

South Ayrshire Council

**Report by Assistant Director - People
to Leadership Panel (Special)
of 1 March 2022**

Subject: Future Operating Model

1. Purpose

- 1.1 The purpose of this report is to update the Leadership Panel on progress to develop proposals for our Future Operating Model and to seek approval to implement new workstyles; implement supporting employee policies and procedures; and to continue to pilot the reintroduction of face to face customer services by appointment.

2. Recommendation

- 2.1 **It is recommended that the Panel considers and approves the proposals outlined at para 4.2 below.**

3. Background

- 3.1 The Future Operating Model Steering Group was established in March 2021 to develop a longer term, sustainable model of working post Covid, including proposals for working from home. The project aims to reduce the amount of buildings we occupy, present opportunities for savings and reduce our carbon footprint. Fundamental to the project is establishing fair, flexible and supportive working arrangements to ensure staff have a good work life balance and remain healthy, engaged and productive.

- 3.2 The work needed to identify and support the development of proposals was significant and, as such, six workstreams were established. Trades Unions participated in each workstream.

4. Proposals

- 4.1 Updates and proposals relating to each workstream are detailed in Annex 1.

- 4.2 Members are asked to:

4.2.1 note resources and guidance to support staff working from home and new workstyles;

4.2.2 agree the workstyle proposals outlined in Appendix 2 of Annex 1 (taking into consideration the proposals from other workstreams);

- 4.2.3 approve the Remote Working Policy (Appendix 3 of Annex 1), with the exception of Section 14 - Mileage Claims - which is still under discussion with HMRC;
- 4.2.4 approve the Homeworking Health and Safety Guidance for Managers and Employees (Appendix 4 of Annex 1);
- 4.2.5 note principles, proposals and plans for the office estate to meet the needs of new ways of working (Appendix 5 of Annex 1); and
- 4.2.6 agree to the reintroduction of face to face customer services by triaged appointment, using a co-located Thriving Communities model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole for a 12 month period, during which time further evaluation and public consultation will take place, with a detailed report and proposals provided to Leadership Panel by June 2023.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 £5,000 will be drawn from the Efficiency and Improvement Fund to purchase the preferred desk booking management system pilot with the inclusion of sensors).
- 6.2 The financial implications arising from any gaps in ICT equipment will be identified as we work through the specific ICT implications for each role. If these cannot be accommodated within the existing ICT investment programme, a further report seeking additional funding for ICT or other required equipment will be brought forward to the Leadership Panel for consideration. The financial implications resulting from the future operating model will be monitored during the implementation phase and further details will be brought to Leadership Panel in June 2023 outlining any impact.

7. Human Resources Implications

- 7.1 Variations to contracts of employment will require to be issued to employees adopting homeworking, agile or hybrid workstyles.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 Any risks associated with adopting the recommendations for the Future Operating Model will be managed in line with current risk management and health and safety protocols

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 Rejecting the recommendations may impact negatively on our ability to reduce the corporate estate and to modernise service delivery.

- 8.2.2 Rejecting the recommendations may impact on the Councils ability to safely return staff to office accommodation following the lifting of COVID-19 related restrictions.

9. Equalities

9.1 Equalities scoping and impact assessments have been included as follows:

- **Annex 2** - Workstream 1 and 2 – combined Equality Impact Assessment;
- **Annex 3** - Workstream 3 and 4 – combined EQIA Scoping;
- **Annex 4** - Workstream 5 – EQIA Scoping; and
- **Annex 5** - Workstream 6 – Equality Impact Assessment.

10. Sustainable Development Implications

10.1 **Considering Strategic Environmental Assessment (SEA)** – It is anticipated that proposals will reduce our carbon footprint and data is being gathered to analyse this.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness.

13. Results of Consultation

13.1 There has been public consultation on reintroducing face to face customer services and further consultation will take place in 2022.

13.2 Each Service Lead was asked to consult with the relevant Portfolio Holder before submitting workstyle proposals.

13.3 Consultation has taken place with Councillor Peter Henderson, Portfolio Holder for Corporate, and Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and this report reflects any feedback provided.

13.4 Trade Union colleagues were involved in every workstream and were also represented on the Steering Group. Formal consultation with Trade Unions commenced in January through fortnightly meetings. It should be noted that Trade Unions are advocating for payment of an allowance to staff whose workstyles are changing and they remain dissatisfied with the approach being recommended for the payment of mileage.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Assistant Director – People, the Assistant Director – Place and the Head of Legal, HR and Regulatory Services will ensure that all necessary steps are taken to ensure full implementation

of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Implement the new Remote Working Policy and issue new contracts of employment to relevant staff	30 May 2022	Service Lead – HR and Payroll
Implement the preferred desk booking management system	1 May 2022	Service Lead – Asset Management and Community Asset Transfer/ Service Lead – ICT Operations
Implement a phased return to offices for hybrid, agile and office workers upon approval to be completed by	1 July 2022	Assistant Director – Place
Provide a detailed report on the effectiveness of the Thriving Communities shared model of delivery and the public consultation exercise	June 2023	Assistant Director - People

Background Papers **Report to Leadership Panel of 25 May 2021 – [Covid-19 Recovery Planning](#)**

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1. Workstream 1 - Workforce Analysis

- 1.1 Workstream 1 co-ordinated proposals for ways of working which would best suit each role (other than school-based roles which are outwith the scope of the project) and 5 possible workstyles were identified – frontline; office-based; homeworking; hybrid and agile. Details on each workstyle can be found at **Appendix 1**. Service Leads were asked to engage with staff at team and individual level to agree workstyle proposals by role which would best meet the needs of the service going forward, taking into account any changes to workstyles or ways of working which have proved effective during the pandemic period.
- 1.2 The data gathered by Workstream 1 also includes Service Leads' understanding of ICT requirements by role. This will assist in identifying future licence costs and help establish ways in which every employee can access digital communications, especially those frontline workers who can't currently communicate digitally at work. Further information and proposals will be presented to Leadership Panel following completion of a range of early adopter pilots.
- 1.3 Service Leads submitted data relating to 3,837 postholders (including those in casual roles). It should be noted that individual circumstances, as well as service needs, have and will continue to be taken into consideration where employees cannot reasonably work to the workstyle proposed for their role.
- 1.4 Service Leads' workstyle proposals indicate that, if approved, the majority of the total workforce (74%) will return to pre-Covid ways of working. It is proposed that the remaining employees continue to adopt an element of homeworking, resulting in a significant reduction in people returning to work 100% of their contracted hours from an office. The proposals show that many roles which were formerly office-based would move to homeworker; agile or hybrid workstyles.
- 1.5 It is proposed that, taking into consideration the proposals from other workstreams, the Leadership Panel agrees the workstyle proposals outlined at **Appendix 2**.

2. Workstream 2 – Health, Safety and Wellbeing

- 2.1 Workstream 2 co-ordinated the development of the Remote Working Policy contained in **Appendix 3** and the Homeworking Health and Safety Guidance for Managers and Employees contained in **Appendix 4**. The workstream assessed a range of themes that would impact the different workstyles identified:
 - Potential costs for employees (for example, additional utility costs and home office set up);
 - Impact on existing employee benefits;
 - Health and Safety;
 - Mental health and wellbeing; and
 - Impact on existing policies/ terms and conditions.

- 2.2 The policy promotes the importance of helping employees balance their work and home lives by offering flexible working arrangements. The policy aims to set out the ways in which remote working will be managed: to increase the rate of retention of staff; to reduce absence levels; to attract new talent; and promote work-life balance. In doing so, this will improve service provision and reputation as an employer of choice.
- 2.3 There are no proposed changes to core working hours (7am to 8pm – Monday to Sunday) or to existing employee benefits. However, it is proposed that minimal changes to our existing policies and procedures will be required which are linked to the implementation of the Remote Working policy, specifically around Recruitment, and Health and Safety.
- 2.4 As a result of changes to workstyles, contracts of employment will be amended to reflect the revised arrangements. Contracts for any new employee will reflect the appropriate workstyle for the role.
- 2.5 There are no proposals to pay an allowance to cover potential additional costs which may be incurred by employees, for example, additional costs associated with an increase in utility costs or initial home office set up. Officers carried out research across both the public and private sector which evidenced that the majority of employers are not making any additional payments to staff. The Council will provide equipment depending on the designated workstyle – ie ICT and where required desk and/or chairs.
- 2.6 Whilst it is recognised that energy costs may increase for employees working fully or partly from home, other costs associated with working in an office would be removed, such as travel and transport costs. This approach is consistent with our neighbouring authorities.
- 2.7 For the purposes of claiming business mileage, there are well established practices and procedures covered by the Travel and Subsistence policy. We are currently engaging with HMRC to consider the most appropriate options for the proposed workstyles and will bring a future update to Panel once this work has been completed.
- 2.8 Health and Safety Guidance has been prepared for those working remotely (agile, hybrid and home workers). The guidance considers typical hazards associated with working at home including - ergonomically safe workstations; electrical safety; fire safety; working environment; mental wellbeing; lone working and dealing with aggression. It notes the continued statutory requirement for line managers to risk assess remote working arrangements and self-assessment procedures for remote working.
- 2.9 It is proposed that Leadership Panel approves the Remote Working Policy (**Appendix 3**) and notes the availability of the Homeworking Health and Safety Guidance for Managers and Employees.

3. Workstream 3 – Support for Homeworkers (Digital and Equipment)

- 3.1 The Support for Homeworkers workstream looked to address the unique challenges for staff who are working at home or on an agile or hybrid basis to ensure they are not disadvantaged through a lack of suitable equipment. Included within this scope

was how we could overcome the lack of access to paper-based filing and printing services. It was also recognised that many workers may lack the knowledge and skills to properly set up a work from home (WFH) office space and looked at how best to support this group of staff to ensure that that continue to work effectively.

3.2 The workstream developed materials covering: Display Screen Equipment and how to assess/setup your workspace; development of a standard ICT equipment list for homeworkers; guidance on how to setup your ICT equipment; updated guidance on staying safe and secure while working from home; electronic document management (eDRMS); and digital skills, training and support for homeworkers. The work on eDRMS resources will now be considered as part of the Microsoft 365 transformation project.

3.3 It is proposed that Leadership Panel notes the availability of these resources.

4. Workstream 4 – Support for Homeworking (Employee and Manager Resources)

4.1 Workstream 4 used feedback from employee and manager surveys to develop online resources which will support new ways of working. These include new welcome pages for corporate induction and a range of resources to help managers support employees to work effectively in agile, hybrid or homeworking roles.

4.2 It is proposed that Leadership Panel notes the availability of these resources.

5. Workstream 5 – Office Accommodation

5.1 The Office Accommodation workstream considered the impact of new workstyles on current office accommodation arrangements and spatial requirements for those returning to work in Council offices and those working in agile or hybrid roles.

5.2 Ten design principles were agreed with assumptions for the model shown at **Appendix 5**.

5.3 In terms of modelling spatial requirements, outputs from the work-style questionnaires were analysed and confirmed and requirements calculated based on proposed level of usage, with Office based staff requiring a desk space 5 days per week and hybrid and agile approximately 2 days per week (with differing work patterns). Front-line and home-based workers have no fixed office desk space requirements. Hot-desking arrangements are proposed for those requiring to access a desk space infrequently, or on an ad-hoc basis.

5.4 Office accommodation proposals to support office, hybrid or agile work styles are based on a 'Village' space with each service allocated an area calculated on desk space requirements and frequency of use. Bookable hot-desking areas are also identified. Detailed CAD designs for every Council service are being developed in consultation with Service Leads and a timetable for the phased return to offices for staff is being completed. Responsibility for the management of the Village will be the responsibility of the Service Lead for that service.

5.5 Opportunities to further review office spatial requirements and to reduce the office estate will be undertaken as part of the larger change programme Transforming the

Estate, currently underway, with governance via the SAW Strategic Change Programme.

- 5.6 Usage of space will be monitored and managed to ensure the proposals continue to meet the needs of staff and services. A desk booking system will be piloted which will enable colleagues to book desks, in specified hot desk locations across the estate. Six pilot options were explored and the preferred option has a cost of £5,000, which includes the use of sensors across pilot service areas (to be confirmed) to monitor uptake in space and identify further efficiencies.
- 5.7 It is proposed that Leadership Panel notes the principles, proposals and plans for the office estate to meet the needs of new ways of working

6. Workstream 6 – Reintroduction of Face to Face Services

- 6.1 A small number of workstyle proposals are dependent on suggested changes to the way we deliver face to face ‘customer’ services, primarily in services like Benefits, Customer Services and elements of Housing where ‘drop-in’ face to face services were available pre-Covid.
- 6.2 The pandemic has significantly shifted customer trends, as Covid restrictions required customers to carry out enquiries by phone or online. During the pandemic, services have introduced new ways for customers to access them, such as video calls, the SAC My Bins App and an increase in online provision. However, it is recognised that there are some customers who need in person support and it is important that face to face services are reintroduced to meet that need.
- 6.3 Workstream 6 carried out a survey of services which formerly (pre-Covid) offered a face to face drop-in service for customers. Responses indicated that services such as Benefits, Customer Services and Housing, having considered service efficiency, best value and customer trends and feedback, propose reintroducing face to face services using a triaged appointment-based system.
- 6.4 In 2021, two surveys were carried out to obtain feedback from the public on their preferred ways of contacting the Council. The majority of respondents to each survey stated a preference for contacting the Council by phone or online. More detailed feedback on the most recent survey can be found at **Appendix 6**.
- 6.5 The Thriving Communities team propose to have a public-facing centre in the principal towns, providing an ‘open door’ in each location. In September 2021, the Thriving Communities team began delivering employability and literacy services by appointment from The Wallace Tower, Ayr, in line with Covid restrictions. Recognising that some residents, having previously used The Wallace Tower as a customer service centre, might drop in for generic enquiries, members of the Customer Services team co-located with the Thriving Communities team to provide support and signposting for any ad hoc customer queries.
- 6.6 Taking into account feedback from staff, customers, services and information from the recent co-location approach in The Wallace Tower, it is proposed that customers be encouraged to carry out their enquiries by phone or online, but that a triaged, face to face appointment system be introduced for customers who have barriers to using phone or digital options. Face to face appointments would be

available from Thriving Communities centres in each of the 5 main towns. Customers would also be able to make an enquiry at their local library or leisure centre and a customer services team member would contact them to arrange a suitable way of dealing with their enquiry e.g. a phone or face to face appointment.

- 6.7 It is proposed that Leadership Panel agrees to the reintroduction of face to face customer services by triaged appointment, using a co-located Thriving Communities model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole for a 12 month period, during which time further evaluation and public consultation will take place, with a detailed report and proposals provided to Leadership Panel by June 2023.

Appendix 1 - Workstyles by Directorate & Definition

Workstyle &	Chief Executive's	People	Place	HSCP	Whole Council Employees*
<p>Frontline Worker</p> <p>Frontline workers are employees whose job role determines its location e.g. waste management operatives, cleaners, leisure attendants, librarians.</p>	26	527	1,285	504	2,342
<p>Office Worker</p> <p>Office workers are employees whose job can only be done from an office of the corporate estate e.g. because they need access to particular systems.</p>	15	12	40	27	94
<p>Homeworker</p> <p>Homeworkers will be fully based at home, however, there is an expectation that managers will meet face to face with homeworkers and homeworking teams at least once a month.</p>	152	73	33	18	276
<p>Agile Worker</p> <p>Agile workers will be based from home but will travel from home to meet regularly with customers/clients in a range of Council Buildings or locations.</p>	50	87	122	202	431
<p>Hybrid Worker</p> <p>Hybrid workers will work part of the week from home and part of the week from an office or building of the council estate in line with the requirements of their role. Appendix 2 lists the roles by Service and Directorate which have been identified by Service Leads as hybrid roles.</p>	157	213	205	119	694
TOTAL	400	912	1,685	870	3,837

**(except school-based education staff)*

Roles Identified As Homeworkers
Chief Executive
Corporate Accounting
Corporate Finance Team Co-ordinator
Finance Assistant
Finance Officer
Senior Accountant
Senior Accountant (Corporate)
Senior Finance Assistant
Senior Finance Officer
Service Finance Team Co-ordinator
Service Lead - Corporate Accounting
Democratic Governance
Clerical Assistant
Clerical Assistant (IG)
Information & Data Compliance Officer
Support Officer (Complaints and Information)
Employee Services
Employee Services Administrator
Employee Services Supervisor
Employee Services
Employee Services Administrator
HR Policy and Operations
Administrator
ICT Enterprise Architecture
Co-ordinator (Digital Services)
GIS Analyst
ICT Project Manager
ICT Security Officer
ICT Solution Analyst
Programme Support Officer
Project Management Officer
Senior ICT Security Analyst
Service Lead - ICT Enterprise Architecture
Web and Social Media Analyst
ICT Operations
Co-ordinator (Business Systems)
Co-ordinator (ICT Applications)
Co-ordinator (ICT Infrastructure)
Database Administrator
DBA
DevOps Analyst
DevOps Engineer
DevOps Officer
DevOps Technician
Senior DBA
Senior DevOps Analyst - Enterprise Applications
Senior DevOps Analyst - Service Apps

Senior DevOps Engineer (Data Centre)
Senior DevOps Engineer (Desktop)
Senior DevOps Engineer (Devices)
Systems Analyst
Systems Assistant
Systems Officer
Legal & Licensing
Paralegal Officer (conveyancing)
Solicitor (Property & Contracts team)
Revenues and Benefits
Administrative Assistant
Administrative Assistant (LV8)
Assistant Benefits Officer
Benefits Officer
Revenues Co-ordinator
Revenues Team Supervisor
Senior Revenues Advisor
Service Lead Revenues & Benefits
Team Supervisor
Risk & Safety
Civil Contingencies Co-ordinator
Risk & Safety Co-ordinator
Service Lead – Risk & Safety
HSCP
Planning and Admin
Carers officer
Commissioning Co-ordinator
Commissioning Officer (Children and Families)
Contract and Commissioning Officer
Co-ordinator (Unscheduled Care)
Information Systems Administrator
Information Systems Finance Project Officer
Information Systems Officer
Information Systems Support
Information Systems Trainer
Performance Data Assistant
Planning and Performance Co-ordinator
Planning and Performance Officer
Planning and Performance Officer (Communications)
Registered Services
Service Manager (Intermediate Care and Reablement)
People
Community Engagement
Supply Support Worker (Employment and Training)
Education Support Services
Administrative Assistant
Administrative Officer
Clerical Assistant

Education Support Officer
Team Leader (Administration and School Estate)
Events & Tourism
Admin Assistant
Co-ordinator (Destination, Promotion, and Inclusive Participation)
Tourism, Events and Culture Officer
Internal Audit & Corporate Fraud
Auditor
Chief Internal Auditor
Investigation Officer
Senior Auditor
Senior Investigations Officer
OD & Customer Services
Adviser (Covid 19 Response)
Communications Officer
Coordinator - Change and Improvement
Coordinator - Communications
Design and Marketing Officer
Graduate Intern
Organisational Development Administrator
Organisational Development Advisor
Organisational Development Assistant
Planner (Covid 19 Response)
Team Leader (Covid 19 Response)
Policy, Performance & Community Planning
Administrative Assistant
Analyst (Education & Corporate) - Gordon
Clerical Assistant
Co-ordinator (Housing Policy and Strategy)
Co-ordinator (Strategic Planning) Jane
Corporate Policy Officer (Research and Intelligence) Peter
Equalities Officer
Lead Officer
Policy and Performance Assistant (Performance Management) - Bev
Policy Officer
Private Sector and Landlord Registration Officer
Service Lead - Performance, Policy and Community Planning
Place
Asset Management
Administrative Officer
Clerical Assistant
Senior Officer (Assets)
Change Programme Office
Project Implementation Coordinator
Project Implementation Officer
Neighbourhood Services
Co-ordinator (Sustainability and Fleet)
Procurement

Procurement Information Assistant
Procurement Officer
Procurement Officer (X2 Vacancies)
Procurement Project Co-ordinator
Procurement Support Assistant (Vacant)
Service Lead - Procurement
Team Leader (Procurement)
Professional Design Services
Administration Assistant
Capital Planning Co-ordinator
Clerical Assistant
Property Maintenance
Estimator / Quantity Surveyor
Housing Officer
Systems Technician
Work Scheduling Planner

Roles Identified As Agile
Chief Executive
Democratic Governance
Clerical Assistant (Messenger)
Supply Driver/Caretaker
Supply Marriage Celebrant
HR Policy and Operations
Employee Services Supervisor
HR Officer
HR Policy and Operations Advisor
HR Policy and Operations Co-ordinator
HR Policy and Operations Senior Advisor
Service Lead - HR and Payroll
ICT Operations
AV Technician
Co-ordinator (Delivery Manager)
Co-ordinator (Voice and Data Comms)
DevOps Engineer
DevOps Technician
ICT Service Adviser
Senior DevOps Engineer (Network)
Support Engineer
Technical Support & Helpdesk Supervisor
Risk & Safety
Civil Contingencies Officer
Civil Contingency Officer
Risk and Resilience Officer
Service Lead - Risk & Safety
Trading Standards & Environmental Health
Advisor
HSCP
Service Hubs TPMG
Community Care Assistant
Service Manager (Troon/P'wick/Maybole/Girvan)
Social Worker (Community Care)
Team Leader (Community Care)
HSCP
Children and Families
Casual Family Aid Worker
Casual Family Care Worker
Children & Families Assistant
Corporate Parenting Lead Officer
Family Aid Worker
Family Care Worker
Family Care Worker (Nurture)
Intensive Family Support Worker
Outreach Worker
Participation Assistant

Quality Assurance Review Officer
Resource Worker
Senior Manager (Children's Services)
Senior Outreach Worker
Senior Practitioner (Belmont Family First)
Senior Social Work Practitioner
Service Manager (Children's Services)
Social Worker
Social Worker (Children and Families)
Supply Intensive Family Support Worker
Supply Participation Assistant
Supply Project Worker
Supply Social Worker
Supply Support Worker (Children & Families)
Supply Support Worker (Special Needs)
Support Worker (Children & Families)
Team Leader (C&F Intensive Family Support Service)
Team Leader (Children and Families)
Young Persons Drugs and Alcohol Worker
Justice Service
Justice Service Assistant
Service Manager (Justice Service)
Social Worker (Justice Service)
Supply Social Worker
Team Leader (Justice Service)
Planning and Admin
Partnership Engagement Officers
Registered Services
Service Manager (Maintenance Care)
Registered Services (CAH)
Assistant Supervisor (CAH)
Supervisor (CAH)
Supply Assistant Supervisor (CAH)
Supply Supervisor (CAH)
Team Leader (Care at Home)
People
Community Engagement
Community Engagement Officer
Community Planning Lead Officer
Community Planning Officer
Community Safety Officer (Problem Solving)
Co-ordinator (Community Engagement)
Development Officer
External Funding Officer
Team Leader (Community Safety)
Education Support Services
Co-ordinator (Education Administration and School Estate)
Co-ordinator (Education Projects and ICT)

Co-ordinator (Education Resource Planning)
Digital Learning Development Officer
Service Lead - Education Support Services
Events & Tourism
Assistant in Charge (ex bookshop)
Clerical Assistant (exbookshop)
Facility Operations Officer
Libraries & Museums ICT Support & Design Officer
Team Leader (Libraries, Museums and Galleries)
Tourism, Events and Culture Town Centre Officer (on hold)
Golf and Health & Wellbeing
Active Schools Co-ordinator
Administrative Assistant
Assistant Development Officer
Business Development Officer
Community Sports Hub Officer
Co-ordinator (Golf and Community Facilities)
Co-ordinator (Health and Wellbeing)
Duke of Edinburgh's Award Development Assistant
Events Support Officer (Golf)
Health and Wellbeing Officer (Outdoor Activities and DoE)
Health Development Officer
Sports Development Officer
Team Leader Golf
Team Leader Sports Development
OD & Customer Services
Coordinator - OD and Customer Services
Information and Advice Advisor
Information and Advice Supervisor
Senior Information and Advice Advisor
Service Lead - OD and Customer Services
Policy, Performance & Community Planning
Accommodation Assistant (Social Letting Service)
Policy Officer
Private Sector Enforcement Officer
Project Officer
Sport & Leisure
Assistant Development Officer
Business Development Officer
Co-ordinator (Sports and Leisure)
Customer Admin Officer
Facility Operations Officer
Health Development Officer
Sports Development Assistant
Sports Development Officer (Aquatics)
Team Leader Quality Facilities
Team Leader Sports Development
Place

Asset Management
Asset Officer (Data)
Asset Officer (Operational)
Asset Systems Manager
Co-ordinator (Property and CRA)
Energy Officer
Estates Co-ordinator
Estates Officer
Project Officer
Property Officer
Senior Officer (Energy)
Senior Officer (Estates)
Senior Officer (Property Management)
Service Lead - Asset Management and Community Asset Transfer
Team Leader (Community Asset Transfer)
Economy & Regeneration
Accounts Payable Assistant
Clerical Assistant (ERDF)
Co-ordinator (Ayrshire Growth Deal)
Co-ordinator (Economic Development)
Co-ordinator (Economy & Regeneration - Local Places)
CWB officer
Development Officer (Policy and Research)
Economy and Promotions Officer
Growth and Skills Advisor
Lead Officer (Place Making & Regeneration)
Lead Officer (Projects - Commercial Build)
Lead Officer (Projects - Digital & Space)
Lead Officer (Projects)
Leadership Support Officer
Procurement Assistant
Procurement Information Assistant
Promotions Officer (Invest South Ayrshire)
Service Lead - Economy and Regeneration
Team Leader (Procurement)
Neighbourhood Services
Climate Change Officer
Development Officer (Design & Advice)
Development Officer (Parks and Open Spaces)
Grounds Information Officer
Planning & Building Standards
Planner
Access Officer
Assistant Building Standards Surveyor
Assistant Engineer (Structures and Systems)
Building Standards Surveyor
Building Standards Technician
Civil Engineer

Compliance Supervisor
Coordinator (Building Standards)
Coordinator (Business Development)
Co-ordinator (Place Planning)
Enforcement Officer
Information Assistant
Lead Conservation Planner
Lead Development Plan Officer
Lead Surveyor
Planner (temp to 2023)
Planning Assistant
Service Lead - Planning and Building Standards
Supervisory Planner
Supervisory Planner (Planning Strategy)
Technician
Procurement
Procurement Assistant
Procurement Officer (Contract and Supplier Management)
Professional Design Services
Architect
Architectural Technician
Clerk of Works
Co-ordinator (Housing Capital)
Co-ordinator (Professional Design Services)
Quantity Surveyor
Service Lead - Professional Design Services
Sustainable Design Officer
Team Leader (Early Years Expansion)
Special Property Projects
Project Co-ordinator (Housing New Build)
Project Co-ordinator (New Leisure Centre)
Project Co-ordinator (Special Projects)
Service Lead - Special Property Projects

Roles Identified As Hybrid
Chief Executive
Chief Officer Admin Support
Administrative Assistant
Clerical Assistant
Office Manager
Personal Assistant
Corporate Accounting
Clerical Assistant
Senior Accountant (Capital/Treasury)
Democratic Governance
Assistant Members' Services Officer
Clerical Assistant
Committee Services Lead Officer
Committee Services Assist
Committee Services Officer
Co-ordinator (Registration, Records, and Information)
Co-ordinator Democratic Services
Members' Services Officer
Personal Assistant
Records and Data Officer
Service Lead - Democratic Governance
Team Leader (Information and Governance)
ELT & HoS
Chief Executive
Head of Finance and ICT
Head of Legal HR and Regulatory Services
Employee Services
Employee Services Co-ordinator
Employee Services
Employee Services Advisor
Employee Services Officer
Employee Services Senior Advisor
ICT Operations
Asset and Compliance Officer
ICT Asset and Compliance Assistant
Service Lead - ICT Operations
Legal & Licensing
Civic Licensing Standards Officer
Clerical Assistant (Licensing)
Co-ordinator (Legal Services Litigation)
Co-ordinator (Legal Services Property and Contracts)
Licensing Standards Officer
Paralegal (conjoined court)
Paralegal (debt recovery)
Service Lead - Legal and Licensing
Solicitor (Litigation team)
Team Leader (Licensing)

Revenues and Benefits
Administrative Assistant
Administrative Assistant
Assistant Systems Administrator
Benefits Advisor (new LIPP posts)
Clerical Assistant
Revenues Assistant
Senior Administrative Assistant
Senior Social Care Support Officer
Social Care Support Officer (Non-Residential; ATF; Corp Appointees)
Social Care Support Officer (Residential)
Social Care Support Officer (SDS)
Systems Administrator
Team Supervisor
Risk & Safety
Occupational Health & Safety Officer
Risk and Safety Officer
Trainee Risk and Safety Officer
Trading Standards & Environmental Health
Administrative Assistant
Administrative Officer
Animal Health & Welfare Officer
Authorised Officer
Clerical Assistant
Compliance Officer
Co-ordinator (Trading Standards and Environmental Health)
Enforcement Officer
Environmental Health Officer
Service Lead - Trading Standards and Environmental Health
Trading Standards Officer
HSCP
Children and Families
Administration Assistant
Clerical Assistant
Head of Children's Health, Care and Justice Service
Lead Officer (Child Protection)
Team Leader (Practice Development)
ELT & HoS
Director of Health & Social Care (SA Partnership)
Health & Social Care
Chief Finance Officer
Chief Social Work Officer
Head of Community Health and Care Services
Senior Manager (Planning and Performance)
Learning Disability and Sensory Impairment
Adult Protection Lead Officer
Clerical Assistant
Community Care Assistant

Policy & Implementation Officer
Practice Development Officer (Public Protection)
Rehab officer
Social Worker (Community Care)
Supervisor
Planning and Admin
Admin Assistant
Admin Assistants
Admin Officer
Admin Officer
Administration Assistant
Administrative Assistant
Administrative Assistant (L7s)
Administrative Assistants (L5)
Clerical Assistant
Clerical Assistants (L4, L3, L2)
PA to Director
Planning and Performance Modern Apprentice (starts August 2021)
Secretary
Senior Manager (Planning & Performance)
Team Leader (Administration)
Registered Services
Community Occupational Therapist (RE)
Professional Lead - Reablement
Registered Services (CAH)
Assistant Supervisor (CAH)
Senior Supervisor Systems Implementation
Supervisor (CAH)
System Implementation Officer
Service Hub (Ayr)
Community Care Assistant
Community Occupational Therapist
Occupational Therapy Assistant
Service Manager (Ayr)
People
Early Years
CPD/Child Protection Officer
Depute Principal Psychologist
Early Years Development Officer
Early Years Staff Tutor
Educational Psychologist
Principal Psychologist
Principal Teacher
Psychology Assistant
Quality Improvement Manager
Quality Improvement Manager - Early Years
Quality Improvement Officer
Research Assistant

Senior Educational Psychologist
Team Leader (School Counselling)
Trainee Educational Psychologist
Education Support Services
Administrative Officer
Clerical Assistant
ELT & HoS
Depute Chief Executive and Director
Assistant Directors
Events & Tourism
Librarian (1 on hold)
Museums/Galleries Officer
Project Development Officer
Senior Centre Assistant (1 on hold) former CC
Golf and Health & Wellbeing
Business Development & Administration Assistant
Clerical Assistant
Coach (Health)
Health & Fitness Instructor
Instructor
System Development Assistant
OD & Customer Services
Administration Assistant
Customer Services Advisor
Customer Services Officer
Customer Services Supervisor
Policy, Performance & Community Planning
Adaptations Grants Officer
Information Researcher/Analyst - Anna
Tenant Participation Assistant
Tenant Participation Officer
Primary, Secondary and Special
Assessment and Moderation Workstream Officer
Co-ordinator (Inclusion)
Data Analyst
Early Years Workstream Officer
Engagement Officer
Head Teacher (Peripatetic School)
Primary Science Development Officer
Principal Teacher
Principal Teacher - Inclusion (Learning & Teaching)
Principal Teacher (Language and Communication) Peripatetic School
Quality Improvement Manager - ASN
Quality Improvement Manager - Secondary
Quality Improvement Manager (SWEIC)
Quality Improvement Officer
SWEIC Leadership Workstream Officer
Transcription Assistant

Sport & Leisure
Business Development & Administration Assistant
Clerical Assistant
Coach (Health)
Engineer
Health & Fitness Instructor
Maintenance/Event Technician
System Development Assistant
Thriving Communities
Assistant (Organisational Development)
Clerical Assistant (ESF)
Communities Assistant
Communities Officer
Compliance Officer
Employability & Skills Officer
Employability & Skills Officer (ESF)
Employability and Skills Administrator (ESF)
Employability and Skills Programme Lead
Employability and Skills Programme Officer
ESF Programme Administrator
ESF Programme Lead
ESF Programme Officer
Literacies Development Worker
Outdoor Education Instructor
Parental Employment Support Fund Programme Officer
Programme Officer
Project Assistant - Inspire Disability
Project Assistant (Active Schools)
Senior Communities Officer (CLD)
Senior Literacies Development Worker
Service Lead - Thriving Communities
Skills Instructor
Team Leader - Ayr Central/North/South
Team Leader - Carrick/Girvan/Maybole/Rural Area
Team Leader - Prestwick/Troon/Rural area
Place
Asset Management
Property Systems Officer
Economy & Regeneration
Accounts Payable Officer
Economy and Regeneration Support Officer
Programme Officer - Aerospace and Space Supply Chain Project
Software Programmer - Aerospace Digital Visualisation Suite
ELT & HoS
Director (Place)
Assistant Directors
Facilities Management
Administrative Assistant

Administrative Officer
Clerical Assistant
Co-ordinator (Facilities Management)
Food Hygiene and Nutrition Officer
Service Lead - Facilities Management
Team Leader (Catering Services)
Team Leader (Janitorial Services)
Housing Services
Administrative Assistant
Administrative Officer
Anti-Social Behaviour Officer
Clerical Assistant
Co-ordinator (Housing Services)
Housing Asset Management Co-ordinator
Housing Asset Management Officer
Housing Asset Technical Officer
Housing Assistant
Housing Liaison Officer (Offender Management)
Housing Management Assistant
Housing Management Officer
Housing Officer
Housing Options Officer
Housing Service Support Officer
Housing Systems and Project Assistant
Housing Transformation and Systems Support Officer
Liaison Officer - Minority Groups
Occupational Therapist
Service Lead - Housing Services
Sheltered Housing Support Officer
Team Leader (Housing)
Team Leader (Sheltered Housing)
Neighbourhood Services
Administrative Assistant
Administrative Officer
Clerical Assistant
Enforcement Officer
Environmental Strategy Officer
Neighbourhood Services Development Officer
Parks Liaison Officer
Project Assistant
Systems Administrator
Team Leader (Grounds)
Waste Management Strategy Team Leader
Planning & Building Standards
Administration Assistant
Administrative Assistant
Administrative Officer
Clerical Assistant

Procurement
Accounts Payable Assistant
Accounts Payable Officer
Senior Accounts Payable Assistant
Property Maintenance
Administration Officer
Clerical Assistants
Maintenance Officer
Operational Team Leader
Service Co-ordinator
Service Lead
Stores Supervisor
Systems Officer
Technical Officer

Remote Working Policy

January 2022



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Version Control

Version Number	Effective Date	Details of Revision	Responsible Person	Review Date
1		New Policy Template	N. Cecconi	Jan 2023

1. Introduction

South Ayrshire Council recognises the need to create a modern and digital future for the workplace promoting remote working to support service delivery.

The Council believes that its employees are its most valuable asset and is committed to attracting and retaining the very best talent. It also appreciates that the UK workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with caring responsibilities, as well as those whose interests and aspirations impact on their time.

The Council recognises the importance of helping its employees balance their work and home lives by offering flexible working arrangements. One such flexible working arrangement is remote working.

2. Aims and Scope

This policy aims to set out the ways in which remote working will be managed in the Council. Our continued aim is to increase the rate of retention of staff, reduce absence, attract new talent, and promote work-life balance. In doing so, this will improve the Council's service provision and reputation as an employer of choice.






This policy provides a consistent framework to enable employees to adopt a remote style of working which can encompass a mix of working at home effectively and safely, meeting or visiting customers or clients on site and working in a council office environment. Where, when and how council employees work will depend on their job role.

3. Definition

This guidance covers those employees who ordinarily spend the majority (60-100%) of their contracted hours either working at home or visiting sites or meeting with clients or customers. Their home is their contracted work location which is included in their contract of employment. Employees who are classed as agile, hybrid or office workers will be allocated an admin base which is a designated Council location/office.

4. Work styles

South Ayrshire Council has identified, five different Workstyles. Each post in the council can be attributed to one of these styles.

Office Workers	Hybrid Workers	Agile Workers	Home Workers	Front Line Workers
				
Employees who do their job from an office because they need access to office-based systems or equipment which they can't access from home.	Employees who can carry out their role from home part of the week but need to access an office part of the week to use specific systems or equipment.	Employees who are based at home but travel to meet regularly with Customers/Clients in a range of locations and may require some access to office systems.	Employees who are based at home but may go to offices for team meetings.	Employees whose job can only be carried out in certain locations and who cannot carry out their role working remotely

Should the employee wish to be considered for an alternative workstyle to the one allocated to their post, they should complete the [Workstyle Request form](#) and submit it to their Line Manager.

Should the employee wish to permanently change their work pattern or working hours, please refer to the [Flexible Working policy](#).

5. Benefits of Remote Working?

It is accepted that remote working will not generate the same benefits for everyone and those employees with concerns should seek support from their manager. There are several organisational and employee benefits that will be delivered through this policy. These include:

Employees

- **Work-Life Balance:** it creates an environment which allows employees to achieve an improved work-life balance by e.g., reducing time pressure of commuting.
- **Improved Productivity:** provides an opportunity to manage the working day more effectively e.g., through increased concentration and avoiding unnecessary interruptions within the office environment.
- **Job Satisfaction** through offering a range of flexible workstyles.
- **Financial Benefits:** e.g., savings on the cost of commuting.

Managers

- **Increased Productivity:** e.g., reduced unproductive interruptions that can be part of the office environment.
- **Operating Cost Savings:** e.g., reduction in overhead costs.
- **Supporting Environmental Objectives:** e.g., lower carbon footprint, through reduced emissions from a decrease in work travel, supports our [Climate Change Strategy](#).
- **Employee Retention and Attraction:** e.g., help to retain and attract skilled and experienced talent by offering a range of flexible workstyles.

6. Roles and Responsibilities

Trust between an employee and their manager is an essential component of effective remote working. Regular conversations will continue to build relationships, provide support, and keep individuals feeling valued, motivated and engaged.

In agreeing arrangements for contracted remote working, both employee and manager have individual responsibilities:

Employee Responsibilities	Managers Responsibilities
<ul style="list-style-type: none"> • To maintain effective communication with line managers, colleagues and customers, maximising the use of online meetings to communicate effectively and regularly. • Employees may be asked to attend council buildings for team meetings, training and development or other events as required by their line manager. • Employees must keep their line manager informed of their whereabouts if not working from home. E.g. appointments/meetings or emergency situations. • Where an employee has an emergency situation, they should refer to the Special Leave Policy. • Employees should ensure they take adequate rest and meal breaks, and that their work does not exceed the agreed hours. • Whilst working from home, employees should continue to adhere to the values of South Ayrshire Council and the 'Code of Conduct for Employees'. 	<ul style="list-style-type: none"> • To ensure that employees are working effectively from home and they continue to feel supported and part of a wider team, it will be necessary for managers to use a more flexible approach to communication using technology such as online meetings. • Managers should meet face to face with team members as and when required whilst maintaining regular weekly contact via online meetings to monitor and provide feedback on work undertaken. • Direct and regular contact with remote workers will assist managers in recognising any early signs of distress or mental health concerns by noticing changes to output or changes to normal patterns of behaviour. • Managers should ensure that adequate rest and meal breaks are taken, and that work does not exceed the agreed hours. • To ensure the employee is aware of the sickness absence reporting arrangements and how the Council's Framework for Maximising Attendance will apply in these circumstances. • To review remote working arrangements on a regular basis and to help to resolve difficulties encountered by the employee and colleagues who remain in the office environment.

These roles and responsibilities are further explored in the following sections.

7. Employee Wellbeing

A remote style of working can boost wellbeing, however, there are some points to consider:

- It can be easy to lose track of time and work more hours than usual. It is important to remember to take regular rest breaks; at least 20 consecutive minutes if working for 6 hours or more and make time to switch off. It is also important that the time period between stopping work one day and beginning the next is not less than 11 hours. Working remotely should not significantly change the number of hours usually worked.

- Remote working should not be used as a way of carrying on working if an employee is sick. If an employee is ill, then they would need to take time off until they have recovered and follow the '[Framework for Maximising Attendance](#)'.
- Remote working should also not be used as an alternative to childcare or caring arrangements. It is important that employees maintain work-life balance and therefore, should make the relevant arrangements so that there are no childcare or caring responsibilities during their working hours at home. In the event of a family emergency leave situation, please refer to the [Special Leave policy](#).
- If employees begin to feel isolated or under increased pressure due to workload, in the first instance they should speak to their line manager. Further support is available through Occupational Health.

8. Management and Supervision

Allocated Workstyles must not affect the provision of services and therefore, managers must ensure that they have systems in place to maintain suitable office presence, if required. Generally, staff will be expected to manage their own diaries in line with service requirements, however there may be occasions where an employee's manager may request that they return to the office to work instead of working from another location.

It is important that employees and managers agree a process for keeping each other up to date with work location and work undertaken out with the employee's normal workplace.

Employees may be required to attend council buildings as requested by their manager for team meetings, training and development or other such event as instructed.

Local arrangements must be put in place to monitor work output and performance, including effective workplace communication and support. If there are concerns about an individual's work performance, then this may lead to a review of that individual's Workstyle.

Both parties must recognise that the success of any arrangement will depend on this collaborative constructive relationship being in place and requires a different approach to managing the team.

All employees are responsible for and required to record hours worked via timesheets, Etermis, electronic diaries and other formal means as instructed by their line manager.

All employees participating in the Flexi scheme will have their records scrutinised by their line managers on a regular basis to ensure that discrepancies and anomalies are rectified within the appropriate timescales.

9. Health and Safety Implications

Employees have a responsibility on a day-to-day basis for their own and others health and safety while they are carrying out work activities regardless of the work location. Any work should always be carried out in accordance with the Council's [Health & Safety policy](#) and the '[Home Working Health and Safety Guidance for Managers and Employees](#)'.

In order to consider and mitigate the range of risks associated with home working employees will be required to complete the 'Home Working Self-Assessment' and complete the home working module on COAST. The Home Working Self-Assessment' includes requirements in terms of the minimum standards for all Display Screen Equipment workstations.

Line Managers will be required to undertake home-working risk assessments with their teams to identify any potential health and safety risks and to implement appropriate control measures.

Where a Workstyle involves the use of Council or privately owned motor vehicles used on official Council business, then please refer to the '[Fleet, Travel and Transport policy](#)'.

In the event of any work-related incidents of an injury, illness or near miss, then Council employees have a duty to report these in accordance with the Council's [Health & Safety policy](#) using the Incident Report Form – AR1 - which they should forward to both their line manager and the Corporate Safety Mailbox.

Employees who have any concerns relating to any health and safety aspect of their work they must raise this without delay with their line manager.

10. IT and Equipment


All ICT equipment is standardised and issued depending on the designated workstyle. If, for whatever reason, this equipment is unsuitable, there is an exemption process that can be followed. More information on this process is available [on the Core](#).





Any issues with hardware or connectivity, should in the first instance be raised with the ICT Service Desk. Where the issue is ongoing, the line manager should give consideration to the employee attending the workplace.

11. Data Security

Protecting data is incredibly important for everyone. Employees have a legal responsibility to follow the procedures that the employer puts in place when working from home to ensure compliance with the Data Protection Act 2018, UK General Data Protection Regulation (UK GDPR) and other relevant legislation or procedures.

For the avoidance of doubt and in line with the Information Security Framework, employees must:

	<p>You should exercise caution when:</p> <p>Making or Receiving Telephone calls – you must ensure that you cannot be overheard when making or receiving calls.</p> <p>Working on your Device – you must ensure that you are in a position that doesn't allow shoulder surfing (i.e., someone looking over your shoulder and watching what you type). This is also true if using voice recognition software or any other verbal communication that is covered by Data Protection legislation.</p> <p>Please be mindful that under the current Data Protection legislation in the UK, you can be held personally accountable for any data breach and pursued in a court of law.</p>
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	<p>Devices must always be locked when left unattended. This can be done by simultaneously pressing the Ctrl-Alt-Del keys and selecting Lock from the menu options.</p>
	<p>You must not allow your family or any third parties to access or use the Council's equipment or view information for any reason at any time.</p>
	<p>ICT are unable to support printing at home for all employees. If you need to print for any business reason, you must attend a Council site to print. In exceptional circumstances, ICT will support the ability to print from home.</p>
	<p>All confidential waste must be dropped off to any of the confidential waste bins available at Council locations.</p> <p>Personal information should be disposed of safely and securely in accordance with agreed procedures.</p>
<p>PSN</p>	<p>Access to Public Services Network (PSN) is not available from home or any remote location. If required, employees must arrange access to Council premises and access PSN specific devices. This includes but is not limited to: Registrars and Criminal Justice.</p> <p>If you are in any doubt, please contact ICT Service Desk.</p>

All employees must complete the online [Data Protection/GDPR and IT Security modules](#) on COAST.

12. Providing equipment

Through the Home working risk assessment, the manager will identify any equipment or adjustments needed for the employee to work from home. If the employee does not have suitable furniture, then the equipment required to enable an employee to work effectively at home will be provided by the Council. Regardless of whether the Council or the employee provides them, the items of furniture used by the remote worker must be adequate and meet health and safety requirements as outlined in the 'Home working Health & Safety Guide for Managers and Employees'.

If provided by the Council, the equipment will remain property of South Ayrshire Council and as such, will be responsible for the maintenance, replacement and repair of any such equipment. Managers will be required to establish any technology requirements which will be dependent on

the designated workstyle. Any exemption to this will have to be requested via the formal process and authorised by ICT. If any additional ICT equipment is required for whatever reason, the costs must be borne from existing service budgets. Access to Council ICT services including email and business applications is delivered via secure remote access. This relies on a wired or wireless connection. If working from home and with existing internet broadband, the employee will be expected to utilise this. It should be noted that this connection will need to be appropriately secured with at least WP2 security. If an employee does not have a home internet connection, this should be discussed with the manager.

Employees are responsible for keeping all equipment in good condition (reasonable wear and tear excepted) and for reporting any damage or malfunction through their manager. ICT issues should be reported through the Core in the usual manner.

If any of the following circumstances apply, employees must return all equipment to the Council without delay. If they fail to do so, a salary deduction will be taken based on the current value of the equipment provided:

- They resign the employment of the Council or retire.
- They move to a role which cannot be carried out remotely.
- They are subject to disciplinary or capability procedures which require the employee to cease contracted remote working; and/or
- Neglect to take proper care of or damage the equipment provided.

If employees require stationery items, they should discuss this with their line manager.

13. Insurance, Mortgage and Tenancy Agreements

Working remotely should not in itself give rise to any specific issues from a risk management or insurance point of view. The ethos of the Council is that good practice should reduce or eliminate the possibility of injury or loss to employees, the Council or others. Insurance by itself does not prevent injury or loss, good risk management practice must be in place. It is therefore vital that employees and managers adhere to this remote working guidance and associated guidelines, in order to maintain the efficacy and validity of this insurance provision.

Liability insurance protects the Council and its employees for accidental death, injury and loss of property where the Council has been negligent. This insurance will operate in respect of employees who are working remotely with the knowledge and consent of their manager, subject to the appropriate risk, health and safety assessments and training and support being in place. Please note that those employees using their own device will not have those devices covered by Council's Insurance.

Property insurance cover is provided by the Council. This will only apply to all items provided for use by the employee working at home with the knowledge and consent of their manager. The employee has a duty and responsibility to look after the Council's property.

Employees' own insurance policies are unlikely to be affected by working remotely. However, employees are advised to inform their insurers or inform others such as their landlord, mortgage company or loan company of any working from home arrangements, within the terms of any agreements. If in doubt the employee should let their insurance company know, as nondisclosure may sometimes invalidate a policy in the event of a claim.

Any employee using their own vehicle for business purposes should have 'business insurance cover' noted on their own personal motor insurance policies.

Can we include some information on how this applies when on site/ at a client address as part of this section.

14. Mileage Claims

Still under discussion with HMRC.

15. Tax Relief

The Council appreciates that gas and electricity bills may have increased due to home working; however, other costs (such as petrol, car insurance, public transports, etc...) may have reduced as a result of home working. Therefore, the Council will not pay an additional allowance to those working remotely.

Employees may be able to claim tax relief from HMRC for bills, like gas and electricity, which may have been affected due to working from home. Employees should check these guidelines and ensure they claim tax relief where this is relevant to their situation. More information can be found on the following link: [Claim tax relief for your job expenses: Working from home - GOV.UK \(www.gov.uk\)](https://www.gov.uk/claim-tax-relief-for-your-job-expenses-working-from-home).

16. Working hours

Employees are responsible for ensuring they complete their working hours as defined in their contracts of employment whilst working from home.

Should an employee wish to permanently change their work pattern or working hours, please refer to the [Flexible Working policy](#).

17. Working from council premises

Employees should ensure that they respect any premises where they are a visitor and are considerate of other users.

Some Workstyles may incorporate the concept of hot desking. Services where workers are designated as agile, hybrid or office worker will have a dedicated zone of desks for their use called 'villages'. Whenever you use a desk, whether through hot desking or within an allocated 'village', it is important that clear desk principles are followed.

Adopting clear desk principles will ensure that council employees feel more comfortable working from a desk that has not been personalised. Therefore, there is a clear expectation that when an employee vacates a desk that may be used by another member of staff, it will be left clear, with no materials left other than the standard desk equipment provided by the Council and that they have cleaned the desk to ensure it is hygienically safe to use.

18. Working from different locations (within or outside the UK)

In exceptional circumstances, if employees have a requirement to work from a location which is not their home (whether within the UK or outside the UK), they must explain the reasons for the requirement to their line manager and these requests must be agreed by an Assistant Director/Head of Service.

Changes to work locations must be agreed in advance. If employees have changed location prior to agreement from the Assistant Director/Head of Service, they may be liable to a fact-finding investigation and subsequent disciplinary proceedings.

These requests can only be considered for agile and home workers. Due to the nature of the other workstyles, front-line, hybrid and office workers cannot change their arrangements unless there is a fundamental change in their role which requires a shift to either the agile or home workstyles.

Employees will be expected to carry out their full range of duties from the agreed location. Line Managers will complete a Change of Location Checklist to ensure that all IT Security and Health & Safety criteria are met prior to agreement.

In the event that an employee is unable to perform their duties from the alternative location due to IT/technological issues, advice should be sought from Human Resources.

19. Unplanned disruptions

Unplanned disruptions can occur from time to time. These can be issues such as power cuts, loss of network, loss of wi-fi connection, no access to mailboxes or Council systems, work on your machine and upgrades carried out by ICT.

If you are affected by unplanned issues which don't allow you to carry out your work from home, you should try to resolve these as soon as possible. Some issues such as power cuts will be out of your control; however, for issues related to connectivity, network, access to mailboxes and system, you should contact ICT straight away. If time is required during your working hours to resolve these issues, you won't be required to use flexi.

Home Working

Appendix 4

Health and Safety Guidance for Managers and Employees

Risk and Safety
October 2021



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Appendices

APPENDIX 1 – Sample – Home Working Risk Assessment (Managers)

APPENDIX 2 – DSE Workstation Setup

Version Control

Version Number	Effective Date	Details of Revision	Responsible Person	Review Date
1	<insert date>	Home Working – Health and Safety Guidance for Managers and Employees	Carol Boyd	<insert review date>

Home Working Guidance

1. Introduction

For the purposes of this guidance, a Home Worker is classed as an employee who uses their home as a work base to carry out all or part of their duties. Hybrid or Agile workers fall into this category and should therefore follow this guidance.

Like office-based work, working at home is generally low risk, however there are some known hazards associated with home working and therefore a risk assessment is required. **Service Leads, Coordinators and Line Managers** are responsible for ensuring these are undertaken for their teams.

A sample Risk Assessment template for Home Working can be found at Appendix 1.

All employees working from home should undertake a simple '[home working self-assessment](#)' in order to identify and mitigate any potential risks which may be specific to their individual environment. This should be carried out by each individual employee for their intended home working location.

The direct link to the 'home working self-assessment' pro forma can be found [here](#).

This following guidance is intended to assist in identifying some of the generic risks associated with home working and provides information on how these risks may be mitigated.

As an approved Council Health and Safety Guidance 'Standard' it forms part of the arrangements section within the South Ayrshire Council Corporate Health and Safety Policy and should be implemented across all Service areas where there are Council employees working from home for all or part of the time. As outlined above, this will include those classed as Agile or Hybrid workers.

2. Relevant Legislation

Under the [Health and Safety at Work etc. Act 1974](#) employers are required to take all reasonable steps to protect the health, safety and welfare of employees whilst they are at work. This includes those employees who work from home.

This guidance explains the arrangements in place to reduce the risks associated with home working, in compliance with the [Management of Health and Safety at Work Regulations 1999](#) and [Health and Safety \(Display Screen Equipment\) Regulations 1992 \(as amended in 2002\)](#).

3. Organisational Responsibilities

3.1 The Chief Executive is responsible, so far as is reasonably practicable, for ensuring the health, safety and welfare of SAC employees and others who may be affected by Council activities. The Chief Executive is committed to:

- Allocating appropriate resources to enable the implementation of the Corporate Health and Safety Policy and associated Standard Guidance in order to protect the workforce and maintain compliance with legislation.

- Ensuring that Directors, Assistant Directors, Heads of Service and Service Leads are aware of the arrangements that should be in place within Services and that actions arising from any Home Working Risk Assessments are carried out in a timely manner.

3.2 Service Leads are responsible for ensuring that risk assessments are undertaken for their teams. They are committed to communicating the content of the risk assessments and making available adequate resources for the implementation of mitigating measures agreed.

They will aim to ensure that relevant employees are given the appropriate information, training and equipment to carry out their role safely and without risks to their health, so far as is reasonably practicable.

3.3 Home Working Employees are requested to co-operate with the Council by undertaking a [‘Home Working Self-Assessment’](#) and by complying with any measures identified by their manager in the wider Home Working risk assessment process. Home working employees are those defined as Homeworkers, Hybrid Workers or Agile Workers.

Such measures will include (but are not restricted to), a number of general requirements, as follows;

- Follow guidance issued and adhere to the mitigations agreed within Home Working Risk Assessments compiled by the Service Lead or Line Manager;
- Report all incidents that may affect the health and safety of themselves or others;
- Commit to participating in relevant training, as considered appropriate for their role;
- Be aware of the responsibility to highlight any hazards, or other health and safety concerns associated with their work activity to their Service Lead or Line Manager;
- Ensure that their Home Buildings and Contents Insurers are informed that they are working from home to allow the insurers to confirm that adequate and appropriate cover is in place.
- Undertake a homeworking self-assessment as outlined above.

4. Home Working Hazards

Prior to undertaking Risk Assessments, it is important for Managers to be aware of the hazards which may be anticipated through Employees’ work activities as they relate to home working.

In this guidance the following six hazard groupings have been identified and lists of potential mitigations suggested against each grouping.

- Display Screen Equipment
- Electrical Safety
- Fire
- Work Environment
- Mental Wellbeing / Lone Working

- Aggression

The information is not intended to be exhaustive but rather provide pointers for those working from home or undertaking the risk assessment process.

4.1 Display Screen Equipment

A Display Screen Equipment (DSE) workstation must be suitable when working from home. There are specific legal requirements in terms of the provision of DSE equipment and peripherals.

All South Ayrshire Council employees working from home will be provided with a laptop, monitor, keyboard, mouse and standard DSE adjustable chair. Desks can be provided on request however it is accepted that many homeworkers may prefer to use existing desk / or suitable table / work surface within their home. The use of a standard office desk is therefore not mandatory if homeworkers have an adequate alternative.

There is an obligation on the part of the employee to assess the workstation, to ensure that safe working can be maintained. If a DSE set-up is unsuitable, employees may be more likely to experience upper limb disorders, back / neck pain, visual fatigue or headaches. It is therefore imperative that employees identify a suitable area within their home to set up their workstation, taking into account a range of potential mitigations. Should employees require the use of glasses specifically for DSE work, the Council will refund the employee up to £50 upon production of the [DSE Eyecare Certificate](#) and optometrist receipt.

If it is not possible to achieve a safe working environment within the Home, employees should speak with their Line Manager or Service Lead in the first instance. Support and advice will also be available from the Risk and Safety Team. In the event that minimum requirements cannot be established within an employee's home location, further consideration will be given to a return to an office base.

An example of an ideal DSE Workstation setup is detailed at [Appendix 2](#).

Potential Mitigations

- Ensure workstation is set up in line with diagram at Appendix 2.
- Aim to achieve enough room around the desk/home working area to change position and vary movements regularly.
- Ensure chair is comfortable for carrying out work, supporting the back and allowing feet to rest flat on the floor. The chair should be one that is easily adjustable in terms of height, back position and tilt.
- The display screen should be free from glare and reflections. Characters should be clear and readable.
- The monitor should be positioned at the correct height (see appendix 2).
- Position of laptop/keyboard allows for comfortable typing.
- Software provided is suitable for the work tasks required.

- Change focus from time to time to avoid eye fatigue, stay active / stand up / move around and do stretching exercises regularly.
- Discuss any concerns with line manager.

4.2 Electrical Safety

Electrical equipment supplied for home working will be tested, inspected and maintained in accordance with the SAC Portable Appliance Testing schedule and Electricity at Work Standard. This means you will be required to take your equipment to Council premises for testing from time to time.

Notwithstanding this, it is very important to be vigilant to any damage or defect when using any electrical equipment. Most faults can be clearly seen, and regular **visual checks** can help prevent electrical problems and any associated risk.

In severe circumstances electricity can cause injury or fire and it is therefore essential that all those working from home take a range of simple preventative precautions to manage this risk.

Potential Mitigations

- Employees should undertake regular visual checks for any obvious defects of equipment, leads and plugs. Cables should be fixed securely with no loose wiring or casings. If any defects are noted, equipment should not be used and the issue reported to your line manager immediately.
- Electrical sockets must not be overloaded and the use of power extensions should be in line with the specific loading requirements and should never be plugged into another extension.
- Avoid leaving portable items unattended while charging.
- Equipment should be switched off/unplugged when not in use.
- All electrical cables should be positioned so that they do not pose a risk from tripping.

4.4 Fire

The increase in the use of electronic devices within the home working environment can pose a fire hazard. It is important that home workers take the appropriate precautions to prevent fires from happening and that they have suitable means to detect a fire should one occur.

Although not linked specifically to home working, it is helpful for employees to note that from February 2022, all homes in Scotland will actually be required by law to have interlinked smoke and heat alarms, meaning if one alarm goes off, they all go off. The Scottish Fire and Rescue Service are stipulating that each home should have one smoke alarm in the living room (or room used most); one smoke alarm in every hallway

or landing and one heat alarm in the kitchen. All of these alarms should be interlinked. Where a carbon-fuelled appliance is present (like a boiler, fire, flue, etc) then a carbon monoxide detector should also be fitted in that room although this does not have to be interlinked. Further information can be found from the [Scottish Fire and Rescue Service](#).

More generally Fire Safety in the home is an important factor for both living and working. It makes sense to avoid attempting to 'multi-task' when home working as this can increase fire risk.

It may seem obvious, but undertaking any activity involving ignition sources – such as cooking, where appliances are being left unattended for periods of time – are best avoided. It is easy to become caught up in meetings, calls or concentrated pieces of work and forget a domestic task you are attempting to juggle. Working from home provides some flexibility but fire safety measures need consideration.

Potential mitigations

- Cardboard, paper and any other combustible materials are placed away from any sources of ignition.
- Escape to safety is quick and without obstruction.
- Smoke/heat detectors are fitted throughout the property, are in working order and are tested regularly.
- Laptops are placed on a hard surface to prevent overheating.
- Computers and laptops are turned off when not in use.
- Use of electrical or cooking appliances or other sources of ignition should be managed safely at all times.

4.5 Work Environment

Every home is different and as such not all employees will be able to replicate the traditional type of work space or work station set up that they might have had within the office.

It is important to consider available space carefully and seek to create a working environment that will minimise the risk of any discomfort or longer term postural or upper limb disorders. Undertaking the [Home Working Self Assessment](#) process will assist in ensuring that good standards can be achieved. Equipment necessary to work safely will be / has been provided to all Homeworkers.

Workspace, lighting, heating and ventilation should be adequate but minimum requirements are not specifically prescribed in a home environment. Homeworkers have scope to be flexible on what best suits their working / living conditions but should be mindful of everyday hazards such as trailing cables and uneven floor surfaces.

Employees working from home have a responsibility to ensure that they have a suitable and safe working environment. Completing the Coast course on Home Working and completing a Home Working Self-Assessment will assist this process.

Potential mitigations

- Employees will be provided with the equipment necessary to carry out their job safely from home (i.e. laptop, chair, monitor, keyboard, mouse, desk, etc)
- Aim to achieve sufficient space in and around the desk/home working area to allow work to be carried out comfortably
- Light levels should allow work to be seen clearly without causing eye strain throughout the working day.
- Temperature and ventilation of the home working area should allow for comfort.
- Ensure work area is free of trailing cables and/or any other trip hazards.

4.5 **Mental Wellbeing / Lone Working**

Home working may present many benefits for employees, such as greater work life balance and savings both in time and money as a result of less travel. However, it may also cause feelings of isolation if employees are less connected to colleagues. Home workers may also tend to work longer hours or feel less able to remove themselves from work tasks, especially when faced with demanding workloads and important deadlines. Work-life and Home-life lines can become blurred in such circumstances and this can have a negative impact on mental health.

In addition to this, due to the nature of homeworking, many employees will, by default, also become lone workers. Lone Workers are individuals who are required to work on their own, without close or direct supervision, whether in a fixed location or by moving from place to place. As employees, lone workers are more vulnerable in health and safety terms for several reasons, and it is important that managers consider this when assessing risks for their teams. There may be no direct and immediate support available when dealing with a challenging situation, for example, or an abusive customer. Home based lone workers will also require systems to be in place to ensure their safety when undertaking peripatetic work or site visits directly from their homes. These factors should all be considered within the risk assessment and useful information on lone working is available on the [Council Lone Working Standard Guidance](#).

Potential Mitigations

Mental Wellbeing –

- Colleagues and managers should regularly keep in touch with each other via email, skype for business, MS Teams or phone calls and arrange face to face meetings within agreed timeframes. A minimum requirement of once per month has been set by the FOM steering group for face to face contact.
- Working hours should be agreed between the employee and line manager subject to Service needs.
- As with office based workloads, the demands of the job should be achievable in relation to the resources available and hours of work.

- Employees should report any concerns they have in relation to their health or wellbeing to their line manager at the earliest opportunity and should not let issues or problems build up.
- A referral to Occupational Health may be made by HR on behalf of employees. They can arrange access to Counselling Services for those having difficulty coping.
- Employees and managers can access a new support scheme – [Access to Work](#). It provides support, advice and guidance to those who are living with mental health difficulties. Information on the service and how to apply can be found on the Core: <https://thecore.south-ayrshire.gov.uk/article/36316/Access-to-work>
- Employees and Managers can access a vast range of resources available on the Core and through the Council's Healthy Working Lives page to support mental health and wellbeing. Useful links are also provided on page 10.

Lone Working –

- Safe systems of work should be in place for Lone workers. If an employee needs to leave their home for any work-related purpose then details of this should be recorded by most appropriate means, with their line manager, perhaps via shared electronic diaries or other shared electronic resource. Arrangements should be in place to monitor expected return time via a call, text or email.
- Should any lone working employee feel seriously unwell during the course of the working day, they should inform their line manager or a colleague and arrangements should be made to make contact at a pre-determined time to check on their wellbeing.
- Employees and Managers should be aware of the Council's [Lone Working Standard](#) guidance and follow the principles outlined within this.
- A Lone Working risk assessment should be completed by Line Managers and communicated to employees for specific activities that employees may be required to undertake, eg. visiting a tenanted property or construction site. A sample Lone Working risk assessment is available on [The Core](#).
- Where deemed appropriate, managers should consider within their lone working risk assessment whether employees would benefit from an emergency 'fob' alert device which is available from the Council's mobile technology provider Vodafone and can be accessed via ICT.

4.6 Aggression

Although working from home, a number of employees will still have interaction with members of the public via telephone calls or emails which can mean that they may be at risk from verbal abuse or threats. It should be noted that although the greatest risk of aggression is from members of the public, there can also be instances where colleagues may be aggressive towards each other.

Whilst SAC welcomes comments and complaints from employees and members of the public, all violent and aggressive behaviour towards employees is considered unacceptable, whatever form it takes and whatever reasons may be given for it.

Potential Mitigations

- Employees should remain calm and not respond in kind when presented with aggression. De-escalation techniques can be employed, such as maintaining a calm tone of voice; listening carefully; displaying empathy and understanding; using the person's name regularly and trying to avoid interrupting callers in order to diffuse a challenging situation.
- Calls should be terminated or passed to a line manager if at any time a threat is made to the employees' personal safety or the individual refuses to calm down and communicate in an acceptable manner.
- Employees should follow the Council's [Code of Conduct for Employees](#) and [The South Ayrshire Way](#) to create a positive, supportive and respectful working environment.
- The Violence and Aggression Standard is available on [The Core](#) and should be considered by both employees and managers. Legal Services have also developed a Zero Tolerance Policy for Council interactions.
- Where appropriate, managers should arrange for their teams to undertake MAPA training which covers de-escalation techniques and can be organised via Book'n'Go.

5. Reporting Incidents

5.1 Council Reporting

Employees are encouraged to report any work related accidents or incidents of Violence and Aggression that occur while home working. This can be done using the [Accident reporting form \(AR1\)](#) or the [Violence and Aggression Reporting Form](#) which are both readily available on the Health and Safety pages of the Core.

These forms ensure that Line Managers are aware of incidents and have documented what action they are taking to prevent recurrence. The Risk and Safety Team gather statistics and analyse trends relating to all incidents and accidents on a quarterly basis. This helps provide a 'snapshot' of the current position and allows for further actions to be recommended if required and elevated to Service Leads via Pentana.

6. Further Information and General Guidance

External Information / Guidance -

- [Protect Home Workers](#) – HSE Toolbox
 - [SAMH – Staying Mentally Healthy when Working from Home](#)
- South Ayrshire Council Information / Guidance
- [Health and Safety Policies / Standards / Guidance / Documents](#)
 - [Health Working Lives](#)

7. Summary

Home working can be undertaken safely if risks are managed in a reasonable manner.

Fundamentally, a key component in consideration of home working is personal responsibility. It is incumbent upon all employees to be mindful of the varying circumstances which might alter the dynamic of their situation. It is crucial that any measures provided for employees are used in the manner intended and that employees participate in training which might equip them with the skills necessary to carry out their role safely.

Advice and support can be sought from a range of services both within and out with South Ayrshire Council.

For further information and sign posting please contact the Risk and Safety Team at corporate.safety@south-ayrshire.gov.uk

DRAFT

Appendix 1

Sample – Home Working Risk Assessment for Service Leads / Line Managers

Description of Task/Activity	Sample - Home working	Directorate	All	Assessor(s)	Name:
		Service	All		
		Reference No		Last Review Date	15/10/2021

Persons Identified at Risk – Homeworking Employees
Consider those especially vulnerable (young/inexperienced workers, those with special needs, disabilities etc)

Severity	1. Minor: Near miss incident or minor injury	Likelihood	1. Unlikely
	2. Moderate: Injury / Ill health		2. Possible
	3. Major: Serious injury or ill-health		3. Likely
	4. Critical: Significant injuries and cases of ill-health		4. Very Likely
	5. Catastrophic: Single or multiple fatality		5. Almost Certain

Hazards Identified	Person(s) at Risk	Types of Loss/ Injury/Ill Health	Current Control Measures
<p>Managers should ensure that their teams have completed the home working self assessment form and are satisfied that the following hazards have been considered and mitigated where appropriate</p>			
1 Display Screen Equipment	Employee	Strains Muscoskeletal injuries Eye/Sight problems	<p>Through home working self assessment the team has achieved the following;</p> <p>Workstations set up in line with diagram at appendix 2 in Home Working Standard</p> <p>Where possible employees have ensured that there is enough room around the desk/home working area to change position and vary movements regularly.</p> <p>Chairs used by staff are comfortable for carrying out work, supporting the back and allowing feet to rest flat on the floor. The chairs are easily adjustable in terms of height, back position and tilt.</p>

				<p>The display screen is free from glare and reflections. Characters are clear and readable.</p> <p>The monitors are positioned at the correct height.</p> <p>Position of laptop/keyboard allows for comfortable typing.</p> <p>Software provided is suitable for the work tasks required</p> <p>Teams are aware to change focus from time to time to avoid eye fatigue, stay active and / or do stretching exercises regularly.</p> <p>The team are aware that they should discuss any concerns with their line manager – xxxxxx (name)</p>
2	Electrical Safety	Employee Others within employee's home	Fatalities, major injuries, electrocution, burns, damage to property.	<p>Efforts are made to ensure that –</p> <p>Employees undertake regular visual checks for any obvious defects of equipment, leads and plugs. Cables should be fixed securely with no loose wiring or casings. Staff are aware that if any defects are noted, equipment should not be used and the issue reported to their line manager immediately.</p> <p>Electrical sockets are not overloaded and the use of power extensions is in line with the specific loading requirements and are never plugged into another extension</p> <p>Leaving portable items unattended while charging is avoided</p> <p>Equipment is switched off/unplugged when not in use</p> <p>All electrical cables are positioned so that they do not pose a risk from tripping</p>
3	Fire	Employee Others within employee's home	Fatalities, major injuries, electrocution, burns, smoke inhalation, damage to property	<p>Teams are aware that efforts must be made to ensure that –</p> <p>Cardboard, paper and any other combustible materials are placed away from any sources of ignition</p>

				<p>Escape to safety is quick and without obstruction</p> <p>Smoke detectors are fitted throughout the property, are in working order and are tested regularly</p> <p>Laptops are placed on a hard surface to prevent overheating</p> <p>Computers and laptops are turned off once employees have finished using them</p> <p>Use of electrical or cooking appliances or other sources of ignition is managed safely.</p>
4	Work environment	Employee/ Others within employee's home	Minor to major injuries Strains Fractures Bruising Eye/sight problems Ill Health	<p>Employees are provided with the equipment necessary to carry out their job safely from home (i.e. laptop, chair, monitor, keyboard, mouse, desk, etc)</p> <p>Efforts are made to ensure that;</p> <p>There is sufficient space in and around the desk/home working area to allow work to be carried out comfortably</p> <p>Light levels allow work to be seen clearly without causing eye strain</p> <p>The temperature and ventilation of the home work area is comfortable for the employee</p> <p>Work area is free of trailing cables and/or any other trip hazards</p>
5	Mental Wellbeing/Lone working	Employee	Feelings of isolation Anxiety Ill Health	<p>Efforts are made to ensure that –</p> <p>Mental Wellbeing – Colleagues and managers regularly keep in touch with each other via email, skype for business, MS Teams or phone calls and hold face to face meetings within agreed timeframes.</p> <p>Working hours are agreed between the employee and line manager.</p>

				<p>As with office based workloads, the demands of the job are achievable in relation to the resources available and hours of work.</p> <p>Employees are aware to report any concerns they have in relation to their health or wellbeing to their line manager at the earliest opportunity and will not let issues or problems build up.</p> <p>A referral to Occupational Health may be made by HR on behalf of employees for access to Counselling Services if they are having difficulty coping.</p> <p>Employees and Managers can access a vast range of resources available on the Core and through the Council's Healthy Working Lives page to support mental health and wellbeing.</p> <p>Lone Working - Safe systems of work are in place for Lone Workers. If an employee needs to leave their home for any work related purpose then details of this are recorded by most appropriate means, perhaps via shared electronic diaries or other shared electronic resource. Arrangements are in place to monitor expected return time via a call, text or email.</p> <p>Should any lone working employee feel seriously unwell during the course of the working day, they are aware that they should inform their line manager or a colleague and arrangements will be made to make contact at a pre-determined time to check on their wellbeing.</p> <p>Employees and Managers are aware of the Council's <u>Lone Working Standard</u> and follow the principles outlined in this.</p> <p>A Lone Working risk assessment has been completed by Line Managers and communicated to employees for specific activities employees may be required to undertake, i.e. visiting</p>
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				<p>a tenanted property or construction site. (<i>A sample Lone Working risk assessment is available on The Core.</i>)</p> <p>Where deemed appropriate, managers consider within their lone working risk assessment whether employees would benefit from an emergency 'fob' alert device which is available from the Council's mobile technology provider Vodafone and can be accessed via ICT.</p>
6	Aggression (via telephone calls)	Employee	Psychological harm	<p>Efforts are made to ensure that -</p> <p>Employees remain calm and do not respond in kind when presented with aggression. De-escalation techniques are employed, such as using a calm tone of voice; listening carefully; displaying empathy and understanding; using the person's name regularly and trying to avoid interrupting callers in order to diffuse a challenging situation.</p> <p>Calls are terminated or passed to a line manager if at any time a threat is made to the employees' personal safety or the individual refuses to calm down and communicate in an acceptable manner.</p> <p>Employees follow the Council's Code of Conduct for Employees and The South Ayrshire Way to create a positive, supportive and respectful working environment.</p> <p>The Violence and Aggression Standard is available on The Core and is considered by both employees and managers. Legal Services have also developed a Zero Tolerance Policy for Council interactions.</p> <p>Where appropriate, managers arrange for their teams to undertake MAPA training which covers de-escalation techniques and can be organised via Book'n'Go.</p>

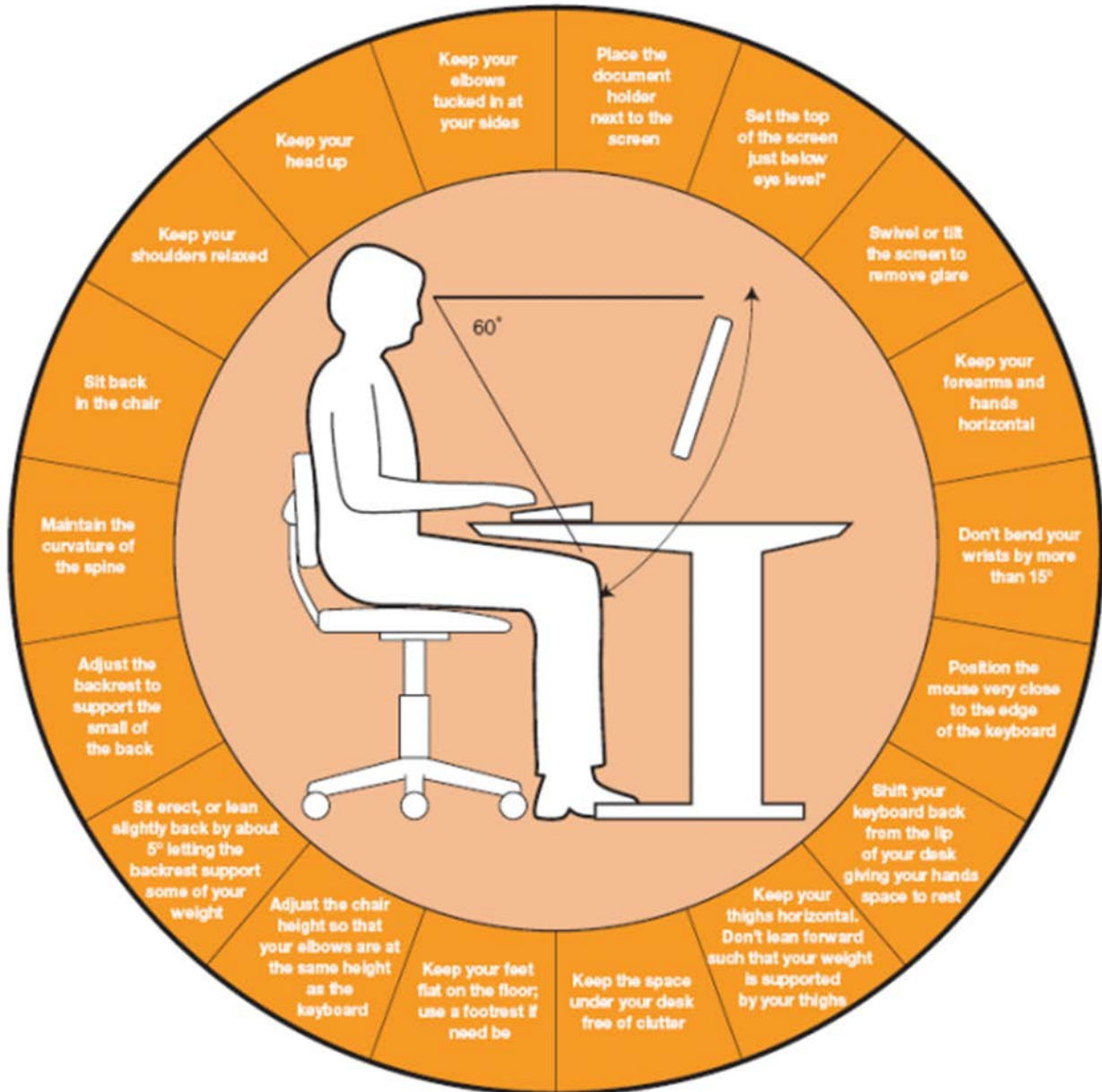
Appendix 1

Homeworking Risk Assessment Template

Risk Rating Number (RRN) with existing Control Measures:	<input style="width: 30px; height: 20px;" type="text" value="2"/>	x	<input style="width: 30px; height: 20px;" type="text" value="1"/>	=		<input style="width: 30px; height: 20px;" type="text" value="2"/>
	Severity		Likelihood			Risk Rating
HIGH: <input type="checkbox"/>	MEDIUM: <input type="checkbox"/>		LOW: <input checked="" type="checkbox"/>			
High = 12 to 25	Med = 4 to 10		Low = 1 to 3			

	Additional Recommended Control Measures	Action By	Planned Completion Date	Date Implemented
1	ALL employees working from home should complete the Home Working Self Assessment			
2	We will continue to involve employee groups and consult with Trade Unions Representatives as appropriate, in the ongoing development of the risk assessment process and any new mitigations required.			
3	Monitor compliance with the risk assessment control measures and take appropriate action to resolve any issues.			
4	It is vitally important that you share the results of your risk assessment with your teams/ TU reps. It is essential that all employees are fully aware of the risk mitigations in place to manage their health and safety and are able to implement all control measures effectively.			

Risk Rating Number (RRN) after implementation of additional Control Measures:	<input style="width: 30px; height: 20px;" type="text" value="2"/>	x	<input style="width: 30px; height: 20px;" type="text" value="1"/>	=		<input style="width: 30px; height: 20px;" type="text" value="2"/>
	Severity		Likelihood			Risk Rating
HIGH: <input type="checkbox"/>	MEDIUM: <input type="checkbox"/>		LOW: <input checked="" type="checkbox"/>			
High = 12 to 25	Med = 4 to 10		Low = 1 to 3			
Name of Assessor(s) <small>(PRINT)</small>		Assessment Date				
Assessor(s) Signature(s)		Review Date				
Designation		Assessment Reviewed by				
Name of Manager /Person Responsible for ensuring above is implemented			Comments:			
Signature						
Designation						



Appendix 5 - Design principles for the Office Accommodation Model

1. Enables efficient and effective delivery of Council services
2. Innovative in both design and technology
3. Provides a smooth and uninterrupted service to customers of the Council
4. Accessible for all users
5. Supports our health and wellbeing and empowers employees to work flexibly
6. Enables the Council to meet its duty of care towards employees
7. Scalable and anticipates changing service demands and requirements
8. Office configurations are standardised across the estate to an agreed specification
9. Technological solutions are accessible to users of varying levels of digital skills
10. Responsive to environmental change and supports the Council's sustainability agenda

Appendix 6 - Customer Survey Findings

The survey was designed to get feedback from residents, including those who previously used the face to face drop in service from the Customer Service Centres. The survey asked respondents about their previous ways of interacting with the council and their preferences going forward. The survey ran from 1 November to 31 December 2021. Residents could complete the survey online, by calling our Customer Services Team or by asking at their local library or leisure centre. The survey was advertised on our social media channels; on local radio; in paper copies of South Ayrshire Council Live and by our Customer Services and other frontline, customer-focussed teams such as Benefits and Thriving Communities.

429 responses were received.

Respondents who visited the Customer Service Centres

70% of respondents stated that they had used the drop in, face to face service in our customer service centres pre- Covid. Of these,

- 40% stated they used the face to face service as it was their preference
- 33% stated that they used the face to face service to hand in forms
- 15% could not resolve their enquiry online at that point
- 7% stated that they were unable to call
- 4% stated that there was no other option available
- 1% stated they were unaware of a phone option.

Of the respondents who previously visited the Customer Service Centres –

- 51% used the centres rarely
- 18% used the centres once a quarter
- 18% used the centres once a month
- 9% used the centres fortnightly
- 4% used the centres weekly

Of the respondents who previously visited the Customer Service Centres –

- 53% stated they would now prefer to carry out enquiries by phone
- 11% stated they would prefer to carry out enquiries digitally.
- 36% stated they would prefer to carry out enquiries face to face. Of these, 2 respondents stated that they did not have a phone and 3 stated that they had a disability and would therefore prefer a face to face enquiry. The remaining respondents had no particular need for face to face or barrier to accessing services by phone or online, but simply preferred a face to face method.

All Respondents

Taking into account all respondents, their preference for accessing services going forward are as follows:

- 50% stated a preference to carry out enquiries by phone
- 32% stated a preference to carry out enquiries face to face
- 18% stated a preference to carry out enquiries digitally

We have published more detailed information and feedback from the survey on our website.

**South Ayrshire Council
Equality Impact Assessment including Fairer Scotland Duty**

Section One: Policy Details*

Name of Policy	Future Operating Model – Workstreams 1 and 2 – Service Lead proposals for workstyles by role post Covid and Remote Working Policy.
Lead Officer (Name/Position)	Wendy Wesson (Service Lead – HR & Payroll) Gillian Farrell, Service Lead, OD and Customer Services
Support Team (Names/Positions) including Critical Friend	Noemi Cecconi (HR Policies and Operations Coordinator)

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main aims of the policy?	<ul style="list-style-type: none"> • To establish a longer term, sustainable model of working, which will include working from home; • To establish fair, flexible and supportive working arrangements to ensure staff have a good work life balance and remain healthy, engaged and productive.
What are the intended outcomes of the policy?	<ul style="list-style-type: none"> • Increase the rate of retention of staff. • Reduce absence. • Attract new talent. • Promote work-life balance – to ensure that staff have a good work-life balance and remain healthy, engaged and productive. • In doing so, we will also improve the Council's service provision and reputation as an employer of choice. • Workstyles best meet the needs of the service and take into account any changes to workstyles or ways of working which have proved effective during the pandemic period. • Fair, flexible and supportive policies and working arrangements are in place • Employees who cannot work to the workstyle agreed for their role will be able to request an alternative workstyle depending on their individual circumstances.

Section Two: What are the Likely Impacts of the Policy?

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	Employees whose roles have been identified as homemaker, hybrid or agile
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts							
Age: Issues relating to different age groups e.g. older people or children and young people	Under						Over	
		21	21-30	31-40	41-50	51-60	61-70	71
	Home	3%	18%	17%	23%	29%	10%	1%
	Agile	0%	22%	32%	46%	0%	0%	0%
Disability: Issues relating to disabled people	No Disability		Disability	unknown				
	Home	69%		7%	24%			
	Agile	68%		4%	28%			
	Hybrid	69%		7%	24%			
Gender Reassignment – Trans/Transgender: Issues relating to people who have proposed, started or completed a process to change his or her sex	We held a Disability Forum on 15/02/22. During the discussion two employees who have a disability indicated home-working has had a positive impact on their life and improved ability to cope with their disability.							
	No anticipated impact							
Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership	No anticipated impact							

Pregnancy and Maternity: Issues relating to woman who are pregnant and/or on maternity leave	No anticipated impact																
Race: Issues relating to people from different racial groups,(BME) ethnic minorities, including Gypsy/Travellers	<table border="1"> <thead> <tr> <th></th> <th>BME</th> <th>White</th> <th>Unknown</th> </tr> </thead> <tbody> <tr> <td>Home</td> <td>1%</td> <td>92%</td> <td>7%</td> </tr> <tr> <td>Agile</td> <td>2%</td> <td>92%</td> <td>7%</td> </tr> <tr> <td>Hybrid</td> <td>1%</td> <td>92%</td> <td>7%</td> </tr> </tbody> </table>		BME	White	Unknown	Home	1%	92%	7%	Agile	2%	92%	7%	Hybrid	1%	92%	7%
	BME	White	Unknown														
Home	1%	92%	7%														
Agile	2%	92%	7%														
Hybrid	1%	92%	7%														
Religion or Belief: Issues relating to a person's religion or belief (including non-belief)	No anticipated impact																
Sex: Gender identity: Issues specific to women and men/or girls and boys	<table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Home</td> <td>88%</td> <td>12%</td> </tr> <tr> <td>Agile</td> <td>71%</td> <td>29%</td> </tr> <tr> <td>Hybrid</td> <td>90%</td> <td>10%</td> </tr> </tbody> </table>		Female	Male	Home	88%	12%	Agile	71%	29%	Hybrid	90%	10%				
	Female	Male															
Home	88%	12%															
Agile	71%	29%															
Hybrid	90%	10%															
Sexual Orientation: Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight	No anticipated impact																

Equality and Diversity Themes Relevant to South Ayrshire Council

Health Issues and impacts affecting people's health	Employees can fit into different workstyles depending on the nature of their role and therefore ensuring work-life balance (for example, reducing time pressure of commuting).
Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.	No anticipated impact

Socio-Economic Disadvantage

<p>Low Income/Income Poverty: Issues: cannot afford to maintain regular payments such as bills, food and clothing.</p>	<p>Costs associated with the rising energy bills will potentially negate the savings to employees from their commute to work (where applicable).</p> <p>*Employees who cannot work to the workstyle agreed for their role because of low wealth will be able to request an alternative workstyle depending on their individual circumstances.</p>
<p>Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future</p>	<p>*See above.</p>
<p>Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies</p>	<p>No anticipated impact</p>
<p>Area Deprivation: Issues: where you live (rural areas), where you work (accessibility of transport)</p>	<p>Where possible, employees who have an agile, hybrid or homeworking workstyle and who need access to a Council building will be able to access the most appropriate closest premises depending on the exigencies of their role.</p>

Section Three: Evidence Used in Developing the Policy

<p>Involvement and Consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who did you involve, when and how?</p>	<p>1344 employees took part in our corporate Covid survey in December 20- Jan 21 telling us about their experience of working from home. Information from this, including benefits and challenges detailed in employees' responses, were taken into account in developing workstyle proposals and policies to support them.</p> <p>Service Leads were asked to engage with staff at team and individual level to agree workstyle proposals by role which would best meet the needs of the service going forward, and taking into account any changes to workstyles or ways of working which have proved effective during the pandemic period.</p> <p>In addition, pages were created on the Core to enable employees to submit questions. https://thecore.south-ayrshire.gov.uk/article/27928/Future-Operating-Model</p> <p>Regular communications were issued advising employees on how to ask a question or get involved. A video https://thecore.south-ayrshire.gov.uk/article/27929/1-Workforce-Analysis was created to help explain workstyles and all service Leads were asked to share with staff.</p> <p>Trades Unions representatives were involved in both Workstreams 1 and 2.</p> <p>Disability Forum to be arranged TBC</p>
<p>Data and Research In assessing the impact set out above what evidence has been collected from research or other data. Please specify what research was carried out or data collected, when and how this was done.</p>	<p>Research carried out in respect to Remote Working across both private and public sector. Sought guidance from ACAS and CIPD to support the development of the policy. Data on protected characteristics of employees where a change to their pre-Covid workstyle is proposed was gathered from Oracle (HR system).</p>
<p>Partners data and research In assessing the impact(s) set out in Section 2 what evidence has been provided by partners? Please specify partners</p>	<p>N/A</p>
<p>Gaps and Uncertainties Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	<p>There could be future gaps or uncertainties related to any new employees joining the organisation; however, as part of the recruitment process and existing policies and procedures, these would be considered at the appropriate time.</p>

	PC data will change as employees change roles and, in some instances, the same job title (e.g., admin assistant) has been allocated different workstyles depending on the needs of services. Data submitted by Service Leads was anonymised and by role rather than by individual employee. This means there may be some anomalies in the overarching data.
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Section Four: Detailed Action Plan to address identified gaps in:

- a) evidence and
- b) to mitigate negative impacts

No.	Action	Responsible Officer(s)	Timescale
1	Continuously monitor recruitment practices to ensure that any new requirements are considered appropriately, and we have included this in the workplan for policy monitoring and review.	Service Lead – HR Payroll HR Policies and Operations Coordinator	Annually
2	If approved, Oracle to be updated with revised employee workstyles i.e., hybrid, homeworker or agile roles. This will allow data by PC to be accurately analysed as data will reflect any staffing changes or changes in circumstances.	Service Lead – HR Payroll HR Policies and Operations Coordinator	Once approved by LP

Note: Please add more rows as required.

Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

When is the policy intended to come into effect?	Once approved by Leadership Panel
When will the policy be reviewed?	Annually or update as and when changes are required.
Which Panel will have oversight of the policy?	Leadership Panel

Section 6

South Ayrshire Council

Appendix

Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Policy: Remote Working Policy

This policy will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

<p>Eliminate discrimination</p> <p>No impact</p>
<p>Advance equality of opportunity</p> <p>The policy will meet the needs of different groups of staff by ensuring that staff have a good work-life balance and remain healthy, engaged and productive.</p>
<p>Foster good relations</p> <p>No impact</p>
<p>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</p> <p>We have recognised that if employees cannot work to the workstyle agreed for their role (because this will put them in financial hardship), they will be able to request an alternative workstyle.</p>

Summary of Key Action to Mitigate Negative Impacts	
Actions	Timescale
Continuously monitor recruitment practices to ensure that any new requirements are considered appropriately, and we have included this in the workplan for policy monitoring and review.	

Signed: Wendy Wesson (Service Lead)

Date: 15 February 2022

South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. FSD Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

1. Policy details

Policy Title	Future Operating Model Workstreams 3 and 4 – Support for Homeworking
Lead Officer (Name/Position/Email)	Gillian Farrell, Service Lead OD and Customer Services Stewart McCall – Service Lead – ICT Enterprise Architecture

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	N/A	N/A
Disability	N/A	N/A
Gender Reassignment (Trans/Transgender Identity)	N/A	N/A
Marriage or Civil Partnership	N/A	N/A
Pregnancy and Maternity	N/A	N/A
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	N/A	N/A
Religion or Belief (including lack of belief)	N/A	N/A
Sex – gender identity (issues specific to women & men or girls & boys)	N/A	N/A

Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	N/A	N/A
Thematic Groups: Health, Human Rights & Children's Rights	N/A	N/A

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	N/A	N/A
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	N/A	N/A
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	N/A	N/A
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	N/A	N/A
Socio-economic Background – social class i.e. parent's education, employment and income	N/A	N/A

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the 'Three Key Needs' of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	N/A
Advance equality of opportunity between people who share a protected characteristic and those who do not	N/A
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	N/A

Increase participation of particular communities or groups in public life	N/A
Improve the health and wellbeing of particular communities or groups	N/A
Promote the human rights of particular communities or groups	N/A
Tackle deprivation faced by particular communities or groups	N/A

5. Summary Assessment

<p>Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)</p>	<p style="text-align: right;"><input type="checkbox"/></p> <p style="text-align: right;">NO <input type="checkbox"/></p>
<p>Rationale for decision: WS 3 and 4 developed employee and manager resources to support new workstyles. These present information in an engaging way and can be made available in a range of formats as required. As no new policies or procedures were developed by these workstreams, no EIA is required. Any policies referred to or signposted in the resources have already been equality impact assessed.</p>	
<p>Signed : Gillian Farrell/ Stewart McCall</p> <p>Date: 26 January 2022</p>	

South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: [Equality Impact Assessment including Fairer Scotland Duty](#)

Further guidance is available here: [Assessing impact and the Public Sector Equality Duty: a guide for public authorities \(Scotland\)](#)

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. See information here: [Interim Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018.

1. Policy details

Policy Title	Future Operating Model – Office Accommodation workstream
Lead Officer (Name/Position/Email)	Louise Reid/Assistant Director/ Louise.Reid@south-ayrshire.gov.uk
Scope of the EQIA	<p>The Office Accommodation workstream is one of six Workstreams as part of Future Operating Model. The scope of this workstream is to</p> <ul style="list-style-type: none"> • Develop detailed office accommodation plans based on the proposed workstyles and data returns from services • Utilising CAD, develop layouts for all Council services that show locations of workspaces including service 'Villages', fixed and hot desking locations to be implemented as part of the FOM • Identify how uptake of space will be monitored and managed to ensure proposals meet needs of staff, services and customers. • Identify any spatial efficiencies as a result of this work • Reflect any plans or proposals from other workstreams that impact on workplace accommodation.

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	No	No
Disability	No	No
Gender Reassignment (Trans/Transgender Identity)	No	No
Marriage or Civil Partnership	No	No
Pregnancy and Maternity	No	No
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	No	No
Religion or Belief (including lack of belief)	No	No

Community or Groups of People	Negative Impacts	Positive impacts
Sex – gender identity (issues specific to women & men or girls & boys)	No	No
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	No	No
Thematic Groups: Health, Human Rights & Children's Rights	No	No

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage? (Fairer Scotland Duty). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	No	No
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	No	No
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	No	No
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No	No
Socio-economic Background – social class i.e. parent's education, employment and income	No	No

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the 'Three Key Needs' of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	No adverse impact identified Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	No adverse impact identified Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	No adverse impact identified Low
Increase participation of particular communities or groups in public life	No adverse impact identified Low
Improve the health and wellbeing of particular communities or groups	No adverse impact identified Low
Promote the human rights of particular communities or groups	No adverse impact identified Low
Tackle deprivation faced by particular communities or groups	No adverse impact identified Low

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	YES NO
Rationale for decision: This workstream will not require a full Equality Impact Assessment as the output of the workstream will not have negative or adverse impacts on any group identified above. There are, however, areas that the workstream will need to make provision for if its proposals are approved: <ul style="list-style-type: none">• Communication – continue to ensure that effective communication is in place when workspace plans are approved and ready for implementation• Technology – any technology procured for booking office space should be accessible for all	
Signed : Louise Reid, Assistant Director - Place Date: 28 th January 2022	

South Ayrshire Council
Equality Impact Assessment including Fairer Scotland Duty

Section One: Policy Details*

Name of Policy	Future Operating Model – Workstream 6 – Pilot reintroduction of face to face customer services by appointment, using a Thriving Communities colocation model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole for a 12 month period, during which time further evaluation and public consultation will take place.
Lead Officer (Name/Position)	Jane Bradley, Assistant Director - People
Support Team (Names/Positions) including Critical Friend	Gillian Farrell, Service Lead, OD and Customer Services Tracy Ferguson, Coordinator, OD and Customer Services

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main aims of the policy?	<ul style="list-style-type: none"> • To reintroduce face to face customer services by appointment for customers who cannot engage with the council by phone or digitally. • To encourage customers who can carry out enquiries online and by phone to do so • To support the most vulnerable members of our community • To support people who have a 'barrier' to accessing services other than face to face including those who are digitally excluded, financially unable to use other methods of contact or who have a disability or other factor which makes face to face contact the most appropriate means of interacting with the council. • To ensure that there is an 'open door' in each of the 5 towns from where customers can arrange an appointment by phone or face to face. • To pilot this approach and evaluate it by June 2023 having carried out more extensive evaluation, consultation and engagement.
What are the intended outcomes of the policy?	<p>Customers who would benefit from a face to face customer enquiry because they have barriers or challenges in handling enquiries digitally or by phone will be able to access face to face customer services by appointment.</p> <p>Customers who do not have barriers or circumstances which mean they need a face to face appointment are encouraged to use alternative, more efficient means,</p>

	such as digital, phone, phone appointments, apps and virtual appointments.
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Section Two: What are the Likely Impacts of the Policy?

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	Residents who access customer facing services, principally the Customer Service Centres (contact centre or face to face)
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts
Age: Issues relating to different age groups e.g. older people or children and young people	Anticipated positive impact. We do not hold data on the protected characteristics of people who pre-Covid, used the Customer Service Centres drop in service, however the demographic of South Ayrshire indicates a higher and increasing % of older people compared with the national average. The Customer Service team have been operating as a contact centre since the beginning of the pandemic in March 2020. Some older people may have barriers (e.g. barriers to digital or phone access) which mean that a face to face service by appointment would better suit their needs. It is proposed that people will be able to make appointments by phone, online or from any frontline council office, Thriving Communities Centre, library or leisure centre. Where a customer is vulnerable or has an urgent / critical need, measures will be put in place to deal with their enquiry as quickly as possible.
Disability: Issues relating to disabled people	Anticipated positive impact. We do not hold data on the protected characteristics of people who pre-Covid, used the Customer Service Centres. The Customer Service team have been operating as a contact centre since the beginning of the pandemic in March 2020. Some people with disabilities may have barriers which mean that a face to face service by appointment would better suit their needs. It is proposed that people will be able to make appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. Reasonable adjustment will be made for customers with disabilities.

Gender Reassignment – Trans/Transgender: Issues relating to people who have proposed, started or completed a process to change his or her sex	No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs.
Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership	No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs.
Pregnancy and Maternity: Issues relating to woman who are pregnant and/or on maternity leave	No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs.
Race: Issues relating to people from different racial groups, (BME) ethnic minorities, including Gypsy/Travellers	No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs.
Religion or Belief: Issues relating to a person's religion or belief (including non-belief)	No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs.
Sex: Gender identity: Issues specific to women and men/or girls and boys	No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs.
Sexual Orientation: Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight	No anticipated impact. Where people have barriers which impact on them being able to access services online or by phone because of a protected characteristic, they will be offered a face to face appointment from a location which best meets their needs.

Equality and Diversity Themes Relevant to South Ayrshire Council	Positive and/or Negative Impacts
Health Issues and impacts affecting people's health	No anticipated impact
Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.	No anticipated impact

Socio-Economic Disadvantage	Positive and/or Negative Impacts
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<p>Low Income/Income Poverty: Issues: cannot afford to maintain regular payments such as bills, food and clothing.</p>	<p>Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire for residents who have financial barriers to using other methods of contact e.g. phone or digital.</p>
<p>Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future</p>	<p>Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire for residents who have financial barriers to using other methods of contact e.g. phone or digital</p>
<p>Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies</p>	<p>Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire for residents who have financial barriers to using other methods of contact e.g. phone or digital</p>
<p>Area Deprivation: Issues: where you live (rural areas), where you work (accessibility of transport)</p>	<p>Positive Impact - It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire.</p>

Section Three: Evidence Used in Developing the Policy

<p>Involvement and Consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who did you involve, when and how?</p>	<p>Staff engagement within Customer Services team and 2 x customer surveys, as detailed in the Leadership Panel report, helped to inform this proposal. It should be noted that the proposed approach will be piloted, tested and evaluated over a 12 month period to allow for further consultation and engagement with the public and staff. The proposal was developed as part of the FOM Workstream 6 project which included representation from a range of services and TU members.</p>
<p>Data and Research In assessing the impact set out above what evidence has been collected from research or other data. Please specify what research was carried out or data collected, when and how this was done.</p>	<p>Data on ad hoc customer enquiries received during the period the Thriving Communities team delivered literacy services from the Wallace Tower. Comparative data on customer trends as outlined in the LP report, analysing customer trends in 2018 compared with 2020. This data was taken from the Netcall, email and Q-Tastic systems.</p>
<p>Partners data and research In assessing the impact(s) set out in Section 2 what evidence has been provided by partners?</p>	

Please specify partners	
Gaps and Uncertainties Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?	895 people took part in customer surveys during 2021. We therefore intend to carry out further engagement and consultation during the pilot period.

Section Four: Detailed Action Plan to address identified gaps in:

- a) evidence and
- b) to mitigate negative impacts

No.	Action	Responsible Officer(s)	Timescale
1	Further consultation and engagement with customers and residents.	Gillian Farrell Nicola Gemmell Michael Alexander	By April 2023
2	Evaluation and analysis of customer trends	Gillian Farrell Nicola Gemmell Michael Alexander	By April 2023

Note: Please add more rows as required.

Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

When is the policy intended to come into effect?	From April 2022, Covid restrictions permitting.
When will the policy be reviewed?	April 2023
Which Panel will have oversight of the policy?	A further report will be presented to Leadership Panel by June 2023

Section 6

South Ayrshire Council

Appendix

Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Policy: Pilot reintroduction of face to face customer services by appointment, using a Thriving Communities colocation model, from The Wallace Tower and locations in Troon, Prestwick, Girvan and Maybole

This policy will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

<p>Eliminate discrimination</p> <p>Reintroduce a face to face means of contact through a triaged appointment model to ensure people with protected characteristics or barriers which make it difficult for them to access services online or by phone are provided with a face to face service.</p>
<p>Advance equality of opportunity</p> <p>Reintroduce face to face services by appointment to ensure most vulnerable customers and those with barriers to accessing services by phone or digitally, can arrange a face to face appointment for their enquiry.</p>
<p>Foster good relations</p>
<p>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</p> <p>It is proposed that people will be able to make face to face or phone appointments by phone, online or at any frontline council office, Thriving Communities Centre, library or leisure centre. This expands access to provision across South Ayrshire. People who have socio-economic barriers to digital or phone access will be provided with a face to face service.</p>

Summary of Key Action to Mitigate Negative Impacts	
Actions	Timescale

Signed: .Gillian FarrellService Lead

Date: 14 Jan 2022