



Social Security Scotland
Tèarainteachd Shòisealta Alba

Social Security Scotland Equality Impact Assessment Summary Report Our Ways of Working

Dignity,
fairness,
respect.

Background

The Our Ways of Work project was established to explore options and produce solutions for what the future ways of working will be for Social Security Scotland alongside which hybrid working model is best suited for the organisation.

The Our Ways of Work project is exploring options and producing The Project is people solution led with:

- Various engagement sessions Colleagues and Senior Management to understand what they want and what required to balance this with how we meet expectations and deliver best value.
- The Analyst and Insight team captured and evaluated feedback to ensure the needs of clients and the business requirements.
- Analysing available data from other business areas and external stakeholders to provide indications about impact of proposed actions on service delivery, cost, or colleagues wellbeing solutions for future ways of working at Social Security Scotland, alongside trialling different hybrid working model for the organisation and divisions.

The project ran from August 2021 with recommendations being published in winter 2022.

The Scope of the Equality Impact Assessment

Social Security Scotland and the Our Ways of Working Project aim is to identify how we can work in a hybrid way, while meeting objectives and continuing to deliver a great service, minimising the impact on the environment, and delivering best value for all our colleagues, Clients, and stakeholders.

This project is a considerable risk high reward project which has been delivered at pace. An organisation which works on behalf and for the people of Scotland must have inclusivity and equality at the heart of its culture. Careful consideration on the impact the moving to a hybrid workplace has on our organisation has been taken throughout the lifespan of the project. Along with embedding a culture in which we look out each other and our own wellbeing.

Through engagement with external stakeholders, we know that if the project tries to adopt a one size fits all approach, it will not work. Hybrid working can be approached in different ways dependant on business needs and personal circumstances.

All decision made align with what has been fed back in pulse surveys, engagement sessions, business insights interviews and client surveys. Whilst we have successfully worked in a virtual workplace, re-establishing a regular connection between our people and our office locations will strengthen our culture, our shared sense of identity, and increased face to face workplace interaction supports our commitment to kindness and helps our collective wellbeing. There are also some real practical benefits to working from an office, including information technology resilience, enhanced data security and collaboration.

Key findings

- Colleagues were engaging with the hybrid working trials and, overall, had enjoyed their experience of hybrid working
- An increase in colleagues attending offices (many for the first time) which had thrown up some 'teething' problems, around such as storage, noise, and facilities
- Disabled colleagues raised specific issues around specialist equipment and support, which the relevant teams are addressing and mitigating.
- Disability, as a protected characteristic, has extra complexity due to the range of different experiences of those living with the same/different disabilities. The aim was to create a variety of workspaces within our buildings and hybrid working arrangements to cater for a range of needs.
- Having a range of different spaces which work in a variety of ways is likely to make the provision of reasonable adjustment straightforward and ensuring managers have regular wellbeing conversations with their colleagues to ensure:-
 - Workplace adjustment passports are up to date.
 - Individual needs and provisions are in place both in the home and office working environments.
 - Provision of private, lockable space within a reasonable proximity of where the person is working should be accessible to several protected characteristic groupings when they are needed.
- Colleagues were developing their personal and team approach to hybrid working and how it could best support them in their different roles while ensuring minimum impact on service delivery.
- Intersectionality plays a significant part in the lived experience of people protected characteristic groupings.
- Buildings/offices present the opportunity to offer a fair platform for socio-economic aspects. Consideration has been placed around city centre locations, proximity to transport links and ease of access.
- In our estates, men and women are afforded access to toilets and changing facilities on the same basis and with privacy. Gender-neutral toilets and changing facilities should be provided on the same basis and with privacy.
- Clear communication is essential in addition to clear expectations of what hybrid working means and how it fits into the culture embedded into Social Security Scotland, specifically for the Executive Leadership Team.
- Clear guidance and support packages will be given to managers which will enable them to support their team with the move to business as usual and hybrid working being the norm.
- The cost-of-living crisis began to filter into feedback received in our engagement's sessions with colleagues as the trials progressed. The Crisis which refers to a fall

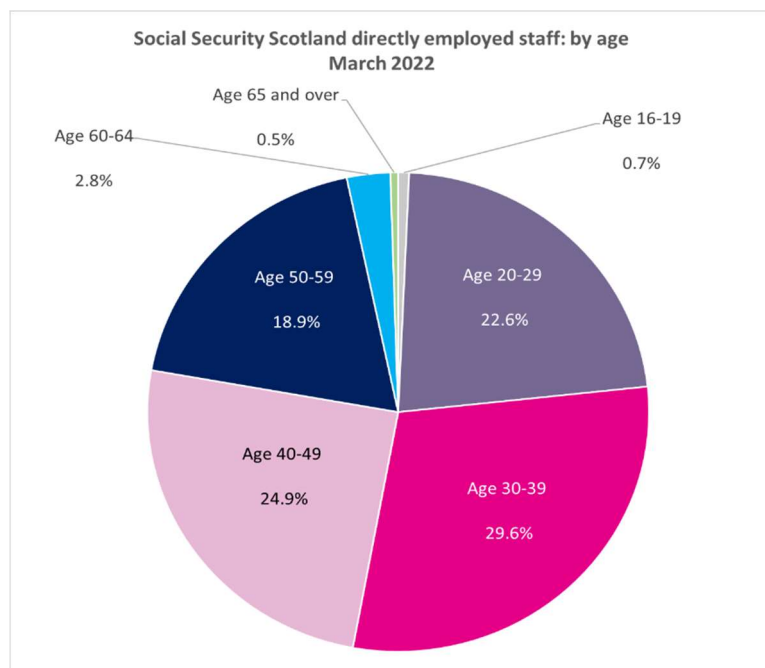
in disposable income and started to impact the whole of the United Kingdom since late 2021 with the rise in fuel prices and utility bills, this will have a disproportional impact on those with protected characteristics. An example of this which was notable was the cost of commuting had become a bigger issue for more people.

Evidence

Social Security Scotland publishes [reports](#) on our workforce every three months. Age, date of birth and gender information are automatically collected for all directly employed colleagues. For other diversity information colleagues need to voluntarily update the online system, there are therefore still some gaps in our data which are reported as “unknown.”

Age

A person belonging to a particular age (for example 32-year-olds) or range of ages (for example 18- to 30-year-olds)



Potential Positive Impacts

Younger employees less likely to have caring responsibilities, more flexibility in various times, days, and locations they can travel.

Different workspaces which include Desk area in quiet zone or on office floor, collaboration spaces, privacy booths, meeting rooms and having a choice of where about you can work in the office can attracts/retains younger workforce.

Being able to work in a variety of locations and closer to home helps colleagues manage responsibilities for older parents (community spaces/keeping it local) or childcare needs.

Promotion of age inclusiveness.

Hybrid working could be beneficial for those with health conditions that traditionally come with age. Managing symptoms discreetly without drawing attention from peers. It could also mean people with health conditions that would benefit from additional manager and wellbeing support could go unnoticed. Hybrid working could also benefit women who are going through menopause and help with symptom management.

Inclusive work environment which supports flexibility in both hours and choice of when you work in the office or at home can empower colleagues of all ages, making Social Security Scotland employer of choice and supporting a healthy work life balance.

Potential Negative Impacts/ Potential Barriers

Some people who are older may require certainty of location and proximity to other facilities, related to other influences/characteristics such as health (e.g., menopause, dementia)

Four generations in the workplace.

Due to an increase in retirement ages, there is a larger age gap for those in work.

Each generation has:

- distinct groups need
- Requirements
- ways of working conflict

one environment cannot suit all but needs to be able to adapt to all needs

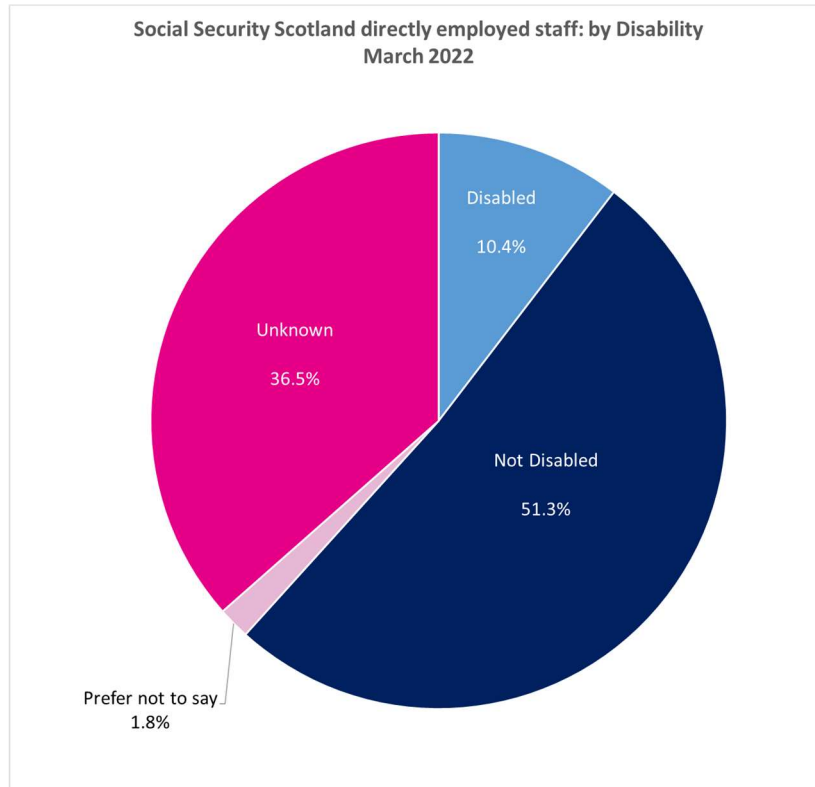
Older people are more likely to have caring responsibilities so may prefer to work from home, may get less opportunities than younger people who may be more 'present' in the office.

Younger people are more likely to have childcare responsibilities and therefore may also have less opportunities in some instances.

Younger people may have a stronger grasp on the technology available (e.g., collaboration tools and hybrid meeting options) and older people not having the same positive experience of hybrid working as a result.

Disability

A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.



Potential Positive Impacts

Working from home on a regular basis positively impacts some people while the flexibility of working in an office provides balance and means some people can still be in an office too.

Working from home and Hybrid set up can positively impact some people who are unable to work in an office full time and could be a driver for recruitment.

Working in a hybrid way could help with management of health conditions and appointments etc.

Hybrid working reduces the risk of contracting COVID-19 (as opposed to full time office working)

Our building provides substantial support for accessibility/disability.

As an employer who champions diversity, we have seen an increase in colleagues who are neurodiverse and could find many benefits from working in a hybrid workplace along with some challenges. For many neurodiverse colleagues' routine and having clear guidance for support along with an understanding manager who has full awareness is essential. Various structure or tools are recommended include:

- A hybrid working model which allows set days in the office in which they would be aware members of team will be in.
- A clear structure to their day and know what work is to be done

- Flexibility to manage condition which extended breaks or lunchtime if tired and need till to rest.
- Flexibility and autonomy to organise working day along with work/life balance.
- A desk booking tool which supports staff with additional requirement and accessibility needs.

Potential Negative Impacts/Potential Barriers

Location of some buildings/route to work. Consideration around accessibility to:

- Public transport and journey from station or stop to building,
- Safety points such as road crossings,
- Parking Facilities

Ease of access to buildings and spaces independently (without need for assistance).

People could struggle with the change to hybrid and the uncertain routine until it becomes established. In addition, late notice of change of day coming into the office or seeing different people during office days.

Our colleagues who are considered high risk from coronavirus (COVID-19) such as those with a weakened immune system or certain autoimmune or inflammatory conditions, have fed back that they have concerns around travelling on public transport. Although we are now in a stable state with regards to Coronavirus cases we are also heading into the first winter period in which we do not have the same level of restriction (lockdowns) in place. There are some measures still in place that mitigate the risks i.e., cleaning schedules, hand sanitiser, wipes for desks and areas where social distancing can be maintained (distance aware scheme). Reporting and monitoring of COVID cases will continue going forward via the accident and incident reporting procedure.

Consideration for those that have various disabilities making sure adjustments are implemented to support people while travelling to work and whilst working.

Back-to-back hybrid meetings can be challenging specifically if held by those who have not familiarised the hybrid meeting guidance. For example, no time allocated for comfort breaks, colleagues taking part virtually not being involved in conversation. IT issues causing sound disruption.

Examples provided for engagement sessions from those with a disability and had been reluctant to travel were:

- Unable to carry equipment
- Distance between parking the car and the office/accommodation for those who have mobility difficulties
- Accessibility to various buildings, clients' homes etc.

- Adapted equipment at home, if travelling between locations need to make sure right equipment and adjustments are in place at the right place at the right time
- Personal Emergency Evacuation Plan to be in all locations that are applicable with colleagues appropriately trained and in the office at the same time as the Plan holder.

Feedback from engagement sessions held with disabled colleagues highlighted the need for a desk booking tool in which specialist desks can be booked and the colleague feel reassured that when they come into the office the equipment is available. For example, high rise desks or desks which are in a dedicated quiet zone. In addition, colleagues who have challenges with travelling or find it difficult to adjust to change will want the security of knowing they have a desk, where they will be sitting in the office and who they will be sitting beside.

Gender reassignment

The process of transitioning from one sex to another.

We currently have no data from Social Security Scotland to advise how many colleagues have transitioned or are transitioning from one sex to another

Potential Positive Impacts:

For those who are undergoing a medical transition and need to take hormones and then come off them regular procedures working in a hybrid workplace can support them during this time by adjusting frequency in the office. In addition, we have a secure room which is used for storage of medication which may need to be refrigerated, for example hormones for transitioning.

Changing spaces, toilet facilities – privacy, dignity

Changing spaces – enclosed/coverable cubicles not open space

Safe spaces (physically and emotional)

Signage and wayfinding language can be inclusive.

Employee passport could ensure any adjustments required, for example regular medical appointment, use of pronouns.

Negative Impact:

Layout of toilet facilities (e.g., shared handwashing)

Some barriers to using wider facilities other groups benefit from e.g., fitness, wellbeing due to lack of privacy, dignity

Location of some buildings/route to work – are some groups more vulnerable/subject to abuse or threat (safety and security)

Virtually, we can easily demonstrate our pronouns and preferred names but when we return to the office we will not be as prevalent.

Mobile workers

- Concern raised over safety due to clients understanding or standards of behaviour, how do we make sure clients treat our people with dignity and respect.
- Potential risk of discrimination and harassment towards transgender people from clients.

Pregnancy and maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

We currently have no data from Social Security Scotland to advise how many colleagues are currently pregnant or on maternity leave or paternity leave

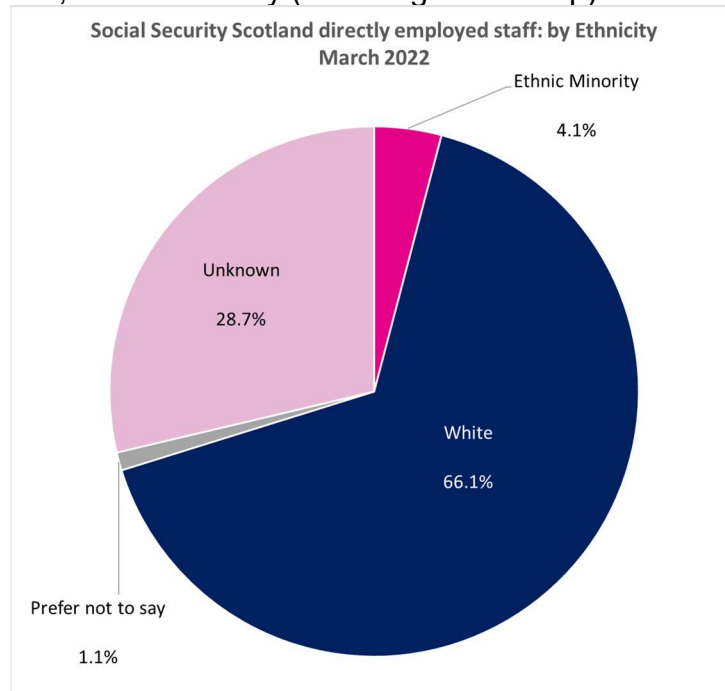
Positive Impacts

There are clear policies in place which make it easily accessible for anyone returning from parental leave to have a safe space to express breast milk and secure refrigeration for storage.

As part of the mandatory managers training there is a package in our e-learning which covers pregnancy and breast feeding.

Race

Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.



Potential Positive Impacts

Ability to provide interpreters to support our clients

Different spaces are available for people to eat. Accommodating groups and sharing, not always at a table (canteen, break spaces).

Race equality network to support colleagues

Promotion of inclusivity through our culture and messaging which is embedded in our charter and people strategy

Potential Negative Impacts/Potential Barriers

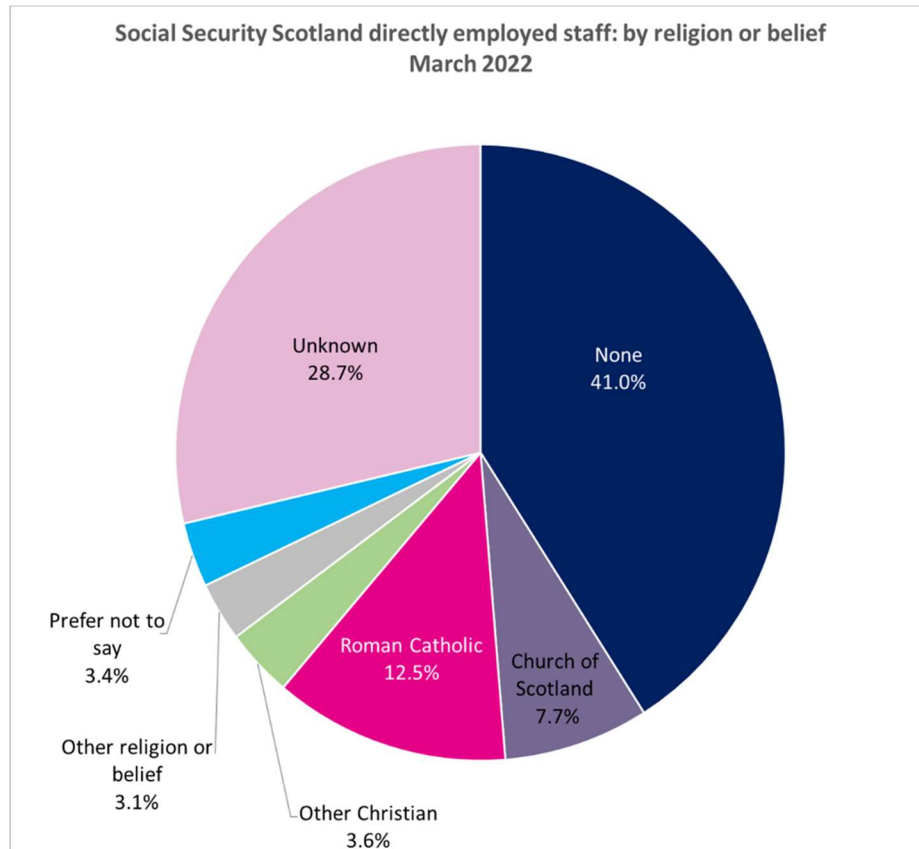
Might be presented with discrimination from clients

Location of some buildings/route to work – are some groups more vulnerable/subject to abuse or threat (safety and security)

Colleagues need to have an awareness of that we are a zero tolerance for any form of harassment or bullying in the workplace or while representing Social Security Scotland. This is a focal point of our culture and principles. Clear guidance should be made available to allow colleagues to report any behaviours that are considered either bullying or harassment.

Religion or belief

Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. A belief should affect your life choices or the way you live for it to be included in the definition.



Potential Positive Impacts

There is a prayer rooms (contemplation rooms) in our offices.

Language, signage, and wayfinding with user guide to spaces

Potential Negative Impacts/Potential Barriers

No dedicated space for prayer (prayer room is multifunctional)

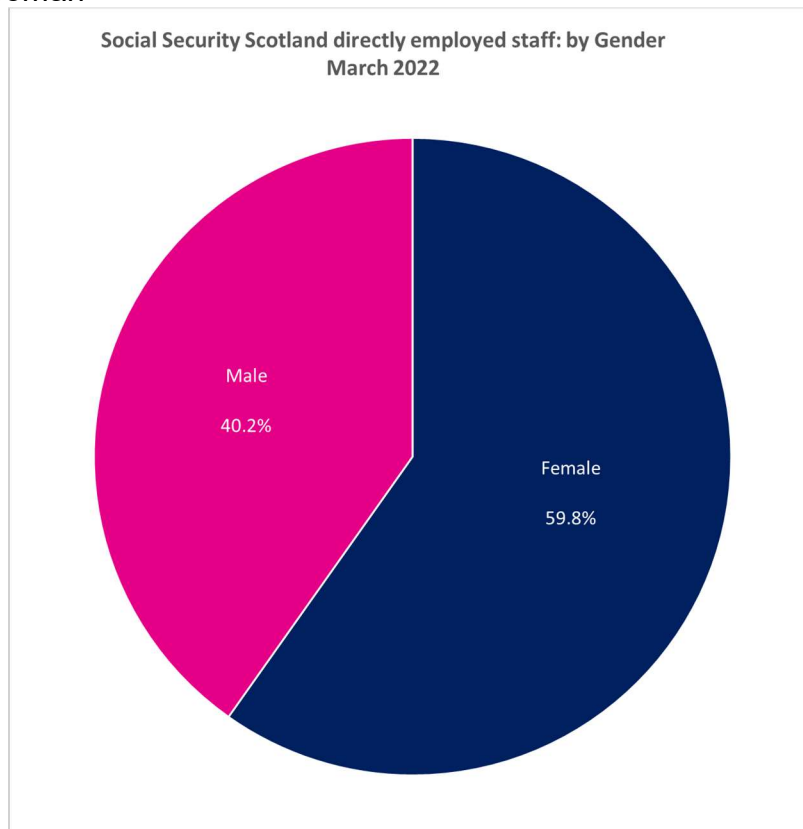
Potential risk of discrimination from clients

Location of some buildings/route to work – are some groups more vulnerable/subject to abuse or threat (safety and security)

Eating at desk specially at time in which colleagues are fasting during religious festivals such as Ramadan

Sex

A man or a woman



Potential Positive Impacts

In our building we;

- Provide a choice of toilet facilities – for men and women (single sex spaces), where possible
- Time out/safe (emotional) spaces e.g., contemplation rooms
- Woman's toilet/changing facilities – privacy and dignity e.g., periods, menopause (the latter not exclusively sex but higher proportion female)

Hybrid working could benefit women who are going through menopause and help with symptom management. Workplace adjustments such as a desk fan, can be requested if needed.

Different spaces, availability of workstations at peak times and buildings closer to home can assist with caring responsibilities whilst not exclusively women it is a higher proportion.

New research commissioned by Vodafone Foundation has found that a third of workers experienced domestic abuse during the last 12 months, with more than half of those saying that abuse had increased during the COVID-19 pandemic. Domestic abuse calls have increased by an average of 60% during lockdown. Hybrid working could benefit victims of domestic abuse as it offers a 'safe space' away from the

home. Employers can also look out for signs of domestic abuse by assessing behaviours and support their colleagues.

Potential Negative Impacts/ Potential Barriers

Changing facilities for men not as private as for women

Changing/toilet facilities may not always be suitable for some men or some women, need to recognise the need for privacy within facilities

Clients and people have preferences who will visit, we might not be able to always accommodate (mobile workers).

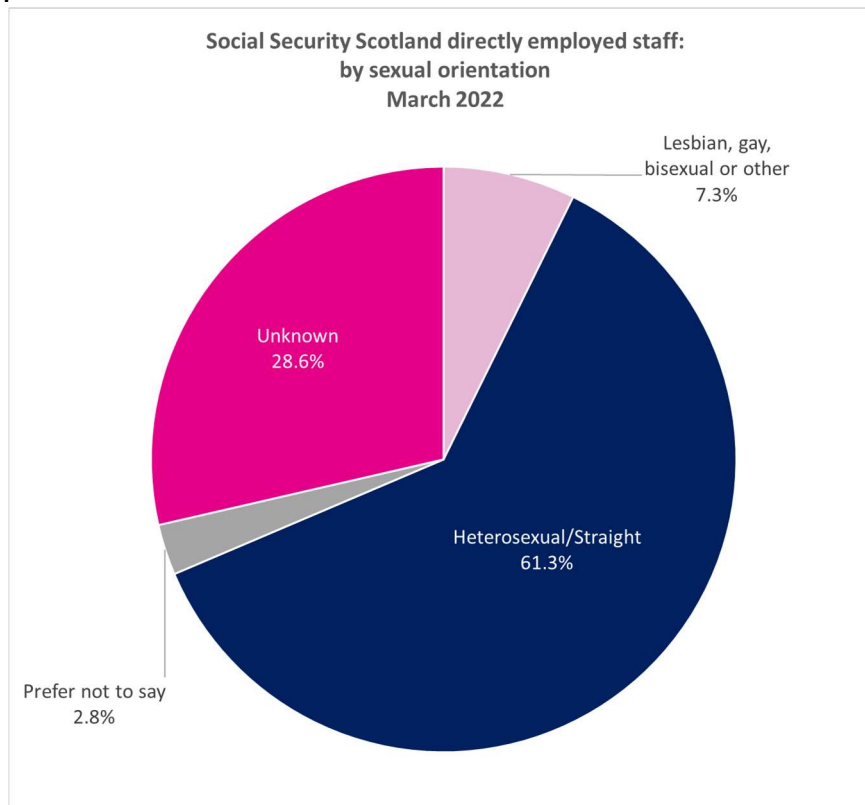
Women are more likely to have caring responsibilities which will have an impact on when and where they can travel. Along with being more likely to be the parent who will be called if child falls ill at school and needs cared for.

Single parent childcare may have an impact on where and when they can travel.

As part of the Constitutional Reform and Governance Act, Social Security Scotland must select candidates on the 'basis of fair and open competition', 94% of women answered in a survey by Deloitte (5000 women took part in the survey) that flexible working could affect their likelihood of promotion, this complemented another survey by the Chartered Management Institute which suggested that employers are overlooking people who spend more time working from home. Examples for the competencies interview could favour those who are full time or regularly in the office as they potentially have more examples to give at interview.

Sexual orientation

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.



Positive Impact:

Lesbian, Gay, Bisexual and Transgender friendly environments improve productivity, wellbeing and attract talent

Lesbian, Gay, Bisexual and Transgender networks to support colleagues

Negative Impact:

Location of some buildings/route to work – are some groups more vulnerable/subject to abuse or threat (safety and security)

Concern raised over safety due to clients understanding or standards of behaviour, how do we make sure clients treat our people with dignity and respect.

Risk of discrimination and harassment towards transgender people from clients.

Care Experience

Is anyone who currently is or who has ever been 'looked after'. This is an inclusive term and includes those who are currently looked after, those who have been looked after at some point in their lives, and care leavers, be it looked after at home or away from home in kinship care, residential, foster, or secure care.

[corporate-parenting-plan-2019-2021.pdf \(socialsecurity.gov.scot\)](#)

Potential Barriers

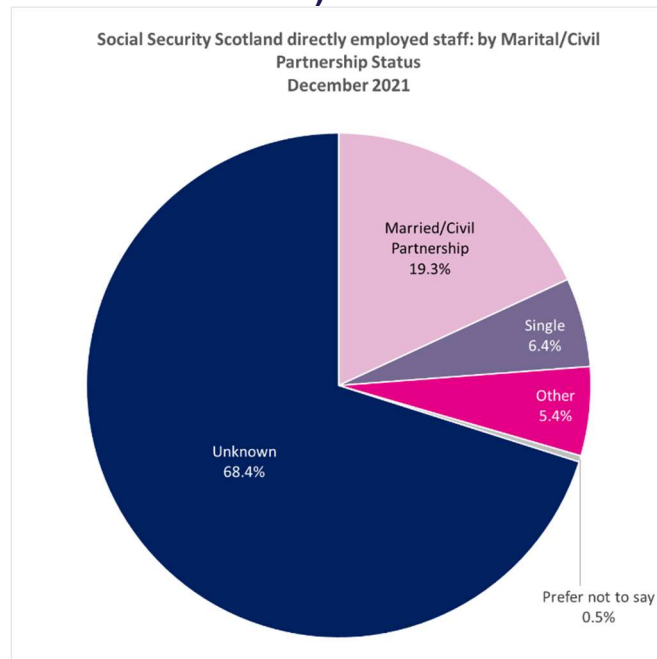
No awareness if colleague or client is care experienced, they may have been through a traumatic time however again they may not. It is ensuring our people have the leaning and skills to support care experienced people.

Hybrid working could potentially not provide physically present support network making induction, building trust / relationships, and learning a job harder.

Homelessness or a 'hidden homeless' status, individual may live in shared accommodation or sofa surf therefore may not have access to internet or must use shared internet is higher for those who are care experienced. This could lead to several disadvantages including:

- Digital Exclusion or limited/no access to internet especially on that is secure. This may also mean the need to work in the office full time and not able to benefit from hybrid working.
- Security could also be an issue as there is no dedicated space to work in living environment.
- If individual has own bedroom or live in a bedsit this too means that their home becomes their workspace which could impact full-time on mental health as there is a low-quality work/life balance
- Impact on cost of working potentially higher i.e., travel costs and buying meals (no prep space where living) than those who only work in the office 2 days a week. In additional costs for heating / lightening whilst working from home particularly if in shared accommodation on in accommodation where fuel cards are used so it is disproportionately high
- Need for a locker for everyday use (unable to store laptop or work equipment at place of abode).

Marriage and Civil Partnership (only if activity relates to employment practises or issues)



No known impact for this characteristic

Caring

(The Scottish Government does not require assessment against this protected characteristic unless the policy or practice relates to work, for example HR policies and practices - refer to Definitions of Protected Characteristics document for details)

Potential Positive Impacts

Plan childcare around days in office if fixed and balance with partner or ex-partner if separated

Beneficial to be able to go into an office if caring/childcare responsibilities are at home to get some reprieve and sense of identity

(For both childcare and caring responsibilities, it was recognised that someone else in the household will be providing these duties however, this would not stop children/cared for person attending work).

Flexibility around days in which the office and managing medical, school, social care appointments. If appointment is in person, the colleague will only need to travel to appointment and not from work.

Since the start of the pandemic a number of these appointments have been moved to online appointments where is not seen as being essential to be in person. This means an appointment can be done in the office in a private space reducing time travelling to and from appointment and waiting to be seen.

If caring for someone who has had an operation and stay in hospital the flexibility to continue working if the person needs minimal support.

Strong Carer Network with support from our wellbeing partners.

Potential Negative Impacts /Potential Barriers

Unable to travel at certain times or days

Unable to book appointments later in the day in case they run over

Location might need to be close to who they care for

Hybrid model changed this would affect the caring/childcare at short notice so set days preferred.

Due to the nature of caring for someone with complex needs and regular medical intervention can mean to having more time off work than considered normal and need to take leave at short notice, meaning work that needs to be done to meet timelines can create stress. This in turn means the colleague can feel that they are not contributing to their team or overlook for opportunities which can support promotion.

Higher anxiety around potential Coronavirus outbreaks in office or encountering positive person while travelling to work and caring for someone who is immune suppressed.

Recommendations and Conclusions

For all colleagues but more specifically those who had a protected characteristics it was consistently noted that there needs to be a clear line of communication, guidance, and support around expectations and what is meant by hybrid working. For example:

- Clear communication on how many days colleagues will be in the office
- Advanced warning with regards updates with regards of any changes which can impact on when a colleague is required to be in the office.
- What the purpose of being the office is
- What the benefits of being the office are
- Guidance regarding hybrid working
- What wellbeing support is available
- Line management support
- Role model at all management in the workplace
- Strong organisation culture which is supported by senior management team.

Our buildings have been designed to be accessible to all with clear signage and plenty of staff spaces. The offices are designed to accommodate people with sensory overload, visual impairment, hearing impairment, restricted mobility. There are areas on each floor for collaboration. Rooms available in which no talking is

encouraged, along with 'Time out spaces' for contemplation or prayer. All Social Security Scotland estates are in proximity of car parks and access to public transport. Although it should be acknowledged that work does need to be done for accessing some of our buildings. From observational work it was noted that there is some difficulty with the entrance to one of our buildings.

As part of the project work was done to produce guidance on hybrid meetings, which included managing a hybrid meeting, how to connect to a hybrid meeting, being accessible and inclusive to all attending, etiquette, and behaviour. Hybrid meetings can be challenging for all and therefore recognised that for many colleagues back-to-back or frequent digital meetings can be demanding more so with colleagues who had a disability or neurodiverse condition and need regular breaks. A culture in which we adopt the hybrid guidance is important. It should not be for a person participating in meeting to ask for a comfort break or for the meeting to be inclusive this should be the default for every meeting.

It is essential that managers continue with regular wellbeing conversations to allow a trusting professional relationship which is promoted by our culture of dignity, fairness, and respect. This includes the promotion and using employee passports when needed which makes clear the support that is required by any colleagues. This could be for colleagues who have accessibility needs and equipment to preference of pronouns.

Continuous promotions of being a 'no tolerance for bullying or harassment' employee with clear guideline for colleagues to report clients who have harassed a colleague ensuring they are not able to do so again.

As an organisation we want to continually promote a culture in which we celebrate various aspects of race, religion, age, sex, ethnicity, sexuality, gender, care experience, caring and disability. Together with a willingness to engage with community leaders and subject matter experts so that we can continue to educate all colleagues on these characteristics to promote our payment to ensure maximum uptake of our grants and payments.

Work is continuously being done within Social Security Scotland to be an inclusive workplace and offer tools like the carer's passport and employee passport. As an organisation we offer a Carer Support network and currently working towards be able to promote ourselves as a carer's positive workplace. At Social Security Scotland we have regular learning workshops around 'intelligent kindness,' 'framing,' 'Being a corporate parent for care experienced people,'

Clear messaging around signposting colleagues for support available. This includes:

- Civil Servants charity
- Carers Support group and other equality networks,
- People Services which inc. the Wellbeing counselling services and support filling out the employee passport and access to Mental Health first aiders,
- Warmer Homes Scotland,
- Women's Aid,
- AIMS (abused men in Scotland),
- SAMH (Scotland Mental Health Charity)

For Colleagues who have a disability it was acknowledged that Social Security Scotland did already have in place many policies and guidance to support them however it was feedback to the project that people are not aware of these policies so these need to be more visible and accessible.

Actions	Protected characteristic	Owner	Timeline	
Communications and Engagement	<p>Clear communication and consistent messaging that set:</p> <ul style="list-style-type: none"> • Guiding principles and expectations for hybrid working, • Ensuring effective and consistent cascading of these messages with a consistent approach within all divisions for their reasoning behind their choice of hybrid working model. • Role model at all management in the workplace • Strong organisation culture which is supported by senior management team. 	All	Senior Management Team	<p>End of Trial till November</p> <p>Work also to be on-going</p>
	<p>Clear communication regarding hybrid working and expectations. Including:</p> <ul style="list-style-type: none"> • How often colleague is to be in the office • What the purpose of being the office is • What the benefits of being the office are 	All	Communication and Engagement Team	
Guidance	<p>Support Package which highlights and signposts colleagues to all: Guidance which supports colleagues and manages with working remotely, which are maintained and updated when appropriate. Wellbeing support including promotion of services such as Mental Health First Aiders, Civil Servants Charity. Line management support package including pathways (eLearning package) being regularly reviewed and updated when needed. Hybrid Meeting guidance and ensuring this is adhered to. Especially concerning back-to-back and frequency of meetings.</p>	Disability All	<p>People and well-being partners</p> <p>Hybrid Meeting Guidance sits with Place Services</p>	On going
Accommodations	<p>Building access: Front Doors at Glasgow High Street Building</p> <p>Desk Booking Tool All equipment is suitable for use and in working order. Ensuring additional equipment is disturbed correctly</p>		Accommodations Team: Mark Jumman	Desk Booking Tool - November

	<p>Accessible and adequate storage of specialist equipment</p> <p>Hearing Loops in meetings</p> <p>Meeting room accessibility</p>			
Health and Safety	<p>Ensuring there is an enough:</p> <ul style="list-style-type: none"> • First Aiders • Fire Stewards <p>Promoting use of Personal Evacuation Emergency plans (PEEPs)</p> <p>Guidance in place for an increase in numbers of COVID cases and if required the COVID recovery group re-forming.</p>	<p>Disability</p> <p>All</p>	<p>Health & Safety Team:</p> <p>Gillian Simcox</p>	
Recruitment	<p>Ensuring that at all stages of the recruitment process there is clear messaging that Social Security Scotland is a hybrid workplace along with everyone having a base location.</p>	<p>All</p>	<p>Recruitment</p>	<p>On-Going</p>
Line Management	<p>Ensuring monthly wellbeing are happening</p> <p>Employee Passport and Personal Emergency Evacuation Plans (PEEPs) are kept up to filled out and kept updated.</p> <p>All reasonable adjustments are in place including equipment needed for working both in an office or at home have been requested.</p> <p>Ensuring there is storage place for equipment.</p> <p>Supporting colleagues who find it challenging to adapt to working and agreeing to adjustments which would support</p> <p>Ensuring all team members are consistently advised of the same information. Highlighting new guidance to staff and signposting to support</p> <p>Updates from the managers cascade are relayed to every team member</p> <p>Ensuring all learning and development is completed.</p> <p>Ensuring there is an element of fairness and respect within their team.</p> <p>Ensuring any changes to team working pattern and when team is to be in the office is done in advance with plenty notice (agreement that this should be approximately 4 weeks)</p> <p>Each member of staff must complete a display screen equipment self-assessment at the workstation they spend the most time whether that is at home or in the office. Staff advised to always adjust their</p>	<p>All</p> <p>Disability</p>	<p>All Managers</p>	<p>On-Going</p>

	workstation using techniques demonstrated in the online DSE eLearning module.			
--	---	--	--	--