

<b>CORPORATE DOCUMENT</b>			
<b>Policy Document Title:</b>			
<b>AGILE WORKING POLICY, FRAMEWORK AND PROCEDURE</b>			
<b>This document is relevant for staff at:</b>	<b>Luton Hospital site</b>	<b>Bedford Hospital site</b>	<b>Both Hospital sites</b> X
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<b>Reason for amendments: Please <u>highlight</u> all amendments in your document.</b>			
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## CONTENTS

<b>1. AGILE POLICY</b>	<b>3</b>
1.1. Policy Statement and Rationale	3
1.2. Key Principles	3
1.3. Scope	4
1.4. Duties and Responsibilities	5
<b>2. POLICY FRAMEWORK</b>	<b>1</b>
2.1. People and Culture – employment principles	1
2.2. People and Culture – management, supervision & support	3
2.3. People and Culture –support and wellbeing	4
2.4. Systems	4
2.5. Premises – Workspace design	6
2.6. Premises – Workspace mindfulness	7
2.7. Processes	8
<b>3. INCLUSION</b>	<b>8</b>
3.1. Equality and diversity values	8
3.2. Equality impact Assessment	8
<b>4. TRAINING AND AWARENESS</b>	<b>8</b>
<b>5. INTERPRETATION, VARIATION AND TERMINATION</b>	<b>9</b>
<b>6. MONITORING, COMPLIANCE AND STANDARDS</b>	<b>9</b>
<b>7. DEVELOPMENT AND IMPLEMENTATION INCLUDING DISSEMINATION</b>	<b>9</b>
<b>8. DOCUMENT CONTROL AND ARCHIVING</b>	<b>9</b>
<b>9. POLICY IMPLEMENTATION PRIORITIES</b>	<b>10</b>

## APPENDICES

Appendix 1 - Agile Working Procedure

Appendix 2 – A Guide to Agile Working

Appendix 3 – Checklist for Staff and Managers

Appendix 4 – Remote Working Risk Assessment - Self Assessment Form (*including Display Screen Equipment*)

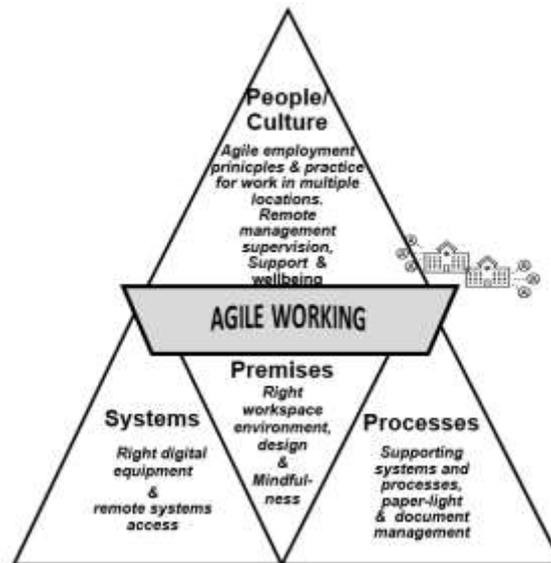
Appendix 5 – Remote Working Request Form

Appendix 6 – Agile/Remote Working Agreement

Appendix 7 - Template Letter to confirm Agile/Remote Working

Appendix 8 - Equality Impact Assessment

Appendix 9 - Governance



## 1. AGILE POLICY

### 1.1. Policy Statement and Rationale

Bedfordshire Hospitals NHS Foundation Trust (BHFT) recognises that there is a need to develop modern working practices to support employees to work in a more agile way and to maintain a good work life balance whilst also supporting performance and productivity. In addition, new technologies including laptops, smart phones and virtual private network (vpn) access have making it possible to access information remotely from a variety of Trust and other locations.

Although the nature of a number of roles, particularly clinical roles, within the Trust cannot be classed as fully agile, there is considerable scope in many cases for some form of agile working. The different ways in which agile working can be undertaken is dependent of the role, service needs, individual preferences and circumstances. It is possible, with careful planning for many staff to carry out their duties from a variety of different locations including their home. In this way opportunities are opened to staff and prospective candidates who find it challenging to work in a traditional manner.

Agile working provides staff with options and allows them to influence where and when they undertake their roles by introducing an element of choice whilst at the same time ensuring that the needs of the service are best met. It promotes varying levels of flexibility within the workplace.

### 1.2. Key Principles

The Agile Working Policy sets out an overall framework to deliver the aims of the Agile Working Strategy to enable staff to carry out their work efficiently and effectively, working across a variety of locations either within Trust premises or at home. The framework provides guidance on how Agile Working will be supported and enabled across the organisation.

This policy will help managers, teams and individual staff members to gain an understanding of the basic principles of agile working and the options available; this can then be applied

when considering agile working for specific roles and specific teams. A 'Guide to Agile Working' has been provided at Appendix 2.

This policy also covers the provision of facilities which will be made available to staff working for the Trust (or on its behalf), to enable secure and reliable authorised access to the Trust's information systems. Agile working enables staff to access such systems remotely (i.e. away from a specific base) which in turn results in more timely updating of information, faster and more informed decision making and overall improved efficiency.

Staff who are do not work agilely are referred to as fixed workers. There are three ways in which BHFT staff can be described as agile; it is dependent on the nature of the agile component of their work or '**workstyles**' as described in table 1 below. For each of the workstyles the Trust aims, through time, to provide enabling technology and enabling '**workspaces**', the latter is also described in table 1 below.

Table 1 – Workstyles and Workspaces

← AGILE WORKING →			FIXED WORKING
Mobile Worker	Roaming Worker	Remote Worker	Fixed Worker
<p>Clinical Mobile Staff who spend significant amounts of time working in clinical areas and on most days require access to desking/workspace located alongside their team wherever possible.</p> <p>Some mobile workers may also work from home periodically.</p> <p>Consultants, Middle Grade Doctors and Specialist Nurses are examples of clinical mobile roles.</p> 	<p>Staff who work significant amounts of time cross-site and who require a desk/work space to be available in both locations.</p> <p>At their base location they do not need a dedicated desk but would need regular access to shared desking, whenever possible this should be in the same area as their team/peers.</p> <p>Roaming workers may also work from home periodically.</p> <p>General Managers, HR Business Partners, Finance Managers, Corporate Nurses are examples of roaming roles.</p>	<p>Staff who regularly work away from their nominated base, usually at home on an ad hoc or routine/regular basis.</p> <p>The amount of time will vary from infrequent hours through to a couple of days a week and up to the majority of the working week.*</p> <p>When on-site remote workers require access to shared desking/workspace whenever possible this should be in the same area as their team/peers or in the appropriate zone in the Luton office block.</p> <p>Examples of types of role that fit into this category may include corporate services clerical and administration roles, project roles, data input roles, Information Analysts and Finance Managers.</p>	<p>Fixed workers spend the majority of their working time desk based in an office or who require specialist kit or technology at their workstation.</p> <p>Fixed workers require fixed desks/workspace located alongside their team wherever possible.</p> <p>Examples of types of role that fit into this category include PA's, Secretaries and staff who do not work agilely.</p>

*\*To maintain contact and encourage team cohesion all remote workers (especially those where limited interaction with colleagues is required to fulfil the job requirements) must spend a reasonable number of scheduled days in the office on site to attend meetings, team briefings, training events etc*

There is no expectation that staff will work at home and managers will not insist that a staff member should do so. It is recognised that personal circumstances and/or personal preference may influence an employee's decision regarding home working in particular.

### 1.3. Scope

This policy applies to all staff groups directly employed by the Trust, regardless of length of service unless specified by their terms and conditions of service.

Individuals engaged by independent contractors providing a contracted service to the Trust are not covered by this policy.

## **1.4. Duties and Responsibilities**

### **1.4.1. Director of Human Resources**

Overall responsibility for the policy to ensure that all staff are supported and that the policy is implemented fairly and equitably.

### **1.4.2. Chief Digital Information Officer**

To ensure that all Digital requirements are robust and effective to support staff to access systems across and remote away from Trust locations.

### **1.4.3. Director of Estates & Facilities**

To ensure that the agreed space utilisation design principles are applied to any new build or refurbishment programme and to oversee the provision of appropriate workspace accommodation for staff to access at any trust location to support cross-site working.

### **1.4.4. Managers with Line Management Responsibilities**

To implement the policy. To comply with all conditions contained and to be responsible for the approval or otherwise of all new requests for agile working in line with the policy. To review any existing agile working arrangements for staff within their area of responsibility in line with this policy.

To ensure flexibility, openness and constructiveness in relation to discussions and agreements about Agile working with employees within their area of responsibility, whilst remaining focused on the needs of the service.

To meet their duties in relation to health and safety by undertaking appropriate risk assessments, putting in place local team agreements, and acting on any areas of concern for employees who they are responsible for.

### **1.4.5. Personal responsibilities for Agile Workers**

To comply with all conditions contained within this policy and in any local team agreements, including confidentiality, data protection, health and safety, working hours and internet security policies etc.

## 2. Policy Framework

The following sections set out the policy framework which provides guidance on how Agile Working will be supported and enabled across the organisation.

### 2.1. People and Culture – employment principles



For agile working to become successfully embedded within teams, a mutual agreement must be reached between the staff member and line manager and the team impacted should be involved in discussions regarding practical arrangements for agile working. This could for example relate to how home working arrangements should work and/or how the team will be working in a new open plan office. The Checklist at Appendix 3 will help guide the discussion.

When considering the practicalities of agile working, in particular during initial discussions between manager and employee, and then with the wider team, all parties must be mindful of the following principles:

- Some options may not be operationally practical for certain jobs.
- Operational feasibility and quality standards, including Health and Safety, Information Governance, legislative and security of equipment requirements, must not be compromised.
- Arrangements should seek to improve and enhance service delivery.
- Wider participation and inclusion opportunities should be given serious consideration in assessing whether roles could work effectively in an agile manner.
- Service resilience must be given serious consideration. The extent to which any staff member needs to be in a position to return to, or attend, Trust premises on a planned or emergency basis will be an important consideration as will the need to maintain clinical and service resilience within each clinical and corporate service and across the Trust as a whole.

The principles of agile working covered in this policy are not designed to replace the concepts outlined within the existing Flexible Working Policy.

Any agreement to work agilely will not constitute a change to an employee's nominal base.

The Trust's liability for any costs associated with remote/home working will be limited to the provision of the appropriate technology. No additional costs, for example home lighting/heating, electricity, wi-fi etc. will be paid by the Trust. Staff working from home should contact the HMRC regarding any entitlement to tax relief for utilities in relation to their own particular individual circumstances.

Remote/home workers should consult with or inform with any necessary parties, such as landlords, insurance or mortgage companies, to confirm there are no restrictions regarding remote working. The Trust is not liable for any associated costs in relation to home insurance arrangements.

Staff employed by the Trust, who undertake work remotely, which falls within their contract of employment with the Trust, will be covered under the Liabilities to Third Parties Scheme (LTPS) provided by NHS Resolution which includes Employers and Public Liability cover.

### **2.1.1. Health and Safety**

Health and Safety legislation places duties on the Trust to protect the health, safety and welfare of its employees, including staff working at home. Employees also have a responsibility for their own and others health and safety while they are carrying out work activities regardless of the work location in accordance with the Trust's policies.

When working from home, even if it is only on an ad-hoc basis, the employee has a responsibility to ensure they have an appropriate workspace with adequate security, storage and screening from activities and noise in the rest of the home. There must also be adequate ventilation and lighting.

To ensure such safe working arrangements are in place, a full completed and signed Agile/Remote Working Agreement (Appendix 6) and a Health and Safety Remote/Home Risk Assessment (Appendix 4) will be carried out if any part of an employee's working style requires them to work from home. This will need to be carried out again if any substantial changes are made to the working environment or arrangements.

### **2.1.2. Home Visits and Meetings**

Line managers may be required to visit staff at their home, within reason. Advance notice will be given to staff of any visits and the purpose outlined.

Subject to prior agreement between the relevant line manager and the member of staff, other Trust staff may also need to visit a staff member's home for work-related matters including; supervision, collection and delivery of work, equipment installation and maintenance, workplace health and safety assessment, or retrieval of equipment in the event of changes to the home working arrangement.

Employees should not carry out face to face work meetings in their home with patients and neither does the Trust expect external contacts to meet with staff at their home.

### **2.1.3. Data Protection, Security and Confidentiality**

The Trust's Information Governance and Data Protection Policies apply at all times regardless of working location. Agile workers must observe the following;

- Do not leave your computer unlocked when unattended
- Patient Medical Records are not to be taken home
- Staff personnel / supervision files are not to be taken home
- Copying of patient medical records is not permitted
- Printed patient information is not to leave Trust premises
- Printing confidential Trust documents at home is not permitted
- All information should be accessed via remote access software provided by the Trust

- Personal digital equipment such as laptops, printers and ipads should only be used in line with the Trust's Information Governance and Data Protection Policies.
- Where remote access is not available, documents may only be taken away from Trust premises on a Trust issued encrypted USB
- All printed/written paper must be disposed of in confidential waste bins which are provided at all Trust locations
- Do not allow unauthorised people into areas where confidential information is held unless they are supervised
- Confidential information should not be left-out overnight
- Confidential conversations should be held in an appropriate place where they cannot be overheard
- When transporting Trust equipment and belongings off-site by private car, store them in the boot and do not leave them in the vehicle overnight

Any loss of equipment or information must be reported immediately to the employee's line manager.

## 2.2. People and Culture – management, supervision & support



Agile working works at its best when there is mutual trust combined with openness and transparency about the arrangements, and how they will work in practice - this also ensures fairness of approach.

New ways of working will also require a new way of managing; managers will need to be clear about what's expected and staff need to have a clear framework to work within.

The following should be taken into account when considering and planning for agile working;

- The Trust's team ethos is central to the way we work and ensuring that Teams have the time and opportunity to keep in touch and to come together regularly to interact and learn is a fundamental requirement of our agile approach.
- Opportunities for new ways to carry out both formal and informal supervision and performance management should be explored and agreed prior to commencing agile working.
- Performance reviews should address any concerns related to Agile Working practices and should also take into consideration feedback from the team, to ensure that the working arrangements are not detrimental to service delivery or the team and other colleagues.
- Where new agile working arrangements include adapting to new open plan or flexible office accommodation with shared workspaces etc then plans and agreements will need to be put in place in advance to determine how the spaces will operate practically. The Checklist for Managers and Staff (Appendix 3) includes prompts for managers and teams to consider.

- Agile workers, particularly those working from home, will not always work standard office hours. It is essential to plan and agree in advance with both the individual and team how this will operate practically. Team members should be aware of individual agile working patterns, which includes where and when staff will work on a daily basis and how they can be contacted. (Appendix 6 – Remote Working Agreement and Appendix 3 - Checklist for Managers and Staff).

### 2.3. People and Culture –support and wellbeing



New ways of working require new ways of thinking about how to maintain trust, connection and mutual purpose when not all team members are in one place all the time or are in a shared working environment.

Communication and involvement can be challenging; lack of face-to-face contact and visibility, coupled with overreliance on emails and written communication can make it difficult for staff to maintain involvement, understand context, pick up cues and messages. Staff may feel left-out, overlooked, not heard, isolated or lonely

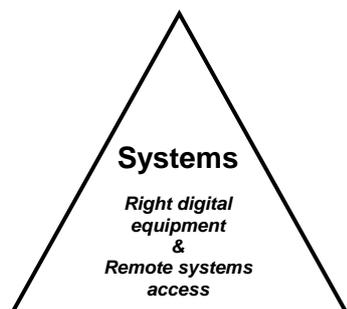
Managers should recognise these potential wellbeing issues at the commencement of any agile working arrangements and must also look out for the early warning signs which indicate that a team member or the team as a whole is not working well; appropriate measures must be put in place including;

- Opportunities for formal and impromptu collaboration and interaction must be considered and put in place including regular briefings, socialising and learning and development events;
- Regular opportunities for the whole team to keep in touch and to meet virtually with agile remote and roaming workers via MS Teams or other technology
- Formal support and supervision including periodic planned 1:1's and face to face meetings

Both managers and staff must be willing to engage in joint problem solving and troubleshooting to ensure that the agile working arrangements work effectively. All parties are responsible for maintaining good working relationships.

Training and development will available, if requested, to help managers understand and mitigate these issues and guides and resources will be available on the Trust's intranet.

### 2.4. Systems



The Trust recognises that to fully implement agile working across the organisation, staff will require robust and secure connectivity and hardware to enable them to undertake their roles.

With regards to connectivity, the Trust will provide agile staff with the:

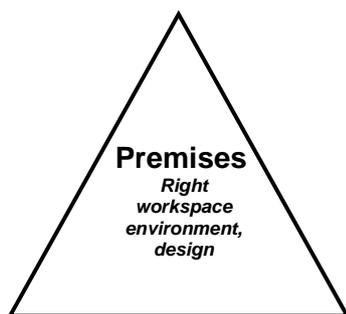
- Ability to connect to Trust systems from Trust locations
- Ability to connect to Trust systems from other locations with appropriate security settings
- Appropriate level of digital support that is responsive to support issues raised by agile workers’,
- Digital solutions for specialist teams with specific access needs
- Audio/video conferencing and access to apps/single sign on
- Remotely accessible room/desk/space booking system linked to outlook
- Generic digital solutions for Agile Working including home working, cross-site working including shared diaries, follow-me printing, access to cross site systems and effective and appropriate hardware and interfacing.
- Each fixed and shared desk in any new open plan office accommodation will have a technology which allows access to all systems and applications

When agile working is being considered an assessment should be undertaken of the required digital solution including access to systems and digital equipment. For each of the three agile workstyles the Trust aims, **through time**, to provide enabling technology as described in Table 2 below.

Table 2 – Digital Options

	AGILE WORKING			FIXED WORKING
	Mobile Worker	Roaming Worker	Remote Worker	Fixed Worker
<b>Work Styles</b>	eg Consultants and CNS's Spends significant amount of time working in clinical areas Requires desk space most days. May also work from home periodically	eg GM's, Corporate Nurses , HR Business Partners Spends a significant amount of time working in cross-site. Requires to be located with or near team/peers at base location. May also work from home periodically	Eg Corporate services clerical and administration roles, project roles, data input roles, Information Analysts and Finance Managers Spends significant amount of time working away from base, usually at home Requires desk space when on site.	eg PA's Spends a significant amount of time working on site
<b>Work-Spaces</b>	<ul style="list-style-type: none"> <li>• Across Wards on site</li> <li>• Clinical Spaces on site</li> <li>• Desk Based on site</li> <li>• Cross-site – for some</li> <li>• Home</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-site locations</li> <li>• Desk based on both sites</li> <li>• Home</li> </ul>	<ul style="list-style-type: none"> <li>• Home or remote site</li> <li>• Desk based when on site</li> </ul>	<ul style="list-style-type: none"> <li>• Site based</li> </ul>
<b>Digital Options</b>	<ul style="list-style-type: none"> <li>• iPad or Laptop</li> <li>• Bluetooth headset</li> <li>• Mouse</li> </ul>	<ul style="list-style-type: none"> <li>• iPad or Laptop</li> <li>• Headset</li> <li>• Docking station (if required for home working)</li> <li>• Monitor(s)</li> <li>• Keyboard and mouse</li> </ul>	<ul style="list-style-type: none"> <li>• iPad or Laptop</li> <li>• Headset</li> <li>• Docking station (if required for home working)</li> <li>• Monitor(s)</li> <li>• Keyboard and mouse</li> </ul>	<ul style="list-style-type: none"> <li>• VDI box</li> <li>• Screen as required</li> <li>• Phone</li> <li>• Keyboard and mouse</li> <li>• Headset as required</li> </ul>

## 2.5. Premises – Workspace design



The Trust's Space Allocation Guidelines provides a framework for managing office and non-clinical accommodation to ensure the use of available space is maximised and that prime clinical space is freed-up.

The guidelines are intended to encourage innovation and new ways of working including agile working. Space utilisation will enable flexible and multi-disciplinary occupancy. Refurbished office space and accommodation will therefore be designed based on;

- Flexible or open plan layout with a range of desking, PODs and meeting rooms to provide teams and individuals with access to the tools and environments they need to carry out the tasks required
- Where practical, desk sharing may be adopted to ensure efficient use of workspace locations
- Where space permits, zones/areas will be created in open plan accommodation to enable teams to work together effectively. These areas will comprise fixed desks and shared desks, according to the agile working arrangements of the team. These zones may include team dedicated pods, booths and meeting rooms.

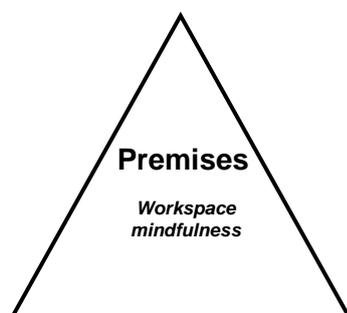
In addition to room and desk allocation a number of other provisions may be made to staff based in these areas such as ;

- Locker provision for staff with no dedicated desk or pedestal unit to store personal belongings and/or documentation
- Storage areas for general storing and non-confidential documents/books
- Pedestals for local storage will be provided for working papers to be stored away at the end of the working day
- Beverage preparation areas / rest rooms
- Cloakroom
- Changing room
- Adequate toilet facilities including disabled toilets. Toilets may be mixed sex.
- Central stores for paper / stationery / printing

Moving towards a more flexible office environment with increased occupancy levels has many benefits but will take time to achieve. The Office Block in Luton (for occupancy in 2021) is the first area where the principles will be applied.

Where agile working is agreed in locations which are not open plan as described above, team leaders/managers will be responsible for utilising the space available to them in the most effective way to accommodate the working styles of the team. The descriptions at Table 1 on page 4 will help to identify the most appropriate desk allocation for any given role.

## 2.6. Premises – Workspace mindfulness



In any shared, open plan and flexible work space staff must observe the following;

### Desk

➤ Every desk is a potential workspace for others, this includes desks allocated to 'fixed' workers available to use by other staff during periods of absence such as annual leave, sickness or non-working hours. With the exception of any fixed digital equipment, all desks should be kept clear and should not contain personal belongings

### Noise

- Respect other users, do not use desks for participating in conference calls
- Be sensitive to people working at desks when waiting to access meeting rooms
- Refrain from having long conversations in open plan spaces where others may be disturbed and if the conversation is of a personal nature an appropriate quiet space should be used
- When working in open plan spaces mobile phone should be set to vibrate or silent, and laptops muted.

### Data protection

- To ensure data security and good information governance, any items left at the end of the working day will be removed for security reasons.

### Food

- Hot food should be prepared and eaten in a kitchen/rest areas wherever possible. Staff should refrain from eating strong-smelling food at desks.

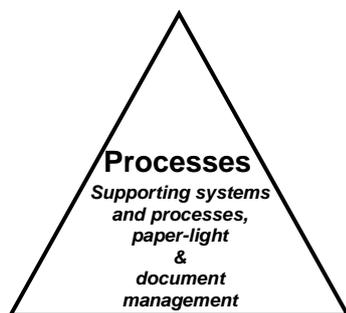
### Meeting rooms

- Meetings shouldn't over-run so as not to hold up the next occupants
- Meeting rooms they should be left tidy and cleared of papers, catering items etc
- Chairs should not be moved from other areas
- Cables should not be unplugged and fixed equipment should not be removed

### Beverage preparation areas / rest rooms

- Clear away and washing cutlery and crockery and loading and unloading dishwashers
- Out of date food should be removed from the fridge.

## 2.7. Processes



The new way of agile working where staff are increasingly working away from a single fixed location, whether in new or existing accommodation, will be made easier by streamlining and automation wherever possible to eliminate manual, paper-based processes.

Where shared desks are accessible to a range of agile workers, or where staff are working remotely or cross-site, there is a need to minimise the demand for storage space and establish a paper free/light working environment. This will be achieved by;

- Adopting a clear desk approach - every desk is potentially an agile workspace and should be suitable for any team member to use
- Implementing a secure cloud-based document management system enabling documents to be accessed from anywhere through a range of fixed and mobile devices.
- Implementing a scanning, storage and document retrievable system
- Teams working towards automating and streamlining routine processes wherever possible
- Physical storage of documents be kept to a minimum with local storage being provided either within personal lockers and/or defined storage areas

## 3. Inclusion

### 3.1. Equality and diversity values

The Trust's equality and diversity values are Access, Inclusion, Fair Treatment, Dignity and Respect. The Agile Working Policy will strengthen our focus on inclusion and values promotion, ensuring that the agile working arrangements are successful, fully includes everyone and that there are no unintended consequences or unmet needs.

### 3.2. Equality impact Assessment

The equality impact assessment (Appendix 8) is a way of ensuring proper consideration of the effects of change on people who use our services or who we employ. Measured against these E&D values, through an impact assessment, the policy has been assessed as supportive, an enabler, appropriate, reasonable, proportionate and objectively justified.

The Policy will be kept under review and will be responsive to changing needs of service users or staff and mindful of changing environmental circumstances.

## 4. Training and Awareness

This Policy will be placed on the intranet.

The Human Resources and OD/Culture teams will provide training sessions on its application as well as tailored training to individual managers as and when requested. Guides and resources will also be available on the Trust's intranet.

The Digital training team will provide technical training.

Staff are responsible for ensure their mandatory training records are up to date; this includes Information Governance and Health and Safety.

## 5. Interpretation, Variation and Termination

Any questions regarding the interpretation of this policy shall be referred to the Associate Directors of Human Resources or designated senior manager in the Trust's Human Resources Team.

## 6. Monitoring, Compliance and Standards

Monitoring of the policy and procedure will be undertaken by the Associate Director of Human Resources Operations.

<b>What is the standard</b>	<b>Time frame/ Format /how often</b>	<b>How/Method</b>	<b>Reviewed and action plan development by who/which group</b>	<b>Action Plans monitored by and how often</b>
Staff and patient satisfaction	Two yearly	Review staff and patient surveys	Human Resources Business Partner Team	Human Resources Department Annually
Equality & Diversity	Two yearly	Review uptake of agile working equal opportunities criteria	Human Resources Business Partner Team	Trust Equality & Diversity Policy Annual Audit
Monitor usage ensure consistency of approach.	Annually	Data review & Review requests and uptake of agile working equal	Human Resources Business Partner Team	Internally

## 7. Development and Implementation including Dissemination

The agile strategy and policy proposals were written in conjunction with the HR team, the Agile Working Group, the Office Relocation Project Team (including Digital and Estates).

The draft strategy and policy proposals were reviewed by the Trust Executive and the Trust-wide Agile Working Group and presented to the Workforce Committee in September and October 2020, following which a period of communication and engagement was undertaken including discussion with the LNC and JSM.

## 8. Document Control and Archiving

A central electronic read only version will be kept by the Associate Director of HR Operations in a designated shared folder.

## 9. Policy Implementation Priorities

The new Office Block at Luton will be the pilot area for agile working in a modern agile environment. On-going reviews of the effectiveness of the Agile Working Policy will be carried out during the first year of the new office block operation.

Recognising the current Trust-wide arrangements in place for Covid 19 the Trust will continue to work with managers and leaders using existing channels to support staff who are currently home working where there is an intention for them to continue to do or where new requests have been made.

Agile workstyles and space utilisation principles will be used as the basis for future estates office accommodation planning.

The Agile Working policy will be rolled-out to the rest of the organisation in Q1 2021 following a review of cost implications and likely uptake.

Recognising the complexity of adopting agile working arrangements for clinical services, the Clinical Integration Team will oversee any agile developments in these services as part of the post-merger integration work or through one-off requests.

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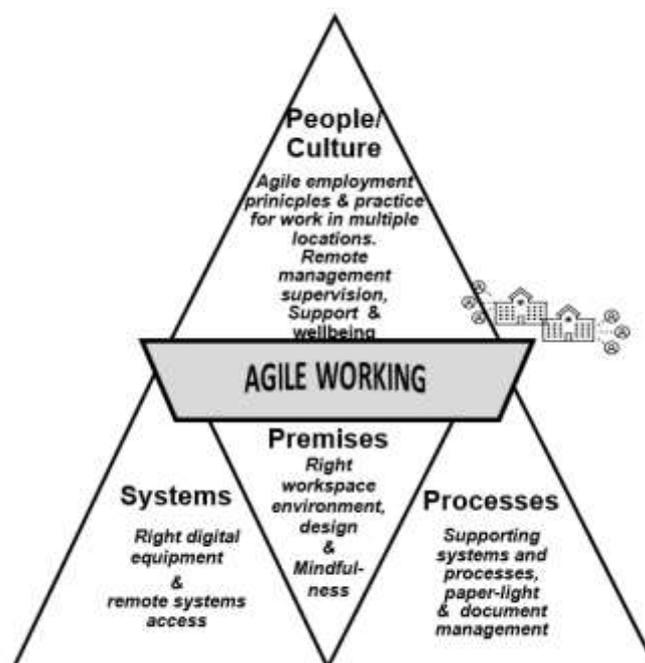
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### CONTENTS

Appendix 1 - Agile Working Procedure	10
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Appendix 3 – Checklist for Staff and Managers	
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## Appendix 1 - Agile Working Procedure

### 1. Implementation Principles

The following principles will be applied to agile working planning and implementation;

- Agile working arrangements must be beneficial to both the individual and the service.
- Operational feasibility and quality standards, including health and safety, data protection, confidentiality and legislative requirements, must not be compromised.
- Agile working should not inconvenience other colleagues.
- Manager should consult team colleagues and other staff who may be affected by any requested change, before a decision is confirmed and these staff should have a confidential way of being able to express their views.
- The application of agile working should not result in the Trust incurring additional costs, other than specific IT equipment costs.
- For some roles agile working may be an inherent and necessary feature of the job eg cross-site working or where the role/team is based in an open plan environment.

### 2. Process for Agreeing Agile Working

In some cases where there is a business need to transition staff to working more agilely, it may be necessary to engage, or unusually to consult, with employees instead of following the steps below. HR advice should be sought from the appropriate HR Business Partner to determine the best course of action in the circumstances.

Either the line manager or the employee (via Appendix 5 Remote Working Request Form) can initiate a discussion about the possibility of agile working.

Whilst the Trust would wish to be as accommodating as possible in responding to requests for agile working, particularly home working, some options may not be operationally practical.

The line manager should give appropriate consideration to a request made by an employee to work in an agile way and employees should similarly give appropriate consideration to management requests to work agilely and the following process should be followed;

#### Step 1 – Considering a request

The line manager and employee should consider the following points before agreeing an agile working arrangement, which is most likely to be about home working, Appendix 6 – Agile Working Agreement and Appendix 4- Health and Safety Risk Assessment, should be used to guide the discussions;

- Whether this policy is applicable or whether an alternative policy may be more appropriate, for example, the flexible working policy to change working patterns
- Whether the business needs of the service can be best met if an agile working arrangement were to be agreed
- Whether there are any health and safety implications or information governance implications, consulting the information governance lead or the Trust's Health and Safety

Manager and undertaking assessments such as Risk Assessments and Display Screen Equipment (DSE) Assessments (Appendix 4), as appropriate;

- Whether there are any other risks associated with agile working, for example, risks to equipment and the Trust's obligations in relation to the Data Protection Act in line with information governance requirements. Where risks are identified, the line manager and employee should discuss whether these can be adequately mitigated to ensure that the Trust continues to comply with any legal or other obligations;
- Whether an agile employee will be adequately contactable. Staff should be contactable by email and telephone; team members should be aware of individual agile working patterns, which includes where and when staff will work on a daily basis and how they can be contacted

After this initial assessment the manager should;

- For agile working to become successfully embedded within teams, a mutual agreement must be reached between the staff member and line manager and the team impacted should be involved in discussions regarding practical arrangements for agile working. This could for example relate to how home working arrangements should work and/or how the team will working in a new open plan office. The Checklist at Appendix 3 will help guide the discussion
- determine the 'workstyle' of each staff member in scope and decide which technology option is required
- 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.

## **Step 2 – Authorising a request**

It is for the team leader along with the head of department/section lead, where appropriate, to authorise any agile working request and to ensure that the appropriate risk assessments (Appendix 4) and agreements (Appendix 3 and 6) are put in place.

## **Step 3 – Confirming a request**

If agreed, the line manager should:

- Confirm agreement to the principle of working agilely to the individual in writing (see Appendix 7)
- Confirm any particulars of the agreement for example, in relation to management supervision and communication, or other specific arrangements, including how the employee will be contactable and their location known to their manager, their team and others
- Ensure that all specific expectations of the agile working arrangement are clear to the employee, including the delivery of outcomes whilst working agilely
- A request for the appropriate digital equipment should be made

## **Step 4 –Ongoing Reviews and Monitoring**

Managers should review the agile working arrangements with the member of staff formally at 3, 6 and 12 months and implementation thereafter at least annually and update/amend this

where necessary. Feedback from the team, some of which may be confidential, should be used to inform the reviews.

### **Ending Agile Working Arrangements**

If agile arrangements relating to home working are not working, every effort will be made to resolve any issues. In some cases it may be necessary to terminate the Agile Working arrangement. In these instances, the employee will revert back to their previous working arrangements.

#### **Rejected requests**

If an employee does not agree to a manager's request to work agilely for example in a shared environment or from home, the line manager should ascertain, in line with the principles set out in this policy, the reasons for the refusal and discuss the reasonableness of this, the reasonableness of the request and all other relevant circumstances with the HR Business Partner.

If an employee's request to work agilely is not agreed by the line manager, the employee may ask the line manager's manager to review this, in line with the principles set out in this policy, including the reasons for refusal including the reasonableness of this, the reasonableness of the request and all other relevant circumstances with the HR Business Partner.

### **3. Responsibilities for Agile Working Implementation**

#### **Personal responsibilities**

To comply with all conditions contained within this policy and in any local team agreements, including confidentiality, data protection, health and safety, working hours and internet security policies etc.

Being flexible, open and constructive in discussing and agreeing Agile working arrangements, whilst remaining focused on the needs of service.

To report to the Trust immediately should there be loss, theft or damage to Trust IT equipment or any potential or actual information breaches.

If staff have personal or other responsibilities such as child or elder care, they are expected to manage these responsibilities in a way that allows them to successfully meet their work obligations. Working from home will offer greater flexibility, but cannot be a substitute for suitable care arrangements.

Consult with or inform with any necessary parties, such as landlords, insurance or mortgage companies, regarding home working. to confirm there are no restrictions on remote working within their home insurance policy. The Trust is not liable for any associated costs in relation to home insurance arrangements

#### **Managers Responsibilities**

Ensure flexibility, openness and constructiveness in relation to discussions and agreements about Agile working with staff, whilst remaining focused on the needs of the service.

Making arrangements for both regular individual and team meetings, ensuring regular communication is maintained between themselves and team members, providing support for employees and implementing ways of measuring and monitoring work output that have been mutually agreed.

Ensuring employees who are using their homes to work from to have a right to privacy out of working hours and the ability to separate their working and home lives.

Undertaking appropriate risk and other assessments and acting on any areas of concern.

Recognise potential wellbeing issues relating to remote working in particular and look out for the early warning signs which indicate that a team member is not working well, then put in place appropriate measures.

Undertaking regular reviews of all Agile Working arrangements. If the arrangements are not working, every effort will be made to resolve any issues.

#### **4. Costs**

An employee who is an Agile worker will be provided with the necessary ICT equipment and technology to work in this way.

If agile working arises as a result of estate redevelopment or other major programme, the cost may be borne through the project budget otherwise local budget holders must fund the provision of digital equipment for agile working.

The Trust will not be responsible for any home internet broadband costs, costs of additional insurances, or any energy or heating costs whilst working at home.

#### **5. Withdrawal of Agile Working**

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 policy, or the employee will not /cannot meet the required work standards or rate of production.

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 or policy, 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. 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.

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 one month's notice (except in exceptional circumstances) that 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.

## Appendix 2 – A guide to agile working

### A Guide to Agile Working

#### Manage by what is produced

Managers will need to focus on deliverables and results instead of presence and need to find other ways of checking that employees are engaged and on track. There is an expectation of increased productivity with agile working and a collaborative way in achieving such results. Remember that there are a hundred visual cues that managers usually use every day to check whether an employee is okay and understands what they need to do. Managers will need to identify ways to compensate for this visual feedback and this can be addressed through the management of an individual's productivity and engagement. Conversely, staff will be missing out on the visual cues that tell them that their work is valued. When in the office, the fact that managers smiled or said thank you when they delivered a report, for example, may have added to their sense of motivation. So remember that teams also need managers to confirm that their work is valued and give them positive feedback.

#### Communicate well

Make sure that the lines of communication stay open and that team members and managers communicate regularly when people are working away from base. This could include speaking on the phone, planning in regular face to face time and the use of WhatsApp messenger or MS Teams. Look out for early warning signs that 'agile working is not working' for a particular employee and take action (revisit their Agreement Form in the first instance). Don't always rely on email. If colleagues speak on the phone or meet face-to face, they are more likely to pick up any issues or worries and it will also be easier for the agile worker feel they can raise any concerns informally. Communication is the key skill to master, if you are to make a success of agile working.

#### Additional training for some people

Provide clear instructions and guidance as to exactly what work is required, as well as clear deadlines. In some cases, employees may benefit from specific training in time management techniques in order to increase personal productivity. In addition, ensure staff are confident with the technology they are provided with and revisit any areas of concern.

#### Trust employees

Managers need to develop a culture where employees are trusted and their individual expertise is valued. Be aware of the importance of keeping in touch with staff; however, trusting them to manage their time and workloads effectively removes the tendency to micro-manage.

#### Actively encourage teamwork and social interaction

If some or all of the team are agile workers it is more important than ever that you have regular face-to-face time and therefore attendance at team meetings is expected unless individuals are on leave. Use time together to share key messages, as well as clarifying overall departmental objectives, but also to allow the team to support each other. Managers are responsible for communicating the overall vision and this will help the team feel motivated and see where their role fits in. The use of Whatsapp Messenger and TEAMS can also be valuable resources to increasing communication between team members when there is less opportunity for face to face interaction.

## **Change the ethos of the working environment**

The fixed employees who are office based may feel resentful of the increased freedom the agile workers have. Make sure that they know why the agile working system has been put in place and consider how their own roles may need to change to complement the staff who are agile workers.

## **Be clear about what's expected**

If managers need their agile staff to be available, to be called or emailed at a particular time, make it clear in advance. If there is no reply to a call, others should not assume that the employee is not working. Expect that the employee will not always be at the end of the phone; unless it has been made clear in advance that this is expected. It is also important to specify any other expectations that managers and colleagues have in advance whilst being clear about expected productivity gains. Then the employee and team will then have a clear framework to work within. Engaging the team in a discussion about how the agile arrangements will work is beneficial – the checklist at Appendix 3 provides a framework for a team discussion

## **Recognise that people have a life outside work**

It is crucial that Managers make sure that their team understands that they are not expected to be on 24-hour call, if they are working under agile principles. They should make full use of the 'Off' buttons on their computer and mobile phone. Therefore, it is important for managers and staff to agree working arrangements in advance so that clear boundaries between work and private life can be maintained.

## **Lead by example**

Managers who work in an agile way can show others how well it can work.

## **Lead well, manage sparingly**

Set overall goals and objectives, be clear about required outputs. Staff should immediately begin to see improvements in their work life balance which will then contribute to increased productivity/effectiveness for the team, service and Trust.

## **Support**

Managers should be aware that some staff may be uncomfortable with change and the loss of a permanent desk and the reduced face to face contact with colleagues may have a detrimental impact. They will need extra support during the transition period to get used to the new way of working. Both managers and employees should engage in joint problem solving and troubleshooting to ensure that the agile working arrangements work effectively.

Both parties are responsible for maintaining good working relationships.

If the post holder has a disability, the requirements of the Equality Act 2010 must be properly considered. Advice should be sought from Occupational Health if needed.

## **Clear desk principles**

In open plan and shared environments every desk is a potential hot desk and as such should not contain any personal belongings such as photographs, plants, mugs etc. All desks should be clear with the exception of any IT equipment located on the desk to support staff

in carrying out computer work. This includes desks allocated to 'fixed' workers, as they should be clear and available to use by other staff during periods of absence such as annual leave, sickness or non-working hours

### **Healthy Habits to be considered**

Controlling your environment i.e. put your phone on silent if you are focusing on a particular piece of work, don't feel you have to respond to emails immediately unless urgent, consider noise cancelling head phones and make sure others in the team know when and where you are and when is best to contact you.

Even though you are able to work your hours more flexibly across the day you should still set yourself start and stop times to avoid 'not switching off' and ensure you agree your core hours with your manager eg. no work activity beyond 9pm till 8am next day. Make sure you take regular breaks from your desk top/laptop.

Recognise that face to face team meetings help to ensure teams develop and share more and the team quality of dynamics and deliverables improves, so build time into your working pattern for face to face meetings.

Engage in the use of Whatsapp, Messenger and/or MS Teams and ways of keeping in touch with colleagues when not having as much face to face interaction

Ensure that you are aware of all the agile space and touch down space that is local to your geographical area of work so that you can use the most appropriate space for the task in hand and to ensure that you are working in the most efficient way possible

Utilise your Outlook diary so that your team and manager can clearly see where you are and when you will be available to be contacted.

## Appendix 3 – Checklist for Staff and Managers

### CHECKLIST

This document should be used by teams where agile/new ways of working are to be adopted including working in new agile/open plan workspaces or working remotely. It will guide the team to consider how the arrangements will work in practice and it will help to prepare the team for any forthcoming changes

QUESTIONS TO CONSIDER	
<b>CONTACTS</b>	
Do colleagues and/or service users know how staff can be contacted?	<ul style="list-style-type: none"> <li>• Are we, individually and as a team, visible, accessible</li> <li>• What are the core operational hours for the team?</li> <li>• How do people contact us?</li> <li>• How will we provide rapid response if needed?</li> <li>• Can we provide business continuity in an emergency?</li> <li>• Notification of absence - how?</li> </ul>
<b>INFORMATION SHARING</b>	
Keeping each other up-to-date and sharing information	<ul style="list-style-type: none"> <li>• What info needs to be shared – how and when?</li> <li>• Consider using;               <ul style="list-style-type: none"> <li>○ Electronic diaries, team calendar?</li> <li>○ Document management/shared drives?</li> <li>○ Sharing rotas/work patterns?</li> <li>○ Email, telephone, text, conference call?</li> </ul> </li> </ul>
<b>INDIVIDUAL AND TEAM COMMUNICATION</b>	
Keeping lines of informal and formal communication open  Supporting each other	<ul style="list-style-type: none"> <li>• Team, informal, group or social meetings – what, when?</li> <li>• How to keep in touch – WhatsApp, MS teams, telephone calls</li> <li>• Buddying, mentoring?</li> <li>• Briefings – full team in person or virtual?</li> <li>• Face to face – when?</li> <li>• How to raise concerns</li> </ul>
<b>TEAM WORKING</b>	
Maintaining team cohesion  Maintaining wellbeing, trust and respect  Team innovating, learning and growing together	<ul style="list-style-type: none"> <li>• How do we help and support each other to settle into a new way of working?</li> <li>• What challenges might we face in the new environment</li> <li>• How will an open plan/shared/agile environment affect how we work, arrange our work space/ communicate and interact?</li> <li>• How do we avoid isolating remote/roaming workers?</li> <li>• How do we listen to each other and include those who are working agilely?               <ul style="list-style-type: none"> <li>• How do we create opportunities to learn/grow/improve together?</li> </ul> </li> <li>• Best practice groups, cascading information, share learning, team champions or advocates?</li> <li>• Early warning of issues – what to look out for?</li> </ul>
<b>SUPERVISION &amp; PERFORMANCE MANAGEMENT</b>	
How do we as individuals and as a team know we are performing to the required standard?	<ul style="list-style-type: none"> <li>• 1-1's and on-going performance discussions- how and when</li> <li>• Motivation and feedback – what's needed?</li> <li>• Do we have knowledge and understanding of team plan and how it fits in with service and corporate plan?</li> <li>• Do staff have regular supervision sessions and know what is expected of them?</li> <li>• Do we all have an annual performance appraisal and development review?</li> </ul>
<b>REVIEW OF TEAM CHECKLIST</b>	
Keeping this checklist up-to-date and relevant as our team changes to new ways of working?	<ul style="list-style-type: none"> <li>• When and when will we review local team arrangements</li> </ul>
<b>Line Manager Signature</b>	<b>Date</b>
<b>Staff who participated in the Checklist discussions</b>	

**APPENDIX 4 – Health and Safety Risk Assessment Self Assessment Form**

<b>Health and Safety Risk Assessment (including Display Screen Equipment) - Self Assessment Form</b>	
Users Name:	Date:
Department / Work Area:	Location:
Manager	Phone:
<p>Please complete this self assessment form in conjunction with the information &amp; presentation on the intranet. Remember this form represents <u>YOUR</u> assessment of the work area. Take time to read the questions fully, if you feel the question is not clear contact the Health and Safety team.</p>	

	<p><b>SECTION A : Display Screen</b> <i>The screen should be positioned in front of you without excessive twisting or extension of your head or neck.</i></p>		
	<b>Yes</b>	<b>No</b>	<b>Comments</b>
<b>A1</b>	Is your screen positioned approximately at arms length from you?		
<b>A2</b>	Is the top of the screen level with your eye brows?		
<b>A3</b>	Is the height of the screen adjustable?		
<b>A4</b>	Can the screen be swivelled and tilted if required?		
<b>A5</b>	Does the screen give clear stable images?		
<b>A6</b>	Is the screen largely free of glare and reflection?		
<b>A7</b>	Are there controls for Brightness and Contrast?		
<b>A8</b>	Is the Text size comfortable to read?		
	<p><b>Section B : Keyboard / Mouse</b> <i>Arrange your desk so frequent tasks can be done without twisting &amp; stretching. Position keyboard &amp; monitor in front of you</i></p>		
<b>B1</b>	Can the keyboard be reached without stretching?		
<b>B2</b>	Is there space in front of you to rest your wrists and arms?		
<b>B3</b>	Do all the keyboard keys operate correctly?		
<b>B4</b>	Are all the symbols on the keyboard clear and legible?		
<b>B5</b>	Can the mouse be positioned to be reached without stretching?		
<b>B6</b>	Does the mouse move smoothly & at a speed which suits you?		

	<p><b>Section C: Workstation/Desk – Surface</b>  <i>The work surface provided should be adequate space for you to organise your equipment, documents etc, enabling you to carry out tasks flexibly.</i></p>			
		<b>Yes</b>	<b>No</b>	<b>Comments</b>
<b>C1</b>	Do you have sufficient clear work space?			
<b>C2</b>	Is the area large enough for necessary equipment and papers?			
<b>C3</b>	Is the work surface free from glare and reflection?			
	<p><b>Section D: Seating and Posture</b>  <i>Adjust the height of your chair so you are at the correct height for keying – wrists should be straight, forearms horizontal, elbows by your side, upper arms hanging comfortably and shoulders relaxed.</i></p>			
<b>D1</b>	Is your chair stable?			
<b>D2</b>	Does the chair allow ease of movement & comfortable position?			
<b>D3</b>	Do the chairs height adjustment controls work?			
<b>D4</b>	Do the chair back adjustment controls work?			
<b>D5</b>	Does the chairs swivel mechanism work?			
<b>D6</b>	Do the chairs castors / gliders work?			
<b>D7</b>	Are you able to sit with your feet flat on the floor without the use of a foot rest?			
	<p><b>Section E: General Environment</b>  <i>When at work you should feel as comfortable as possible, this section relates to your working environment.</i></p>			
<b>E1</b>	Is there sufficient legroom to allow you to sit comfortably, change position, and vary your movements?			
<b>E2</b>	Is the light in the room adequate, giving enough light for your work tasks and an even coverage?			
<b>E3</b>	Do the windows have adjustable blinds/curtains			
<b>E4</b>	Is the noise at a level that does not interfere with your ability to concentrate?			
<b>E5</b>	Is the air temperature and air quality generally comfortable?			
<b>E6</b>	Are cables & wires arranged so they don't create a trip hazard?			
<b>E7</b>	Is the floor free from stored items, debris and other possible trip hazards?			
	<p><b>Section F: Work Systems, Software and Organisation</b>  <i>Is the software used on computers and the systems you use in you working day over complicated.</i></p>			
<b>F1</b>	Does the software allow you to complete your tasks easily?			
<b>F2</b>	Is the software you use easy to understand and use?			
<b>F3</b>	Have you received training on the use of the software to get the most from it?			
<b>F4</b>	Are you able to use the telephone without having to stretch or twist your body?			
<b>F5</b>	Do you get the opportunity to intersperse keyboard work with other activities and short breaks?			
<b>F6</b>	Are you free from aches, pains, pins and needles etc in the neck, arms, hands, shoulders and upper arms?			
<b>F7</b>	Are you free from restricted joint movements?			

<b>F8</b>	Are you free from any issues regarding vision, headaches, sore eyes, focusing?			
	<b>Section G: Fire.</b>			
<b>G1</b>	If working from home is your means of leaving free from obstructions?			
<b>G2</b>	Do you have a smoke alarm or fire extinguisher?			
	<b>Section H: Accidents / First Aid</b>			
<b>H1</b>	Do you have first aid equipment available? (e.g. plasters)			
<b>H2</b>	Who will any accidents or sickness be reported to:			
	<b>Section I: Electricity</b>			
<b>I1</b>	Are all electrical outlets (sockets) in a sound condition?			
<b>I2</b>	Has any equipment you have been supplied with been PAT tested			
<b>I3</b>	Who can you contact for repairs and maintenance for work equipment?			
	<b>Section J: Manual handling</b>			
<b>J1</b>	Will the task include lifting or carrying, especially up the stairs?			
<b>J2</b>	Have you received training for lifting safely			
	<b>Section K - Health and wellbeing</b>			
<b>K1</b>	Are you free of eyesight problems?			
<b>K2</b>	Have you requested or been offered an eyesight test?			
<b>K3</b>	Where appropriate, do you wear eye correction provided as a result of an official eyesight test?			
<b>K4</b>	Are you free of aches, pains, or sensory loss (tingling or pins and needles) in the neck, shoulder or upper limbs?			
<b>K5</b>	Are you free of restricted joint movement, impaired finger movements or grip or other disability?			
<b>K6</b>	Are you free of fatigue or stress?			
<b>Additional Comments</b>				

<b>Users Signature</b>	
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<b>Managers Signature</b>	
<b>Managers Comments:</b>	

**One signed copy retained by Manager  
One signed copy should be given to the member of staff**

**Further guidance and information is available from the Health & Safety Team**

**Appendix 5 - REMOTE WORKING REQUEST FORM**

**Employee Name:**

**Job Title:**

**Service Area:**

Current work location:	
Current number of working hours per week/working pattern	
Describe the agile working arrangements you wish to work	
Number of hours/ remote home working requested	
Please state how it is envisaged this will work.	
What impact will this have on the service and work colleagues?	
How do you think the service level can be maintained?	
What equipment will you need?	
<b>REMOTE WORKING DECISION (to be completed by line manager)</b>	
<p><b>APPROVED:</b> YES / NO</p> <p><b>REASONS FOR DECISION:</b></p>	

**Employee's Signature** .....

**Date** .....

## Appendix 6 - Agile (Home) Working Agreement

### AGILE (HOME) WORKING AGREEMENT

	ITEM	YES	NO
1	I wish to work remotely/ from home and agree to the terms of this agreement:		
2	I confirm that I have completed the 'Health and Safety Risk Assessment Form and return to my line manager (It is between you and your manager to ensure that all actions raised on the assessment have been addressed prior to you working from home)		
3	I agree to provide an appropriate workspace in my home to enable me to work effectively at home.		
4	I will/have informed my manager of changes to my home or personal circumstances, which could affect my health and safety		
5	I have informed my landlord / mortgage / Insurance company in writing of my intention to work at home		
6	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's requirements. My computer will not be used by anyone other than myself.		
7	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.		
8	In the event of home working ceasing I will arranging to return the Digital and other equipment the Trust has allocated to me within 5 working days of home working ceasing.		
9	I am aware and understand the requirement to report any work-related accidents whilst working at home or other locations and of the actions I am required to take in an emergency.		

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

- Please put an x in the boxes to confirm you will or have carried out the necessary actions.
- Please sign the form, retain a copy and email a copy to your manager attach a completed Health and Safety Risk Assessment Form to confirm a risk assessment has been undertaken.
- I agree to attend the office (location to be confirmed as appropriate) for regular communications/meetings as defined by my manager.
- I am aware that I must continue to comply with all Trust's policies, practices and procedures.
- I'm aware that regular performance reviews will be conducted
- I agree to work in accordance with the times agreed with my Manager as follows
- I agree to provide the Trust with a contact phone number that can be used for work purposes during work hours

**Line Manager Discussions**

*(within this section the manager should consider and document the business case for agreeing the remote working including costs/benefits/savings)*

**Equipment likely to be required:**

Employee Name and Signature: .....

Approved by: Line Manager Name and Signature: .....

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

If no, please briefly state reasons:

## Appendix 7 - Standard Letter Template for Staff Working Remotely

Date

Dear

### Remote Working Arrangements

Following our meeting on **[insert date]** I am writing to confirm your remote / agile working arrangements.

We have agreed you will commence remote / agile working on **[insert date]** and this arrangement will be reviewed after 3 months, six months and 12 months from first commencement of the working arrangement.

You will be working remotely / agilely as follows:

**[insert work pattern: days/times/number of hours]**

We have agreed your reporting and specific working arrangements whilst you work remotely and you have completed the Self-Assessment forms – copies of which will be retained in your personal file.

The Trust has provided you with the following equipment for business use during this period:

**[insert details of all equipment]**

Any changes to these arrangements must be agreed with me as your line manager. Any changes in your circumstances must also be notified to me at the earliest opportunity.

Your terms and conditions of employment remain unaffected by this change to your working arrangements. Should you have any questions or concerns please do contact me.

Yours sincerely

**Name**  
**Position**

**Appendix 8 - Equality Analysis - Impact Assessment Screening Tool for Policies**

AREA	NEGATIVE IMPACT		SIGNIFICANT Y/N?	
	Y ✓	N ✗	Y ✓	N ✗
1. Gender		N ✗		N ✗
2. Religion/ belief		N ✗		N ✗
3. Age		N ✗		N ✗
4. Disability (includes: mental health, learning disability, physical, sensory)		N ✗		N ✗
5. Ethnicity (includes: travellers and gypsies)		N ✗		N ✗
6. Sexual Orientation (includes: gay, lesbian, bisexual)		N ✗		N ✗
7. Transgender / Tran-sexual		N ✗		N ✗
8. Marriage or Civil Partnership		N ✗		N ✗
9. Pregnancy or Maternity		N ✗		N ✗
Additionally		N ✗		N ✗
10. Social / Economic		N ✗		N ✗
11. Rural / Urban		N ✗		N ✗
12. Health Inequalities		N ✗		N ✗
13. Application of NHS Accessible Information Standard		N ✗		N ✗
<p>Impacts are usually measured in terms of positive, neutral and negative impact. E.g. it is useful to record if an impact is significantly positive for one group and neutral or negative for another group and to weigh up this along with the size of the groups within decisions.</p> <p>For the purposes of this policy it is a significant positive impact to include and ensure that all these factors will be considered and embedded in all strategies, policies, procedures and frameworks written. This is along with the use of the Equality Analysis - Impact Assessment Screening Tool for Policies which will ensure that informed decisions are made that enable fair treatment, access and inclusion.</p>				

For any boxes marked as 'yes' above please complete details below

Area	Issue	Further Steps to be Taken
None		

**Negative Impact**

- Q1. Will the policy create any problems or barriers to any community or group? N
- Q2. Will any group be excluded because of the policy? N
- Q3. Will the policy have a negative impact on community relations? N

**If yes, a full equality assessment must be done.**

WILL THE POLICY ...	POSITIVE IMPACT		State how, i.e. evidence used to reach this decision
	Y ✓	N ✗	
1. Remove the risk of direct or indirect discrimination	✓		** Greater access to employment opportunities for staff who find standard working patterns challenging; potential to widen and retain talent pool and support recruitment and opportunities. Commuting
2. Remove the risk of poor conduct or harassment			No impact
3. Promote good community relations	✓		** see No1 above
4. Promote a positive attitude between and to people of different groups	✓		** see No1 above
5. Encourage participation of people from different and under-represented groups	✓		** see No1 above
6. Consider more favourable treatment of disabled people	✓		** see No1 above and less reliance on daily commute
7. Promote and protect human rights	✓		Encourages positive work life balance
8. Promote Equal Opportunities and Fair Treatment	✓		** see No1 above and; less commuting and more remote access supports fair treatment, greater access & inclusion and helps to equalise time pressure, expense, wellbeing issues.
9. Promote Access and inclusion	✓		Potential to enable greater flexibility and therefore a positive impact.
10. Promote Dignity and Respect	✓		Encourages positive work life balance, wider access and less reliance on commuting

**How will these outcomes be achieved?**

The Trust is committed to adopting agile working practices, where appropriate in the context of business needs, and empowering employees to maximise their performance The Trust is committed this as a positive intervention with the.

Assessed by (Name/s) Anne Buck, Associate Director - HR Operations

Associate Director – HR Services

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Signed	Anne Buck	Post:	Associate Director - HR Operations	Date:	
Signed	Jim Machon	Post:	Associate Director – HR Services	Date:	

## Appendix 9 – Governance

<b>Governance</b>	
<b>Training:</b>	The Human Resources and OD/Culture teams will provide training sessions for individual managers as and when required/requested.
	Guides and resources will also be available on the Trust's intranet.
	The ICT training team will provide technical ICT training.
<b>References:</b>	As above appendices 1-8
<b>Search Terms:</b>	Agile working Remote Working Working from Home
<b>Equality Impact Assessment date completed:</b>	30 <sup>th</sup> December 2020
<b>Monitoring Criteria /Audit Criteria: Including the method, frequency, reporting arrangements and the responsible owner (s):</b>	
This policy will be reviewed every 2 years or sooner if changes in legislation or management occur by the Human Resources	