

Estate Strategy

2020 - 2025

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1. Executive Summary

The HRA's 5-year estates' strategy sets out our strategic ambition for our estates and technology infrastructure. Our estates have always been at the heart of the services we provide. However how we use them, and what we expect from them is transforming. This strategy sets out how we intend to meet the changing needs of the communities we serve and align with key government priorities. It builds on our many achievements to date, supports our maturing approach to smart working and prepares the HRA for the next 5 years and beyond.

Our strategic objectives are:

1. Innovative, well designed working environments enabling flexible and smart working
2. Reliable, mobile and secure technology is available for all
3. Workplace design, mobile technology and HRA policies support health and well-being
4. Estates are efficient and affordable – 6sqm/FTE
5. Sustainability and environmental impacts are prioritised in decision making
6. Lease events are managed to align with government hub programme and meet anticipated demand for estates as smart working maturity develops
7. Visible senior leadership and estates strategy board actively engaging with staff and volunteer members to co-create future developments

2. Background

2.1 Current Estate profile

The HRA has five offices (Bristol, London, Manchester Newcastle and Nottingham), with 1,734 sqm of space supporting approximately 200 FTE, 1,000 volunteer committee members as well as hosting other public-sector bodies (NHS BSA and HS2).

Lease arrangements differ depending on each office. London and Newcastle have MOTO arrangements in place with other government bodies. Bristol, Manchester and Nottingham have commercial landlord, lease arrangements. Bristol and Manchester are multiple occupied buildings with some shared services. Nottingham is wholly leased by the HRA supported by a comprehensive facilities management contract with an external supplier.

Total workstations provided are 202, (London 68; Manchester 48, Bristol, 34, Nottingham, 32, Newcastle 20). Each office has a variety of meeting spaces provided including informal meeting space.

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The HRA currently supports 65 ethics committees, some 16 (25%) are hosted from our regional offices, 22 (34%) in hospital trusts, 19 (29%) in commercial space (hotels, conference centres etc), and 8 (13%) other.

2.2 Estates benchmarks

Space per person: Government target:

8.0 sqm / FTE moving to 6.0sqm / FTE for government hubs.

HRA:

8.0 sqm / FTE.

This will rise to 8.3 sqm / FTE when NHS BSA lease ends in December 2019.

FTE: Desk ratio is 9.6: 10

Strategic objective: 7:10.

Industry benchmark: Health ALBs moving towards 6:10.

2.3 Key drivers for our current performance:

- Regional offices are configured with standard workstations and formal meeting rooms with limited informal spaces. Workstations provided are greater than benchmark with many desks underused.
- HRA’s maturing approach to smart working means that benchmarks set nationally should be easily achieved. However, even our current ambition to achieve a ratio of 7:10 has not been delivered due to the size and configuration of our portfolio and limited opportunities to make the most of lease events to reduce the space utilised
- Flexible space – is provided currently but limited to standardised hot desks, traditional meeting rooms and 2 informal booths (Nottingham, Bristol). Feedback from staff and smarter working standards suggest more flexible spaces (informal collaborative space, touch down, concentrated space) are needed to get the most out of the space we have.
- Our need for good quality, larger meetings rooms at the HRA to support our statutory role creates a slightly disproportionate space requirement compared to our FTE usage.

All our offices are able to host committee meetings and currently 25% committee meetings are regularly held in our regional offices. It is also important, given our nationwide reach, that there are plenty of spaces for staff, volunteers, stakeholders to meet face to face within our estates portfolio as well as offering good quality technology to enable collaboration virtually, moving away from face to face meetings to a more flexible approach to team / collaborative working within and across organisations.

During 2015 – 2019, we have worked to improve our estates utilisation by:

- Moving our North-East Office in March 2018 from Jarrow to Newcastle Blood Centre. Space allocated reduced by 20% from 163 sqm to 130 sqm.
- Sharing our London office with NHS BSA (9 desks) to improve utilisation
- Sharing our space with HS2 in Manchester, approximately 56 sqm, 11% of demise.

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Other government and health organisations are now setting 6:10 FTE: Desk ratio to reflect changing working patterns, increased SMART working and improvements in technology. Given current space utilisation benchmarks and feedback from staff, the HRA has an opportunity to improve functionality by moving to government hubs. They will provide greater access to meeting spaces / touchdown spaces whilst reducing the number of fixed workstations provided. Our maturing approach to smart working should enable this shift without the need for significant cultural change.

Experience in Newcastle (currently with the lowest FTE: Desk ratio 8:33: 10) demonstrates this level of utilisation is easily possible with little actual management. All desks are managed as hot desks to support this way of working.

Evidence from DHSC London office suggests that smaller teams are less able to manage these lower ratios than larger teams. As we move to government hubs we will need to influence future arrangements to ensure that peaks in demand are manageable within the arrangements for each location. This will include ensuring adequate touch down spaces for staff and perhaps the potential to 'share' space across larger teams to better manage peak demand.

Other organisations who have achieved 6:10 FTE: Desk ratios have done so with careful management as well as innovative design of workspaces including providing access to plenty informal / formal meeting spaces and touch down spaces.

2.4 Costs:

Estates costs

	Bristol	London*	Manchester	Newcastle	Nottingham	Total
Total estates costs*	£95k	£445k	£160k	£46k	£86k	£832k
Sqm	244	631	522	130	207	1,734
Benchmark FTE (based on 8sqm/FTE)	31	79	65	16	26	217
Actual FTEs	32	42	41	20	25	160
Sqm required based on 8sqm/FTE	256	336	328	160	200	1,280
% under-utilised (based on 8sqm/FTE)	n/a	46%	37%	n/a	3%	26%
Sqm required based on 6sqm/FTE	192	252	246	120	150	960
% under-utilised (based on 6sqm/FTE)	21%	60%	53%	8%	28%	45%

*Total costs include, rent, rates, heat and light, printer costs, based on 2019/20 budget.

Figures above do not include NHS BSA contribution to FTE nor HS2.

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Research ethics committees' costs

	2018/19 Actuals £
Travel and subsistence (committee members)	118,873
Room hire	82,619
Catering costs	74,259
Postage costs	34,620
Stationery costs	26,336
Confidential waste	8,344
	345,051

2.5 Government strategic priorities

The new Government Property Agency (GPA) has been created to deliver a more commercial approach to property across the entire public sector, reducing operating costs, increasing disposals and driving greater value across departments.

A key delivery objective of this new agency is the creation of major multi-departmental Government Hubs, providing cutting-edge, innovative working environments helping to recruit the best talent, improve productivity and diversity in the workplace. It is believed that this will help the public sector work in a smarter, more flexible way. The Department of Health and Social Care is committed to this programme and is currently working with the GPA on plans to move the health 'office' estate into the GPA portfolio. At the same time, the Health Property Asset Management Board is actively working with GPA to plan the move of its operations into government hubs as they become available and importantly influence their design, ensuring our requirements are met.

The Government Hub programme is strongly linked with the Places for Growth initiative seeking to improve opportunity outside of London, increasing the presence of government and major cultural bodies across the whole of the United Kingdom. The HRA is already a nationally dispersed organisation committed to our regional presence. Strategically, HRA has already agreed to restrict future external recruitment to our London office to business essential roles only, with only 22% of roles currently based in London, predicted to reduce to 19% through natural 'turn' over the next couple of years.

Digital technologies are revolutionising how we work and increasing people's expectations of the speed and convenience of public services. A key government estates priority is therefore the ability to adapt and respond to this change, one that is leaner and more agile and equipped with better ways of working, mobile technology and workplace design. Capitalising on technological developments is one of the HRA's strategic aims. Upgrading our IT infrastructure and research IT systems is a key priority for the organisation as well as utilising technology to improve the support we provide researchers and our volunteer members attending ethics committee meetings.

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3. The Vision Refreshed

3.1 Key drivers and government initiatives

- Government priorities – Government Hub programme, drive to shift employment away from the South East
- Efficiency targets set by HM Treasury and the Department of Health and Social Care (DHSC) through the Spending Review process.
- Sector priorities – speed of decision making, technology enabled processes, accessibility of ethics committees and ability to attend meetings virtually
- Business drivers – culture; workforce; health requirements for example standing desks; equality strategy etc
- Value – to achieve value for money from estates and technology, smarter working improve productivity, supports health and well-being and drives down estates' costs - to meet tough spending review targets

3.2 Where are we now?

The HRA has achieved most of its current estates' strategy outlined below.

Reliable and up-to-date mobile IT is a requirement

Objective	Progress made	
Ensure Open Service continues to provide a reliable service and meets HRA requirements through strong contract management and engagement. If moving to alternative locations, connectivity to Open Service a requirement.	Increased representation on regular contract meetings – technical assurance group and future service programme	
IT and mobile technology replacement policy is agreed and managed to ensure up to date equipment available for all.	Rolling replacement programme in place; equipment upgraded every 4 years. Investment in Windows 10 2018/19. Investment in Exchange on Line roll out planned or 2019/20. Move to Cloud storage and rationalisation of print services will be managed by the Future Services Programme.	
Simple system for booking meeting rooms and hot-desks with ease throughout HRA offices to maximise efficiency (likely to become a reality as part of VC enablement project, ie Matrix software application)	Meeting booking room managed through outlook. Hot desk booking system considered but discarded as unnecessary. VC issues have been raised and programme to improve a workstream of corporate SIP. Still issues – priority for IT team to resolve.	
Simplify and improve Network Connect / encryption to enhance quality of Lync	Direct access launched. Initial issues re: speed / capacity have now been addressed. Investment in server infrastructure by Atos has secured significantly improved capacity to manage requirements.	
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Objective	Progress made
Use of HRA Hub / online collaboration tool	Kahootz adopted as HRA hub and now being used as effective collaboration tool. Initial issues have now been resolved. Information management strategy to be developed in 2019/20.

Workplace / health and well-being of staff a priority

Objective	Progress made
Ensure offices are well-designed and attractive, with natural daylight	Estates strategy 2016 refurbished offices and improved design, access to informal meetings spaces and introduced VOIP telecommunications for all as well as VC in all regional offices. Invested in air cooling in London to respond to temperature issues.
Health & well-being of staff important. Aim to ensure there is space to store bicycles ('Cycle to Work' scheme), lockers, standing desks introduced. Explore latest equipment to enhance environment for staff.	All offices currently have the opportunity to store bicycles except Nottingham where facility has recently been withdrawn by the CCG. We are exploring introducing shower facilities in Nottingham given recent decision by CCG. Manchester city cycle scheme is available to staff given office limitations. Standing desk trialled in Bristol and introduced as standard as part of Newcastle move. Will be a key requirement in move to hubs.
Continue to emphasise the agreed working principles (appendix 1) such as space for staff rest areas and areas for confidential and quiet work.	Meeting rooms and informal meeting space available in all offices.
Assignment of desks – move to team basis rather than to an individual, and no. of desks per team to correspond with agreed ratio. Assess appetite for such change (but may need to balance with a stepped process with consultation and careful management paramount.)	Partially implemented. Newcastle have fully implemented hot desking approach following move. All other offices are still operating 'allocated desk' for those 3days/week in the office. This is possible due to FTE/desk ratios. Move to government hubs will require flexible approach to work station assignment.
Increase deployment and use of hot-desks (with ability to book).	Hot desk booking has not been required due to FTE/desk ratios. Future requirement of 6:10 may need us to consider management arrangements to ensure desks are available for staff when they need them.

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Flexible and smart working available for all

Objective	Progress made
Continue to focus on average commuter times of one hour per day – for London staff much higher – encourage smart working so staff can work wherever they want and continue to collaborate with colleagues.	Home working and home working 'flex' actively used across the HRA to help create good work – life balance. Newcastle move project included a review of approach to home working and home working (flex) to ensure consistently and fairly applied. Meetings were held with Newcastle staff to understand impact of move and whether working patterns could change to help ensure work life balance maintained. HRA considered a 'maturing' organisation for smart working. Smart working and flexibility is central to our strategy. Flexibility and virtual interaction is the norm (except RECs). We actively encourage a trust based culture where management focuses on results and rather than presence.

Locations and number of HRA offices maintained with reduced footprint and 7:10 ratio

Objective	Progress made
Generally, all on medium-term lease, explore maintaining 5 geographic locations and move towards 7:10 ratio and a plan to achieve the 8sqm per WTE.	8sqm / FTE achieved. 7:10 ratio not achieved due to current portfolio and associated lease breaks. Newcastle new lease has achieved 8:10 ratio and 6sqm / WTE. Formal meetings rooms are available outside of this ratio. Space utilisation ratio achieved.
Continue to explore alignment to government strategy of office hubs where it suits organisation's objectives and timing (caution with availability of Open Service and higher costs), thereby reducing the number of HRA-managed offices but maintaining current locations.	Achieved. Actively engaged with government hub programme with DHSC. Where government hub programme not appropriate – Newcastle – worked with health ALB to share space on mutually agreeable and beneficial terms.
With London SKH lease due to expire following an expected medium term extension, consider the appetite for retaining a long term London base	Strategic decision taken to recruit only location critically roles to London office and therefore reduce overall presence. 26 workstations have been allocated to London for Stratford. 6:10 ratio.
If we retain a London presence, consider the extent of reductions that can be made in office footprint size (Need to be mindful of increased travel costs if on outskirts).	Reduction achieved through natural turn (see above) and introducing 6:10 FTE/desk ratio. Meeting room space will need to be adequate for HRA requirements. HRA involved in the design of the space. Impact on staff travel will be included in the organisational change process. Flexible working policy may provide opportunity to mitigate impact of any increased travel times.

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Objective	Progress made
Manage any move from Skipton House including the impact on HRA staff.	No move required in strategy period. Plans are being drawn up for move in 2020 to Stratford. <ul style="list-style-type: none"> • Opportunities to share space across 5 ALBs maximises efficiency and effectiveness • Better space utilisation (peaks) and better access to meeting rooms / informal / formal • Lower cost / sqm
Availability of public transport for getting to work is a requirement for any new location.	Review of public transport and impact on our people / committee meetings performed for future Stratford. Impact on individual circumstances will be considered as part of the organisational change process. Agenda for change excess travel costs built into any office move process

Lease renewals – management of the pipeline and plan

Objective	Progress made
The next lease to end is Jarrow in 2017, but we know that the Newcastle hub will not be available in time. This office is excellent value for money. If possible aim to remain here, working to align with government hubs when they are available. An exemption will be required if we choose to move away from the hub model.	Northeast office has moved to NHS BT Blood Centre in Newcastle. Move was negotiated to provide good quality, affordable, central, office space. This site was preferred over Newcastle government hub due to scale / location. We have also been able to relocate a number of Newcastle ethics committees to the centre as well as share costs within health sector.
Manchester lease ends in June 2018. Work with colleagues to maintain an office in this location and to aim to dovetail with Government hub program. In the meantime, work to improve the staff to desk ratio by recruiting to this office (saving High Cost Area costs).	Lease re-gear negotiated to June 2025 (lease break 2023). Lease exemption agreed by Cabinet Office and signed by Secretary of State. Large meeting room sub-let to HS2 as part of the negotiation. This has provided more certainty for our Manchester staff as well as cost sharing opportunity with another public sector body. HS2 moved into the office Qtr1 2019/20.

Visible senior leadership and estates champions actively engaged with staff

Objective	Progress made
Leaders to embrace and champion the flexibility on offer – leaders and champions to come from all levels of staff.	Flexible working and mobile technology embraced by leaders. Mixture of face to face and virtual meetings utilised to ensure right level of collaboration and engagement. Future discussion may need to focus on balancing flexibility, technological advances with benefits of face to face engagement.

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Objective	Progress made
Promote good examples	Good examples provided – mixture of face to face and virtual meetings encourage. ITESGB have discussed specifying framework for when face to face might be appropriate – principles to be agreed common / location specific

Sustainability / environmental impacts prioritised

Objective	Progress made
Manage a project to reduce the amount of printing and paper consumption undertaken HRA wide, considering decisions made regarding the roll out of the managed print service and linking with the member portal project.	Print, paper and postage costs have reduced with the introduction of HARP portal and tablet programme for members. All new decisions relating to photocopier leases are agreed by Information Technology and Estates Strategy Board. Total cost of ownership is considered as well as print quantity / speed etc.
Complete the work to digitally archive records	Project now completed and physical storage costs reduced to £nil.
Strongly encourage the use of public transport rather than cars	Expenses policy and procedure redrafted based on a principles approach. Public transport strongly promoted. New expenses software introduced ensuring correct implementation of agenda for change rules.

3.3 Where do we want to be?

We have taken our existing estates strategy objectives and updated these to reflect our current and future requirements. These have then been translated into a strategic action plan which will believe will drive forward achievement of these objectives to 2025.

Our strategic objectives are:

1. Innovative, well designed working environments enabling flexible and smart working
2. Reliable, mobile and secure technology is available for all
3. Workplace design, mobile technology and HRA policies support health and well-being
4. Estates are efficient and affordable – 6sqm/FTE;
5. Sustainability and environmental impacts are prioritised in decision making
6. Lease events are managed to align with government hub programme and meet anticipated demand for estates as smart working maturity develops
7. Visible senior leadership and estates strategy board actively engaging with staff and volunteer members to co-create future developments

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3.4 Strategic Action Plan

No	Strategic action plan	Strategic objectives						
		1	2	3	4	5	6	7
	Estates portfolio and smart working							
1.	Define what smart working means for the HRA, design and implement this throughout the organisation considering hub requirements and regularly monitoring to learn and innovate further	✓	✓	✓	✓	✓	✓	✓
2.	Ensure HRA influences the design of government hubs including physical layout, design, technology and culture based on user need	✓	✓	✓		✓		✓
3.	Consider HRA estates requirements as part of each lease event including: <ul style="list-style-type: none"> • Staffing projections • Demand based on smart working maturity • Improvements to technology and mobile working • Developments in target operating model and service delivery 	✓	✓	✓	✓	✓	✓	✓
4.	Bristol regional office lease ends January 2021. HRA to consider move to government hub – one of two are available. Temple Quays House or 3 Glass Wharf.	✓	✓	✓	✓	✓	✓	✓
5.	London regional office lease ends December 2021. HRA will consider move to health hub – Stratford, 2 Redman Place, with NICE, CQC, HFEA & HTA.	✓	✓	✓	✓	✓	✓	✓
6.	Nottingham regional office lease ends June 2021. HRA to consider move to Apex Court, Nottingham government hub.	✓	✓	✓	✓	✓	✓	✓
7.	Manchester office. Explore ways to maximise opportunities to collaborate and meet following lease extension giving certainty of tenure to 2023.	✓	✓	✓	✓	✓	✓	✓

No	Strategic action plan	Strategic objectives						
		1	2	3	4	5	6	7
	People							
8.	Provide managers and staff with simplified guidance for managing home working (flex) and flexible working polices including minimum requirements for London staff receiving HCAS	✓	✓	✓		✓		✓
9.	Staff engagement: review current approach to staff engagement in light of flexible working approach to understand staff requirements (for example, how do we reduce feelings of isolation) and develop tools / processes to support flexible working.		✓	✓	✓			✓
	Technology							
10.	Deliver WIFI functionality for all HRA offices	✓	✓	✓	✓			✓
11.	Consider impact of broadband / WIFI speed on home / mobile workers and explore steps to improve the working experience for all staff		✓	✓	✓			
12.	Deliver a consistent workstation experience once minimum standard agreed (aligned to office moves)	✓	✓		✓		✓	
13.	All office moves should introduce at least 20% standing desks	✓	✓	✓			✓	✓
14.	Develop a Corporate Information Management Strategy to support smart working and collaboration within and outside of the HRA		✓	✓	✓	✓		✓
15.	Fully implement Office 365 software suite – including collaboration and document sharing technologies		✓	✓	✓	✓		✓
	Supporting service delivery							
16.	Ensure virtual meetings can be delivered well, by all staff, at each office location	✓	✓	✓	✓	✓	✓	✓
17.	Virtual REC pilot – use technology to widen access to the HRA's services	✓	✓	✓	✓	✓		✓

No	Strategic action plan	Strategic objectives						
		1	2	3	4	5	6	7
18.	Introduce minimum standards for committee meeting rooms (accessibility; WIFI / mobile signal; near public transport) to support technology enabled committee meetings and health, safety and well-being	✓	✓	✓	✓	✓		✓
19.	Work collaboratively with chairs, committee members and staff to review current ethics committee locations and agree future locations based on minimum standards and success of virtual REC pilot.	✓	✓	✓	✓	✓		✓
	Sustainability and key benchmarks							
20.	Define sustainability metrics we would like to adopt. <ul style="list-style-type: none"> Reduce print by 50% on 2018 base-line (having already achieved 40% from 2015) by 2021. Reduce miles travelled by researchers attending our meetings by 20% by 2021 (2019 set baseline) Energy efficiency 15% reduction (will be achieved through hub programme) 			✓	✓	✓		✓
21.	Reduce estates footprint from 1740sqm to 1200sqm by 2025 (equivalent 6sqm/FTE).	✓	✓	✓	✓	✓	✓	✓

EQUALITY AND PRIVACY SCREENING QUESTIONS			
FOR EVERY HRA POLICY (<i>defined by the Equality and Human Rights Commission (EHRC) as a function, strategy, procedure, practice, project, or decision</i>) PLEASE ANSWER THE QUESTIONS BELOW TO DETERMINE WHETHER FURTHER ANALYSIS IS REQUIRED.		YES / NO	If yes, please copy and complete as required either the HRA Initial Equality Analysis and / or Initial Privacy Impact Assessment Template below. This document can be found on the Intranet.
Equality	With due regard to our Equality Duty, could this policy have the potential to have a detrimental impact on anyone with a protected characteristic?	YES	
Privacy	With due regard to Data Protection legislation, does this policy involve the use of Personal Information?	NO	

INITIAL EQUALITY ANALYSIS

An Equality Analysis is an examination of a proposed function, strategy, procedure, practice, project, or decision to see if it could adversely affect those with protected characteristics.

Aims and outcomes	Description / Details
Give a brief summary of the aims, purpose and outcomes of the policy / procedure in relation to equality and diversity.	The estates strategy is aimed at providing the HRA and its staff, volunteers, service users, collaborators and stakeholders with effective office space and technology to support working well anywhere.

Questions for you to answer in the analysis process	YES	NO
1. Will or does the policy / procedure directly or indirectly affect our workforce (including volunteers), stakeholders or the public?	Yes	
2. Could the policy / procedure involve or have an adverse impact upon the Public Sector Equality Duties to:		
• eliminate unlawful discrimination	Yes	
• promote equality of opportunity	Yes	

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Questions for you to answer in the analysis process	YES	NO
<ul style="list-style-type: none"> foster good relations between people who share a protected characteristic and those who do not 	Yes	
<p>3. If you have answered YES to any of the questions in 2. above, please explain the impact you have identified.</p> <p>Our estates strategy ambition is to utilise innovative, well designed office and collaboration spaces to meet our strategic objectives. It is therefore a key lever to help eliminate unlawful discrimination, promote equality of opportunity and help foster good relations between people with protected characteristics. In particular our estates need to be accessible and able to adjust to different individual requirements. Technology also needs to be implemented to help support equality of opportunity.</p> <p>Any office move arising from the estates strategy will be managed under the HRA's organisational change policy and an equality impact assessment will be performed on each occasion.</p>		
<p>4. Could the policy / procedure have an adverse impact on some of our workforce (including volunteers), stakeholders or the public because they have one or more of the protected equality characteristics:</p>	YES	NO
<p>Race (race, colour and nationality (including citizenship), ethnic or national origins)</p>	Yes	
<p>People with disabilities (including mental, physical, sensory, long term health, learning disabilities)</p>	Yes	
<p>Gender (male, female)</p>		No
<p>Age (young and old)</p>	Yes	
<p>Religion or belief (incl. non-believers)</p>		No
<p>Sexual orientation (lesbian, gay, bisexual)</p>		No
<p>Gender reassignment (the process of transitioning from one gender to another)</p>		No
<p>Pregnancy/ maternity</p>		No
<p>Marital/ Civil Partnership status</p>		No
<p>5. If you have answered yes to any of the protected characteristics above in question 4 please give further information about the potential adverse impact</p> <p>Impact could be on individual staff / volunteers / visitors whose current travel arrangements are disadvantaged by new office locations. This will be addressed through organisational change process and individual meetings. Flexible working policy / home working (flex) can be used to address this.</p> <p>Potential impact on HCAS – and therefore on pension. This will be dealt with through organisational change process – principle, no member of staff will be better or worse off from the move. This will be considered over a number of different factors including salary, travel time, journey.</p> <p>New accommodation must offer facilities to support diversity – such as prayer rooms.</p>		

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Questions for you to answer in the analysis process	YES	NO
<p>6. Based on the responses above, please describe any actions that will be or have been taken to mitigate or minimise any negative impact for our workforce (including volunteers), stakeholders or the public.</p> <p>Please see answers above</p>		
<p>7. Where appropriate give details of any consultation carried out related to the policy or procedure ITESGB – have reviewed the policy. Staff forum have provided feedback and a discussion board has been utilised on the intranet. All staff VCs have provided opportunities to share developments and request feedback.</p>		
<p>8. Give details of any changes to be made to the policy or procedure as a result of the analysis. Many of the actions including in the strategic action plan directly address feedback received from the staff.</p>		

If you have answered YES to any of the questions in 2 and 4 above and the answers to question 6, 7 and 8 do not mitigate and adequately address the adverse impact, you may need to complete a full Equality Analysis. Please consult the Corporate Secretary.

Full Equality Analysis required? NO

<p>Author to type in name and date to verify analysis.</p> <p>(If further analysis is required, the Director of Transformation and Corporate Services must be informed).</p>	<p>NAME: Karen Williams</p> <p>DATE: 27th June 2019</p>
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4. Document Control

4.1 Change History

Version	Status	Date	Changes
V2	Draft	27062019	Completion of first draft following consultation and discussions at ITESGB and SLT
V3	Draft	02072019	Update for amendments following ITESGB review

4.2 Publication / Distribution

Publication

Publication (once document approved): Internally via HRA Intranet

Distribution

The HRA Estates' Strategy will be available on the HRA hub within the ITESGB folder.

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5. Appendix 1 – Estates strategy original agreed working principles refreshed

Initial key principles from original Estates Strategy – provided for information

Principle underpinning estates strategy	HRA linked value
Welfare and wellbeing of all staff, volunteers and visitors is of paramount importance.	Empowering, collaborative, inspiring leadership.
Regular staff engagement with opportunities to collaborate, communicate and provide feedback for all our people	Transparency, collaborative
Great technology for all, embracing the cloud, new technologies and providing all our people with an excellent and secure virtual experience	Inspiring leadership, empowering
No individual offices for any member of staff	Integrity
Visible senior leadership	Inspiring leadership, integrity
Clear desk policy for all with access to lockable storage facilities for personal/private items.	Integrity, trusted
Pleasant, well-lit, tidy environment with appropriate storage, space for collating papers and sufficient informal meeting space.	Empowering
Comfortable and adjustable chairs to ensure that health and safety requirements are met, with regular workstation assessments to be encouraged.	Empowering
Quiet spaces in all sites to enable confidential or sensitive discussions/situations	Empowering, inspiring leadership
Standard desks across the organisation with a minimum of 20% standing desks at each location	Integrity
Shared areas with coffee making facilities and good informal / flexible spaces in each office to enable staff interaction and collaboration	Empowering, inspiring leadership

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6. Appendix 2 – Summary of feedback received

No.	Feedback	Comment / action plan
1.	More informal meeting spaces – where people can collaborate, discuss projects without disturbing colleagues and without the need to go into a formal meeting room. Pods, breakout areas, quiet areas etc.	Action plan 1,2 & 7
2.	WIFI available in all regional offices	Action plan 10
3.	Retain some social spaces to give staff opportunities to take breaks away from their desks	Action plan 1&2
4.	Desire to personalise the space – for example plants, book exchange etc	Action plan 1&2
5.	Offer all REC applicants the opportunity to attend meetings on line / virtually to reduce travel / widen accessibility	Action plan 16 - 19
6.	All desks should be set up appropriately so that staff can plug in and go – without the need to search for cables / fix equipment that doesn't work	Action plan 12
7.	Video conferencing that works every time and is straightforward to use.	Action plan 16
8.	Home-working speeds – these appear to slow down when using HRA laptop. Impact on speeds should be investigated so that home-working experience is not reduced (speed, Skype functionality).	Action plan 11
9.	Smarter working needs to take into account specific reasonable adjustments and requirements for individual staff members. Where specific equipment is required, how will staff members access this day to day?	Action plan 1&2
10.	Parking arrangements – for some offices these are provided for visitors and for accessibility	Action plan 3 - 6
11.	Impact of London office move on HCAS, home working (flex) and flexible working policy	Action plan 5 & 8 Paper is going to LT with recommendations
12.	Impact of moves to government hubs on operations: <ul style="list-style-type: none"> • RECs held at Skipton House • Storage • Printing 	Action plan 18 & 19 & included in London office move planning Included in planning for each move Print requirements – project to support move to e-review and reduce print in train.
13.	Access to central London office space may still be a requirement	Action plan 5 and included in London office move planning