

## AGILE WORKING POLICY

Version:	2
Ratified by:	Senior Managers' Operational Group
Date ratified:	November 2015
Title of originator/author:	Head of Corporate Business
Title of responsible committee/group:	Regulation Governance Group
Date issued:	December 2015
Review date:	November 2018
Relevant Staff Groups:	All Trust staff able to Agile Work as part of their Trust role.

This document is available in other formats, including easy read summary versions and other languages upon request. Should you require this please contact the Equality and Diversity Lead on 01278 432000

## DOCUMENT CONTROL

<b>Reference Number</b> AS/Dec15/AWP	<b>Version</b> 2	<b>Status</b> Final	<b>Author</b> Head of Corporate Business
<b>Amendments:</b> New policy document. Amendments made following feedback from JPRG, JNC, Managers and staff within the Trust.			
<b>Document objectives:</b> This policy sets out the Trust's arrangements to promote, develop and deliver agile working within its workforce.			
<b>Intended recipients:</b> All Trust staff who are able to agile work as part of their Trust role.			
<b>Monitoring arrangements and indicators:</b> As detailed in the policy.			
<b>Training/resource implications:</b> As detailed in the policy.			
<b>Approving body and date</b>	Executive Management Team	Date: November 2015	
<b>Formal Impact Assessment</b>	Impact Part 1	Date: October 2015	
<b>Clinical Audit Standards</b>	No	Date: N/A	
<b>Ratification Body and date</b>	Senior Managers Operational Group	Date: November 2015	
<b>Date of issue</b>	December 2015		
<b>Review date</b>	November 2018		
<b>Contact for review</b>	Head of Corporate Business		
<b>Lead Director</b>	Director of Governance and Corporate Development		

## CONTRIBUTION LIST Key individuals involved in developing the document

Name	Designation or Group
Andrew Sinclair	Head of Corporate Business
Phil Brice	Director of Governance and Corporate Development
Members	IP2 Project
Members	Executive Management Team
Members	Senior Managers' Operational Group
Members	JMSCC
Members	Joint Policy Review Group

## CONTENTS

<b>Section</b>	<b>Summary of Section</b>	<b>Page</b>
Doc	Document Control	2
Cont	Contents	3
1	Introduction	4
2	Background	4
3	Roles and Responsibilities	5
4	Explanation of Terms Used	6
5	Purpose and Scope	6
6	Work Styling	7
7	Benefits of Agile Working	7
8	Agile Working Principles	8
9	Housekeeping Rules	9
10	Impact on Employment	11
11	Managing Risks Associated with Agile Working	12
12	Withdrawal of Agile Working	15
13	Training Requirements	16
14	Equality Impact Assessment	16
15	Counterfraud	16
16	Monitoring Compliance and Effectiveness	16
17	Relevant Care Quality Commission Registration Standards	17
18	References	17
19	Appendices	18
Appendix A	Application to Agile Work	19
Appendix B	Agile Working Agreement	20
Appendix C	Home Working Checklist	21
Appendix D	Home Working DSE Assessment	23
Appendix E	Reimbursement of Expenses	26

## 1. INTRODUCTION

- 1.1 At the heart of agile working is the philosophy **work is something we do, not somewhere we go – it's an activity, not a place.**
- 1.2 The Trust recognises the need to develop modern working practices to enable its employees to maximise their performance and productivity whilst maintaining a good work-life balance. New technologies make it easier to access information remotely and work from a variety of locations whilst promoting a more joined up service.
- 1.3 The introduction of agile working across the Trust will realise clear benefits for the organisation to help reduce its operating costs, reduce printing and paper costs, reduce its environmental impact and provide enhanced working environments for staff. Agile working places emphasis on the importance of improved productivity and the health and well-being of both staff and patients. The benefits of an improved work life balance, reduced sickness absence and less staff travel make a direct contribution to this strategic priority.
- 1.4 Agile working means not working from a fixed location, at a fixed time, all the time. Many roles can be agile and the extent to which people work in an agile way can vary from role to role. Agile workers have the flexibility to work from a variety of places without necessarily needing to have a fixed base to return to on a regular basis.
- 1.5 Agile working is different to flexible working, which focuses mainly on an employee's work pattern and is contractually agreed. Of course, flexible workers can work in an agile way too.
- 1.6 The different ways in which agile working can be undertaken is dependent on the demands and needs of the role, the member of staff's preferences and circumstances and the department they work in. It is possible with planning for staff to carry out their duties from a variety of different locations.

## 2. BACKGROUND

- 2.1 Agile working provides staff with more options where and when they undertake their roles by introducing an element of choice to ensure the needs of the patient are best met. Agile working allows staff to influence how they carry out their role and promotes varying levels of flexibility within the workplace.
- 2.2 There is no requirement for staff to work at home and managers cannot force any member of their team to do so. Personal circumstances or preferences may influence an employee's decision to occasionally work at home as part of agile working. Where a member of staff does not want to work at home, other elements of agile working can still be considered, for example remote working and hot desking.
- 2.3 As some roles are more flexible than others, agile working will be adopted at varying levels within services and across the Trust.

2.4 After discussion with their line manager, a 'work style' will be assigned to each member of staff and a technological solution implemented to support the transition to the new more agile way of working. An agile working environment not only relies on a new IMT infrastructure but also on staff engagement to ensure the successful adoption of this new way of working.

### 3. ROLES AND RESPONSIBILITIES

3.1 The **Chief Executive** has overall accountability for this policy and its implementation.

3.2 The **Executive Management Team (EMT)** are responsible for the overall operational implementation of this policy.

3.3 **Managers'** responsibilities are to:

- be responsible for their own and their team's adherence to this policy;
- review at least annually the agile working arrangements for their staff;
- ensure all staff within their area of responsibility are aware of this policy, with an Agreement Form being completed and retained for each staff member;
- ensure expected outcomes have been explained to their staff and appropriate methods to monitor output have been mutually agreed;
- ensure flexibility, openness and constructiveness in discussions and agreements about agile working with their staff, whilst remaining focused on the needs of patients and the service;
- ensure all staff are aware of their responsibility to follow the Trust's agile working housekeeping rules;
- ensure all staff are aware of their responsibility to follow the Trust's existing policies linked to agile working.

3.4 **Individual Trust staff** responsibilities are to:

- ensure they are familiar with the content of this policy;
- comply with all conditions contained within this document, for example regarding confidentiality, data protection, health and safety, working hours etc., in a reasonable, constructive and appropriate manner;
- have joint responsibility with their manager in agreeing their level of agility and how they will carry out their role in a more agile way;
- ensure flexibility, openness and constructiveness in relation to discussions and agreements about agile working with their manager, whilst remaining focused on the needs of patients and the service;
- follow the Trust's agile working housekeeping rules;

- follow the Trust's existing policies linked to agile working;
- liaise with their manager for advice or clarification as required;
- report to the Trust immediately once known, any loss, theft or damage to Trust IT equipment or the loss of confidential information.

#### **4. EXPLANATION OF TERMS USED**

- 4.1 **Agile working** describes how members of staff can work flexibly from any location, whether it is from a Trust building, within the community and patient sites or by varying degrees of home working and regular hot-desking.
- 4.2 A **hot desk** refers to a designated work space for any member of staff to use at any time. Where applicable, designated banks of hot desks should be used by visiting staff, or alternatively individuals should approach a team member to ask if they may work from a free desk within that team zone.
- 4.3 **Team zones** refer to a designated area where staff work when at their base.

#### **5. PURPOSE AND SCOPE**

- 5.1 This policy sets out a framework to enable the Trust's workforce to carry out their duties in a flexible, efficient and effective way. The policy provides a medium for consistency and fair practice when implementing and maintaining an agile working environment.
- 5.2 This policy will enable both managers and staff to gain a better understanding of agile working and understand the basic principles, which can then be considered and applied to specific roles.
- 5.3 This policy applies to all employees, whether on permanent or temporary contracts, of the Trust, but some roles within the organisation will preclude some staff from working in an agile way. Students can also apply for agile working with the agreement of their host academic institution.
- 5.4 Trust staff who are based in other organisations' premises can agile work, but any office environment changes would have to be with the agreement of the host organisation.
- 5.5 This policy enables staff, working for (or on its behalf), to have secure and reliable access to any of the Trust's information systems which they have been authorised to use. Agile working enables staff to access such systems remotely (i.e. away from base) which in turn results in the more timely updating of systems, faster and informed decision making and overall improved efficiencies.
- 5.6 This policy outlines the key elements of managing and further developing agile working within the Trust.

## 6. WORK STYLING

- 6.1 There are three different work styles which can be assigned to members of staff, as defined under the Agile Working Principles in Section 8 below:
- 6.2 Members of staff who are assessed as **Fixed Workers** are generally at a desk or in a ward area for 90% or more of their work time. They rarely attend meetings elsewhere and don't work from alternative Trust locations.
- 6.3 **Flexible** staff are those who spend most of their time working in an office environment although may frequently be away from a desk attending meetings, working from other Trust sites or working occasionally from home.
- 6.4 **Mobile** staff have a designated base (as with **Flexible** staff) but are generally working out in the community. These staff have fewer requirements to be at base and may choose to undertake office duties from an alternative building which may be closer to their current location or from home.

## 7. BENEFITS OF AGILE WORKING

- 7.1 The key corporate benefit is a reduction in the Trust's costs and, ultimately, the successful implementation of agile working will allow for savings to be made Trustwide whilst contributing to more cost-effective and efficient service provision.
- 7.2 The introduction of agile working will be of further benefit to the Trust and to its staff in the following ways:
- support continuity of service and the efficient functioning of the Trust;
  - increase availability of limited resources including office space and car parking;
  - aid the retention of skilled and experienced staff whose personal circumstances change and who may otherwise leave the Trust;
  - enable learning and development activity to be undertaken remotely, including e-learning;
  - enable the Trust to respond to a member of staff's need for flexibility in working arrangements, for example to support staff with responsibilities as carers;
  - provide alternative solutions to short or longer term accommodation issues.
- 7.3 Agile working can:
- enable staff to work more effectively on a particular piece of work, where concentration is important, by avoiding the interruptions which can be part of the office environment;
  - provide a solution to a temporary problem where travel to the office is not possible, such as severe weather;

- reduce the time spent travelling to a specific base in order to access clinical or administrative systems.

## 8. AGILE WORKING PRINCIPLES

- 8.1 For agile working to become successfully embedded, a mutual agreement must be reached between the staff member and their line manager on their agile working arrangements.
- 8.2 When considering agile working, both parties must be mindful of the following principles:
- some options may not be operationally practical for certain jobs;
  - operational needs and quality standards, including Health and Safety, Information Governance, legislative and security of equipment requirements, must not be compromised;
  - managers should choose to consider a particular arrangement or set of arrangements to improve and enhance service delivery;
  - contractual changes to terms and conditions of service can only be agreed following careful consideration of the implications and proper understanding of the individual's circumstances and with the agreement of an HR Manager.
- 8.3 The three work styles of agile working (**Fixed**, **Mobile** and **Flexible**) are covered within this policy and are not designed to replace the concepts outlined within the Trust's Flexible Working Policy.
- 8.4 The most appropriate workstyle will be agreed with the manager following completion of a Workstyle Allocation Form. The discussion will seek to fully understand work styling, how this will affect them and, most importantly, consider the best practical and operational arrangements for working in this way. The agreed workstyle is to be recorded on a Workstyle Profile Form which must then be signed by both parties and retained in the staff member's file.
- 8.5 Once an employee's workstyle has been agreed, an Agile Working Agreement Form must be completed, signed by both parties and retained in the member of staff's file. This form records the details of the arrangement (for example expected work outputs, arrangements for communication and support etc) whilst the checklist format ensures each member of staff receives the same information and advice.
- 8.6 The Workstyle Allocation Form, the Workstyle Profile Form and the Agile Working Agreement Form can be found in the appendices of this policy.
- 8.7 Where a manager is unable to allow a member of staff to participate in agile working, the member of staff can appeal to their Senior Manager in writing and must give the grounds for the appeal.



- 8.8 Although agile workers will not necessarily work standard office hours (unless the role dictates this), it is essential to plan and agree a work programme for others (e.g. the manager, the rest of the team and colleagues) so they are aware of the individual's working pattern, where they are located and know when and how to contact them in line with lone working principles. The hours of work must be agreed in advance allowing employees who are using their homes as part of their agile working arrangements, to have a right to privacy out of hours and be able to separate their working and home lives.
- 8.9 The ability to work occasionally from home allows employees to manage their domestic responsibilities e.g. delivery of goods, assisting with childcare arrangements (for example allowing parents to complete the school run and make up their time later in the evening), providing this does not have a negative impact on their ability to carry out their work or on service delivery.
- 8.10 Employees must note the ability to work from home is not a substitute for childcare or similar carer responsibilities. It is the member of staff's responsibility to ensure adequate provision is in place, should they choose to work from home.

## **9. HOUSEKEEPING RULES**

- 9.1 The Trust workspace and desks are a corporate resource (rather than individually owned) and should therefore be used and allocated on the basis of need to ensure their most cost effective use.
- 9.2 In respect of agile working, the term "hot desks" refers to a designated shared work space for any employee to use at any time. Normally these shared desks will form part of a Team Zone - a designated area where staff will work as part of a team when at their base. The Team Zone may incorporate allocated desks for fixed workstyles as well as "hot desks" to support flexible and mobile work styles in the team.
- 9.3 In some buildings it may be appropriate to provide bookable work space / desks to meet demand from "non-based" visitors and transient agile workers. Some hot desks / bookable spaces may be restricted to a time limit. The use of teleconferencing should also be considered.
- 9.4 Agile working means staff can work from any Trust location. Therefore managers (and other staff) must ensure visiting staff feel comfortable and welcome when using "hot desks".
- 9.5 Agile workers from different areas of the Trust should not normally be refused use of vacant available desks in their Team Zones for ad-hoc short term work needs.
- 9.6 As many staff will not sit at the same desk on a daily basis it is important for Health and Safety requirements that all staff are aware of the need and are capable of operating chair adjustment mechanisms to create their own individual ergonomically correct seating positions.

- 9.7 Staff must remember they can work from any Trust location and managers must ensure staff feel comfortable when ‘touching down’ at temporary desks and zones.

### **Clear desk principles**

- 9.8 A clear desk will create the environment for shared use. It will ensure confidentiality standards are maintained and security of information, minimise health and safety risks but it will also mean that staff will feel more comfortable working from a desk that has not been personalised by another member of staff. There is an expectation therefore, that when an individual vacates a desk to enable it to be used by another member of staff it will be left clear, with no materials left other than the standard IT kit provided by the Trust.

### **Storage Principles**

- 9.9 In a desk sharing environment, there can be no personal shelves or storage allocated to individual desks, nor can there be permanent desk pedestals. Files and resources used for professional work will be kept in team storage areas and personal storage will be in separate lockers or cabinets to be provided. A key constraint on the introduction of mobile working is a dependency on paper documents and other physical resources. However, the ongoing development and spread of electronic document and record storage and online access will increasingly enable wider application of mobile working when combined with remote access. In addition application of good practice records management will mean the requirement for ‘space hungry’ floor storage will be much reduced.

### **Meeting rooms**

- 9.10 All meeting rooms should be regarded as a corporate resource and wherever operationally possible be made available to meet Trust-wide needs and not solely limited to individual teams. Bookable meeting rooms will be supplemented in some locations, based on identified needs, through provision of break out areas for informal collaborative discussion and free rooms for confidential meetings.

### **Front line service provision**

- 9.11 Agile working must not affect the provision of services and therefore managers must ensure they have systems in place to maintain suitable office presence, as required and to monitor the level of available front line staff on duty at any one time.

### **Designated Base**

- 9.12 All staff will continue to have a designated base for travel claims purposes, although they may choose to work from an alternative location to allow for improved efficiency and a more effective service.

## **Agile working desk ratio**

- 9.13 The Trust will adopt the agile working desk ratio principles to assist with the successful implementation of agile working and to enable potential estate rationalisation:
- **fixed worker** – desk ratio is 1:1 – each fixed (office) worker has their own desk although during periods of absence, this desk may be used by other staff, part time fixed workers will be allocated a desk on a pro rata basis;
  - **flexible worker** – desk ratio no more than 7:10 – for every 10 w.t.e of staff the number of desks will not exceed 7;
  - **mobile worker** – desk ratio no more than 4:10 – for every 10 w.t.e. of staff the number of desks will not exceed 4;

## **10. IMPACT ON EMPLOYMENT**

- 10.1 Consideration must be given to the legal implications associated with agile working. The key points are summarised below; please refer to the Trust's Flexible Working Policy for more details.
- 10.2 Agile working can be advantageous to those with caring responsibilities and those with medical problems or disabilities, particularly when considering reasonable work adjustments, in accordance with the requirements of the Equality Act (2010). (See the Trust's Managing Sickness Absence Management Policy). However, individuals must be mindful that as previously outlined, agile working is not a substitute for childcare arrangements.
- 10.3 The Working Time Regulations, which places restrictions on working excessive hours, came into force on 1 October 1998 and must be considered in respect of agile working. The member of staff must ensure that he/she takes adequate rest breaks as required by the Working Time Regulations 1998. They must:
- where work continues for a period of more than six hours, take a break during the working day of at least 20 minutes and stop work during that break;
  - ensure they have a daily rest break of at least 11 continuous hours, i.e. the time period between stopping work one day and beginning work the next day must not be less than 11 hours;
  - have at least one complete day each week when no work is done.
- 10.4 The Flexible Working Regulations apply from April 2003 (enacted through the Employment Rights Act 2002). The Regulations give employees a statutory right to apply for flexible working if they have parental responsibility (parents, guardians, adopters) for children under 6 or a disabled child under 18. The implementation of agile working therefore supports this Act.
- 10.5 The Trust, as Data Controller for staff, member and patient person identifiable information, must comply with eight, legally enforceable, principles of good

practice for all processing as detailed in the Data Protection Act 1998 (please refer to Trust Data protection Policy).

10.6 Managers must be mindful careful consideration and additional processes may need to be put in place if one or more the following apply:

- burden of additional costs;
- detrimental effect on ability to meet patients' needs inability to reorganise work among existing staff;
- inability to recruit additional staff;
- detrimental impact on quality;
- insufficiency of work during the periods the employee proposes to work;
- detrimental impact on performance;
- planned structural changes.

## **11. MANAGING RISKS ASSOCIATED WITH AGILE WORKING**

11.1 While the ability of the Trust to have assured, secure remote access facilities can provide the opportunity for the increased development of agile working practices, it also gives rise to the potential for increasing risk in some areas. These include:

- eligibility criteria and authorisation;
- Health and Safety (including risk associated with the home environment);
- Data Protection, Security and the confidentiality of materials;
- flexible working arrangements and performance management;
- allocation of equipment and financial support;
- insurance arrangements;
- Council Tax/Business Rates.

11.2 The risks associated with the agile working issues above will be mitigated by the procedures outlined in this section and the relevant section within the Guidance for managers and staff.

### **Eligibility Criteria and Authorisation**

11.3 There are certain criteria which must be considered by both the manager and staff members prior to agreeing upon the degree to which agile working can be adopted by a particular member of staff.

### **Health and Safety (including risk assessment of the home environment)**

11.4 The Health and Safety at Work Act 1974 (HSWA) places specific duties on employers, self-employed people and employees; with employers having a duty to protect the health, safety and welfare of their employees.

- 11.5 In addition, staff and managers who occasionally work from home have individual responsibilities under Health and Safety regulations. Staff must complete a Workstation Assessment at home which must then be authorised by their manager. For further details on undertaking a Workstation Assessment, please refer to the Display Screen Equipment Policy or seek specialist advice.
- 11.6 Managers should seek advice regarding any specific concerns around health and safety issues as sign off for agile working will not take place until all the Health and Safety requirements have been appropriately addressed.
- 11.7 A risk assessment should identify the hazards and any control measures necessary to reduce the risk of the hazard causing harm to them or anyone else that may be affected. Appendix C details a checklist which can be used by to identify any possible hazards in their home working area. Following the completion of the checklist additional control measures may be required to control any risks which have been identified. It is recommended the risk assessment is reviewed on an annual basis or more frequently if there are any changes to arrangements such as new equipment or relocation of working space within the home.

#### **Data Protection, Security and Confidentiality of Materials**

- 11.8 Not all information used contains personally identifiable details but some information will still be confidential to the Trust. Staff must ensure they hold only the minimum level of confidential information remotely. The risks associated with a particular employee working occasionally from home will depend on the nature of the work, the type of records used and the access required and the employee's home circumstances.
- 11.9 The member of staff will take responsibility for the confidentiality of any records held remotely (either in paper or electronic form) and for their transportation to and from base. Any spare documents, for instance amended documents, must be disposed of according to Trust policies. The employee must satisfy their line manager the precautions taken are adequate to protect the Trust's responsibilities with regard to the Data Protection Act.
- 11.10 The manager will need to satisfy themselves the risk associated with agile working have been adequately dealt with and this policy and procedure should be read in conjunction with the Confidentiality Policy and Records Management Policy.

#### **Security issues**

- 11.11 Personal confidential information held on electronic devices such as computers, mobile phones, tablets, encrypted memory sticks, must be held securely, whether being accessed at base, from another Trust site or remotely (including at home).
- 11.12 Managers must ensure their staff:
- know their responsibilities under the Data Protection Act and the IM & T Security policy;

- never leave a computer with personal confidential information on screen;
- never leave their computer 'logged on' when unattended;
- ensure rooms containing computers and other equipment, are secure when unattended, with windows closed and locked and blinds or curtains closed;
- for staff who may work from home occasionally, home security must be at the same level as at work.

### **E-mail, Internet and Intranet Facilities**

- 11.13 Use of these facilities is encouraged, subject to certain conditions as described in the IM&T Policy.
- 11.14 When working remotely, staff must not connect Trust IT equipment directly to the internet without the use of a Trust Virtual Private Network (VPN) token to ensure data held on the IT equipment, as well as the Trust computer network, is not compromised.
- 11.15 Failure to adhere to Trust policies may lead to withdrawal of the facility and/or disciplinary action being taken.

### **Agile Working and Performance Management Arrangements**

- 11.16 Both managers and staff must ensure appropriate performance management arrangements are in place prior to agile working sign off.

### **Allocation of Equipment and Other Financial Support**

- 11.17 The Trust is only responsible for any equipment supplied to employees. Line managers must ensure any equipment supplied is:
- the correct equipment is provided for the work activity;
  - information, instruction and training on how to use the equipment is provided;
  - the equipment is checked and maintained as necessary.
- 11.18 Agile workers need to report any defects of Trust equipment immediately to their line manager and not use the equipment if they feel it is unsafe.
- 11.19 The initial technology to assist with the implementation of agile working will be provided by the Trust and funded through team/service budgets.
- 11.20 Specialist equipment will be provided to individuals should a Workstation Assessment deem this necessary; however, this equipment will be provided at the place where they predominantly work and not across multiple sites. It will be funded through service/team budgets.

### **Insurance, Mortgage and Tenancy Arrangements**

- 11.21 The Trust's Employer's Liability Insurance will extend to any members of staff working at home as part of their agile working arrangements.

- 11.22 Insurance for any Trust equipment installed or used in an employee's home will be provided by the Trust.
- 11.23 There may be personal insurance implications if staff choose to work occasionally from home. If the individual and manager both agree to the inclusion of occasional home working within the employee's agile working arrangement (this could be on an ad hoc basis or a more formal arrangement, e.g. one day per week) then the individual may wish to contact their insurance company to confirm there are no restrictions on their domestic policy relating to occasional home working.
- 11.24 Similarly, staff must also contact their mortgage provider or landlord as some mortgage and rental agreements do not permit any form of homeworking to take place on the premises. It is the responsibility of the employee to check their circumstances.

#### **Accident and incident reporting**

- 11.25 Agile workers should use the Datix system to report any work-related accident/incident while home working

## **12. WITHDRAWAL OF AGILE WORKING**

- 12.1 The Trust reserves the right to withdraw agile working from a member of staff if there is evidence the service is suffering, there has been a breach of trust, or the employee will not /cannot meet work. The agile worker will be given one month's written notice of the withdrawal unless it is withdrawn as a result of a breach of trust, in which case no notice will be given. Where capability issues arise (i.e. the performance of the member of staff is in question) the Trust reserves the right to immediately withdraw agile working without notice to enable the employee to be more closely monitored at a Trust workplace.
- 12.2 However, during disruptive or major incidents, (e.g. lack of cover to meet service requirements, to ensure adequate staffing levels during industrial action, pandemic influenza) the arrangement may be temporarily suspended.
- 12.3 The member of staff can ask for agile working to end where they can demonstrate it is no longer possible for them to work in a particular style. Employees should give a minimum of 5 days' notice they would like to terminate these arrangements. However, if an employee's circumstances change at short notice, such as if they are exercising their statutory right to request flexible working or there are exceptional circumstances, such as the ill health of the employee or where home working is no longer possible and this means their work style is no longer possible this should discuss this with the line manager as a matter of urgency.

### **13. TRAINING REQUIREMENTS**

13.1 The Trust will work towards all staff being appropriately trained in line with the organisation's Staff Training Matrix (training needs analysis). All training documents referred to in this policy are accessible to staff within the Learning and Development Section of the Intranet.

### **14. EQUALITY IMPACT ASSESSMENT**

14.1 All relevant persons are required to comply with this document and must demonstrate sensitivity and competence in relation to the nine protected characteristics as defined by the Equality Act 2010. In addition, the Trust has identified Learning Disabilities as an additional tenth protected characteristic. If you, or any other groups, believe you are disadvantaged by anything contained in this document please contact the Equality and Diversity Lead who will then actively respond to the enquiry.

### **15. COUNTER FRAUD**

15.1 The Trust is committed to the NHS Protect Counter Fraud Policy – to reduce fraud in the NHS to a minimum, keep it at that level and put funds stolen by fraud back into inpatient care. Therefore, consideration has been given to the inclusion of guidance with regard to the potential for fraud and corruption to occur and what action should be taken in such circumstances during the development of this procedural document.

### **16. MONITORING COMPLIANCE AND EFFECTIVENESS**

16.1 Overall responsibility for the monitoring of this policy rests with the Workforce Governance Group.

16.2 The following table outlines how the Trust will monitor compliance with the key elements of this policy.

<b>Element to be monitored</b>	<b>Tool</b>	<b>Frequency</b>	<b>Reporting arrangements</b>
Staff Concerns Incidents	Datix	Quarterly	Workforce Governance Group

16.3 This policy applies to a wide cross section of staff, working in many different departments and environments.

Where a team has agile workers, the service manager shall be responsible for ensuring compliance with this policy, and where possible, monitoring through regular operational or best practice groups. Any breach or concerns should be reported through line management to the appropriate Executive Director.



## 17. RELEVANT CARE QUALITY COMMISSION (CQC) –

17.1 Under the **Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (Part 3)**, the fundamental standards which inform this procedural document, are set out in the following regulations:

Regulation 12:	Safe care and treatment
Regulation 15:	Premises and equipment
Regulation 17:	Good governance
Regulation 18:	Staffing
Regulation 20:	Duty of candour

17.2 Under the **CQC (Registration) Regulations 2009 (Part 4)** the requirements which inform this procedural document are set out in the following regulations:

Regulation 11:	General
----------------	---------

17.3 Detailed guidance on meeting the requirements can be found at <http://www.cqc.org.uk/sites/default/files/20150311%20Guidance%20for%20providers%20on%20meeting%20the%20regulations%20FINAL%20FOR%20PUBLISHING.pdf>

## 18. REFERENCES, ACKNOWLEDGEMENTS AND ASSOCIATED DOCUMENTS

18.1 Trust procedural documents

- Business Continuity and Service Recovery Policy
- Capability Policy
- Carbon Reduction and Sustainability Policy
- Confidentiality and Data Protection Policy
- Disciplinary Policy
- Display Screen Equipment Policy
- Equality and Diversity Policy
- Fire Safety Policy
- Flexible Working Policy
- Health and Safety Policy
- Information Governance Policy
- Information Security Policy
- Lone Working Policy
- Moving and Handling Policy
- Record Keeping and Record Management Policy
- Risk Management Policy
- Security Policy
- Severe Weather Policy

- Slips, Trips and Falls Policy
- Staff Mandatory Training Matrix (Training Needs Analysis)
- Untoward Event Reporting Policy

18.2 All current policies and procedures are accessible to all staff on the Trust Internet. Trust Guidance is accessible to staff on the Trust Intranet (within Policies and Procedures).

## **19. APPENDICES**

19.1 For the avoidance of any doubt the appendices in this policy are to constitute part of the body of this policy and shall be treated as such:

- Appendix A Application to Agile Work
- Appendix B Agile Working Agreement
- Appendix C Home Working Checklist
- Appendix D Home Working DSE Assessment
- Appendix E Reimbursement of Expenses

**APPLICATION TO AGILE WORK**

Name:	
Post Title:	
Current Work Location:	
Contact Number:	
Current number of working hours per week/working pattern	
<p><i>When applying to agile work the following information must be submitted to your Manager. This information will be the starting point for discussion between you, your manager and, where necessary, your colleagues. Your application will be returned to you if you do not complete all the questions.</i></p>	
<p>Which work style would you like to adopt (Section 6 of the Agile Working Policy)?</p>	
<p>Please state reasons for request: (If you wish to discuss this confidentially please indicate here.)</p>	
<p>What impact will this request have on your service?</p>	
Signature:	Date:
<p></p>	

**AGILE WORKING AGREEMENT**

**The agreement is to be completed by the employee.**

Please tick the boxes to confirm you will or have carried out the required actions. Please send a copy of this completed agreement and your completed *Home Working Checklist* to your manager to confirm a risk assessment has been undertaken. Agile working will initially be undertaken for a period of three months. Thereafter the arrangements will be reviewed and a decision taken on whether the arrangements will continue. These arrangements will be reviewed at least annually

I wish to agile work and agree to abide by the terms of this agreement.	
I agree to complete the <i>Home Working Checklist</i> and return to my manager if I intend to occasionally work from home.	
I will inform my manager of changes in my personal circumstances which could affect my health and safety.	
I am aware of the security measures required and the sensitive nature of the data I am working with. I agree at all times to protect access, maintain and store the data securely and confidentially in line with the Data Protection Acts and Trust requirements. My work computer will not be used by anyone other than myself.	
I am aware and understand my requirements to notify my manager when I am unable to work or absent from work due to sickness or any other reason.	
I am aware and understand the requirement to report any work-related accidents and of the actions I am required to take in an emergency.	
I am aware I must continue to comply with all Trust policies, practices and procedures.	
I agree to work in accordance with the times agreed with my manager and to keep accurate records of my hours worked.	
I agree to provide the Trust with a contact phone number which can be used for work purposes during work hours or arrange for my calls to be directly forwarded.	

Signature.....Date .....

Approved by: Line Manager Name.....

Yes/No ..... Date .....

**OCCASIONAL HOME WORKING CHECKLIST**

This checklist can be used to identify any possible hazards in your home working area. Once completed it should be submitted to your line manager to inform discussions and confirm working arrangements

<b>Name:</b>		
<b>Home workplace address</b>		
	<b>Y or N</b>	<b>Comments</b>
<b>A - Working Area</b>		
1. Is the workplace away from distractions?		
2. Is there adequate workspace in the room to work safely and is there sufficient height to stand up in?		
3. Is your home workplace free from tripping hazards?		
4. Is equipment, bags, paper, files, books etc. stored safely off the floor?		
5. Is equipment positioned safely so that no cables are left hanging that could lead to the equipment being pulled over?		
<b>B – Environment</b>		
1. Is heating available to maintain an adequate working temperature (Minimum 16 °C)?		
2. Are blinds/ curtains available to prevent glare on computer screens?		
3. Is there adequate ventilation in the work area?		
4. Is adequate lighting provided which may be a combination of natural lighting, task lighting and general		

<b>C- Display Screen Equipment</b>		
1. Have you completed the display screen equipment assessment for your home workstation?		
2. Are you using a docking station for your laptop?		
3. Do you have an external mouse and keyboard for your laptop?		
4. Are you taking short but frequent breaks away from your work?		
<b>D - Electrical Safety</b>		
1. Are Trust-owned portable electrical appliances PAT tested and a sticker applied?		
2. Do you carry out visual checks on plugs, wiring and casings of electrical equipment?		

<b>Employee Signature:</b>		<b>Date:</b>
<b>Line Manager Signature:</b>		<b>Date:</b>



Can you adjust the height and angle of the backrest?

*Yes* *No*

Is the chair stable?

*Yes* *No*

Does it allow movement?

*Yes* *No*

Is the chair in a good state of repair?

*Yes* *No*

If your chair has arms, do they get in the way?

*Yes* *No*

## **2b. Desk**

Is the desk surface large enough to allow you to place all your equipment where you need it?

*Yes* *No*

Is the height of the desk suitable?

*Yes* *Too high* *Too low*

Does the desk have a matt surface (non-reflecting)?

*Yes* *No*

## **2c. Footrest**

If you cannot place your feet flat on the floor whilst keying, has a footrest been supplied?

*Yes* *No*

## **2d. Document holder**

If it would be of benefit to use a document holder, has one been supplied?

*Yes* *No*

## **3. DISPLAY SCREEN EQUIPMENT**

Can you easily adjust the brightness and the contrast between the characters on screen and the background?

*Yes* *No*

Does the screen tilt and swivel freely?





**REIMBURSEMENT OF EXPENSES**

<b>Description</b>	<b>Basis for Claim</b>	<b>Evidence Required</b>	<b>Method of Payment</b>
Travel Expenses	Mileage will be reimbursed in accordance with Trust Expenses Policy with the employees' team base or contractual location as their designated work base.	As per car user status	Reimbursement through salary upon receipt of claim
Telephone access	Business calls made from home phone. (Where no home phone exists consideration of mobile phone provision paid for by service area)	Phone bill highlighting business calls	Reimbursement through salary upon receipt of claim
Heating/Lighting/Power and other household expenses e.g. insurance	Increase in costs of utilities (gas, electricity, oil etc.) as a result of home working.	None required.	No allowance as the cost will be offset by savings on travelling to and from work.
Desks/Chairs/Laptops/Computer/storage/handheld devices/mobile phones	All necessary equipment will be provided as per Workstyle. Office furniture only provided in Trust premises and not in staff homes.	Completion of Agile Working request and authorisation by Manager	IMT infrastructure provided directly by Trust. Other equipment paid by service area
Office Supplies (Stapler, hole punch, stapler remover, stationary etc.)	Required to perform the duties of the job	Management decision	Order through service area stationery ordering system.
Printing	Staff home working will not be expected to print any documents at home.		No allowance as printing will not be expected.