starters might feel they are not part of a team and build those same bonds as people do when they are in the office.

Access to healthcare

considered but none identified.

Participation in leisure opportunities

considered but none identified.

A more equal Denbighshire

Overall Impact

Positive

Justification for impact

Agile working opens up a more flexible approach to work which, in turn, enables more candidates to have the option of applying. Single parents, carers, low income households and disabled people for example can find work with the council and be able to work in a way that suits their needs.

Further actions required

Managers can consider options of car sharing, organising lifts from other team members, meeting in various locations near to those employees so that they can walk to team meetings for example.

Positive impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

agile working is applicable for all protected characteristics where the job allows. Staff with a disability will be able to work in the way they want and reasonable adjustments are supported in this way of working.

People who suffer discrimination or disadvantage

agile working will potentially provide more accessible jobs. Employees with caring responsibilities will be able to working around their responsibilities which in turn will help with their own wellbeing.

People affected by socio-economic disadvantage and unequal outcomes

agile working will benefit those from lower income households, as they may not need transport to come into work, they can work from their own homes and we will provide the equipment.

Areas affected by socio-economic disadvantage

agile working will encourage more people to apply for jobs, i.e. single parent families, due to the flexible nature.

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

none identified.

People who suffer discrimination or disadvantage

none identified.

People affected by socio-economic disadvantage and unequal outcomes

if the person is required to go into the office on a regular basis they might not have the means to.

Areas affected by socio-economic disadvantage

if the person is required to go into the office on a regular basis they might not have the means to.

A Denbighshire of cohesive communities

Overall Impact

Neutral

Justification for impact

Overall the policy will enable more flexible working and improve communities but there are some negative impacts which might outweigh the positive.

Further actions required

Any employee who is unsafe at home can always work in another location or from the office. There will always be a place to work where they feel safe. Unfortunately we are unable to influence broadband provision and connectivity to an extent but again employees will always have a base where they can work from.

Positive impacts identified:

Safe communities and individuals

when employees work from home there are more people around in the day and less homes left unoccupied which is beneficial for safe communities.

Community participation and resilience

considered but none identified.

The attractiveness of the area

more employees work from home and therefore can maintain their houses in their spare time. there may be less travel and therefore more funds to spend on improving their house because this is now their office.

Connected communities

demand for reliable broadband will increase and encourage providers improve their offer.

Rural resilience

the policy will enable employees to visit clients/customers at times which suit both parties, rather than just 9 - 5.

Negative impacts identified:

Safe communities and individuals

agile working and working from home may cause issues for employees that are victims of domestic abuse for example. more work equipment is left in the home.

Community participation and resilience

considered but none identified.

The attractiveness of the area

considered but none identified.

Connected communities

those in rural places may not reliable connections and therefore might not be as agile as they want to be because of where they live. employees might move out of the area for better connectivity.

Rural resilience

those in rural places may not reliable connections and therefore might not be as agile as they want to be because of where they live. employees might move out of the area for better connectivity.

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact

Positive

Justification for impact

There will be more options to attend Welsh classes and lessons online for staff, which will increase the number of Welsh speakers and learners in the council, which will ultimately provide a better service to our communities.

Further actions required

Translation services and wait times might need to be reviewed.

Positive impacts identified:

People using Welsh

Services are more accessible for communities and therefore they will be able to access services in Welsh at more convenient times for them. agile working and online courses will allow more people to learn and improve their Welsh during work without the need to travel.

Promoting the Welsh language

Agile working means more electronic information which increases the need and use of the Welsh Language.

Culture and heritage

staff will have more time to participate and attend Welsh culture activities and events due to agile working

Negative impacts identified:

People using Welsh

considered but none

Promoting the Welsh language

more translation services required and longer waiting times

Culture and heritage

considered but none

A globally responsible Denbighshire

Overall Impact

Positive

Justification for impact

Agile working will make staff more accessible to other organisations possibly outside of normal working hours. Agile working will also reduce the need to keep our buildings operating in the same way and could reduce the current energy bills each building produces.

Further actions required

Increased energy bills may ne offset with reduced travel costs and time. There is always the option for staff to work at an office base.

Positive impacts identified:

Local, national, international supply chains

considered but none

Human rights

considered but none

Broader service provision in the local area or the region

more access to staff at a variety of times.

Reducing climate change

Agile working will contribute to reducing climate change with less travel and smarter working. possible reduction in building required for staff.

Negative impacts identified:

Local, national, international supply chains

considered but none

Human rights

considered but none

Broader service provision in the local area or the region

considered but none

Reducing climate change

increased energy bills at employees home