

## **Your Work Style Matters Agile Working Policy**

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Distributed via	Website

## Your Work Style Matters

### Version Control Sheet

Version	Section / Para / Appendix	Version / Description of Amendments	Date	Author / Amended by
1	New Policy		September 2015	Senior HR Business Partner - Transformation
2	Review of whole Policy		August 2017	Lyndsey Clapham, Health & Wellbeing Officer
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## Your Work Style Matters

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Policy statement

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## Your Workstyle Matters

### Procedural Document Statement

<b>Background</b>	<p>The aim of the Agile Working Policy is to support the workforce in working in an innovative way across Lincolnshire Community Health Services NHS Trust.</p> <p>Agile working provides staff with more options, enabling the organisations workforce to carry out their duties in a more efficient and effective way.</p>
<b>Statement</b>	<p>Agile working should be available to all staff members and should enable the organisations to recruit and retain skilled staff, raise staff morale, reduce absenteeism, respond to changing market conditions more effectively and allow employees a more effective work life balance.</p>
<b>Responsibilities</b>	<p>Implementation and compliance with this policy will be the responsibility of all employees and managers.</p>
<b>Training</b>	<p>Specific training is not necessary. All staff should make themselves familiar with this policy.</p>
<b>Dissemination</b>	<p>Website</p>
<b>Resource implication</b>	<p>The organisations needs to consider the implications of cover for the different types of agile working, ensuring service needs continue to be met.</p>
<b>Consultation</b>	<p>This policy has been developed in consultation with staff members.</p>

## 1.0 INTRODUCTION

- 1.1 Lincolnshire Community Health Services NHS Trust recognises the need to develop and adopt modern working practices to enable employees to maximise their performance and productivity whilst maintaining a good work life balance. Agile working is about flexibility, simplicity and prioritising our service needs.
- 1.2 This policy has been developed to support our workforce in working in an innovative way, using new technologies to access information from a variety of locations.
- 1.3 The framework as set out by the policy provides a medium for consistency and fair practice when implementing and maintaining an Agile Working Environment.
- 1.4 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. More detail of how to apply the principles of agile working can be found in the guidance papers – [Agile Working: A Manager's Guide](#) and [Agile Working: An Employee's Guide](#).
- 1.5 This policy aims to meet the requirements of the Equality Act 2010 and ensure that no employee or patient receives less favorable treatment on the grounds of gender, sexual orientation, transgender, civil partnership/marital status, appearance, race, nationality, ethnic or national origins, religion/belief or no religion/belief, disability, age, carer, pregnancy or maternity, social status or trade union membership.

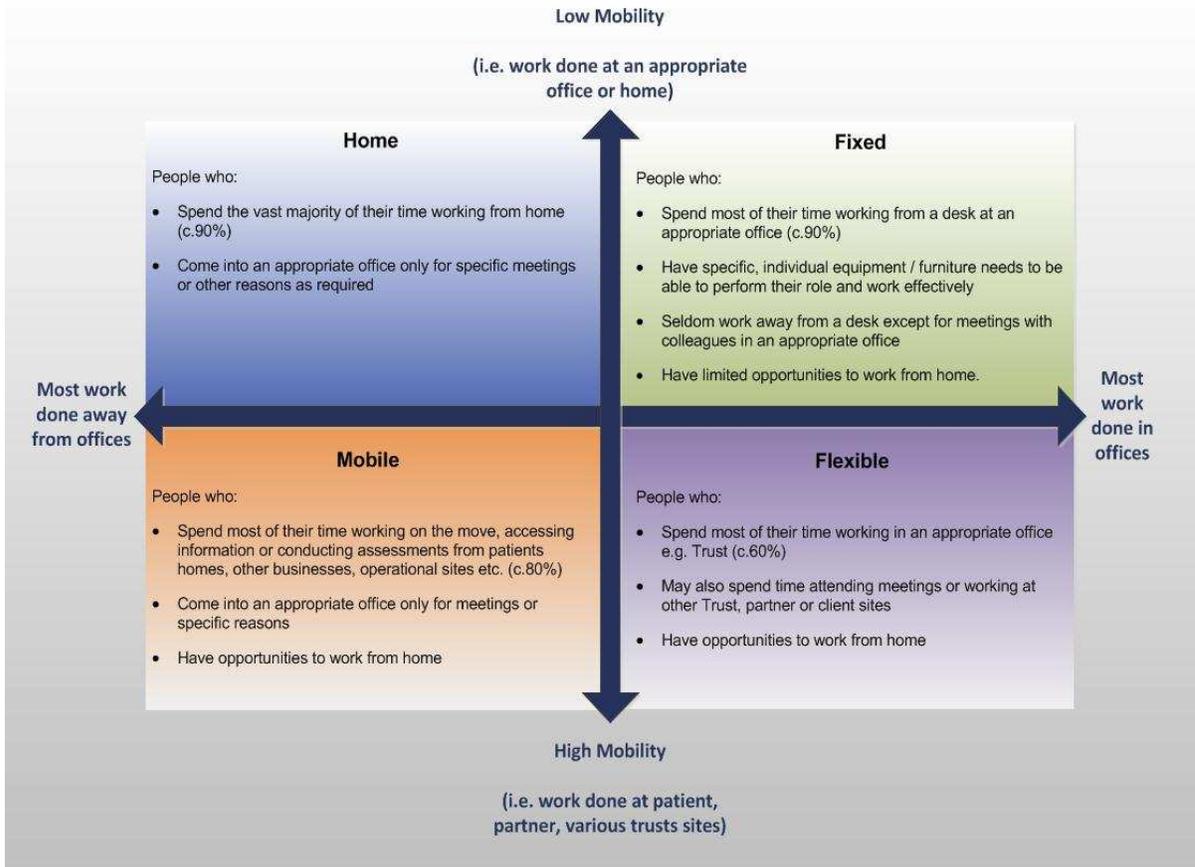
## 2.0 DEFINITION

- 2.1 Agile working is the term used to describe how employees can work flexibly from any location, whether it is from a Trust building, within the community, out partner organisations or by varying degrees of home working and regular hot-desking or a combination of these.
- 2.2 Agile working is about **HOW** (face to face, conference call, video call) and **WHERE** (office, hot desk, home, other NHS/non-NHS site) we work.
- 2.3 As an agile worker, the workplace becomes the most appropriate place for an employee to do their job at any given time; this could change from one day to the next.

## 3.0 WORK STYLES

- 3.1 As some roles are more flexible than others, agile working will be adopted at varying levels within services and across the organisations as a whole.
- 3.2 After consultation and assessment by the relevant manager and employee, a 'work style' will be assigned to each staff member and role and a technological solution implemented.
- 3.3 The matrix below defines the 4 work styles for staff, as defined under the Agile

## Working Principles to clarify the concept of Agile Working.



- 3.4 Those who fall in the low mobility range (i.e. **Fixed** or **Home**) are generally at a desk or in a clinical area for approximately 90% of the time. They rarely attend meetings or work from alternative locations. This may be fixed in an appropriate environment (e.g. a Trust base) or clinical area or fixed at home.
- 3.5 Staff with a more mobile workstyle are usually able to work from a variety of locations. **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 sites or working occasionally from home. Similarly clinical staff, who tend to spend a lot of time in service user's homes, will also be 'flexible' in this respect. A high proportion of staff will be categorised as flexible. The degree of flexibility is to be determined by the member of staff and their manager.
- 3.6 **Mobile** staff have a designated base (as with **flexible** staff) but are generally working out in the field e.g. home visits, hospital visits, etc. This cohort of staff have less of a requirement to be at base and may choose to undertake office duties from an alternative building that may be closer to their current location, or from home.

## **4.0 BENEFITS**

4.1 There are many benefits to agile working including the creation of more effective and efficient service delivery, improved work life balance, enhanced working environments and placing importance on the health and wellbeing of both our staff members and our patients.

### **4.2 Employee benefits**

- More flexibility and control provided to staff to choose when, how and where they will work.
- Ability to organise working day around meetings and pre commitments.
- Traffic/commuting considerations – freedom from rigours associated with commuting, reduced commuting time.
- Improved quality of work stations, comfort and environmental aspects.
- Relaxation of time parameters in which to work
- Ability of employees to better balance work and home life
- Increased job satisfaction
- Improved health and wellbeing
- Faster and more informed decision making

### **4.3 Organisational benefits**

- Ability of employees to work in areas that best suit the task in hand
- Ability of employees to be more productive
- Reduces space costs
- Improved communications
- Increased employee satisfaction
- Improved work quality
- Improved people quality and retention
- Faster and more informed decision making

## **5.0 Principles of Agile Working**

5.1 With careful planning, there is considerable scope for the majority of staff members to carry out their duties using some form of agile working. The different ways in which agile working can be undertaken will be dependent on the demands and needs of the role, the individual's preferences and circumstances and the department an employee is engaged in.

5.2 Agile working will be based on three principles:

- Outcomes, not inputs, matter
- Two-way open communication: between the manager, other team members and the individual
- Mutual Trust

- 5.3 The four work styles of agile working are covered within the remit of this policy and are not designed to replace the concepts outlined within the organisations Working Time Regulations Policy, which still remains available for all employees.
- 5.4 The most appropriate work style will be recommended by the manager and discussed and agreed with new employees prior to commencing employment. Employees who are not required to be agile workers, but would like to consider move to this method of working should discuss their proposals with their line manager for consideration. Staff should have good attendance, punctuality and capability records and productivity and performance levels will be monitored.
- 5.5 The manager should arrange an initial meeting with the employee to discuss and agree the appropriate work style and agile working opportunities for the role and to consider the best practical and operational arrangements for working in this way.
- 5.6 Agile Working Agreements should be reviewed annually or more frequently if required by service need.
- 5.7 When considering the practicalities of agile working and in particular during initial discussions between manager and employee, both parties must be mindful of the following factors:
- the individual requirements of the role
  - the operational feasibility and practicality of the options considered
  - the facilities needed to support that particular role
  - the service being delivered. This will include the current availability of staff across the working day/week
  - the health and wellbeing of the employee and team members
  - Quality standards, including Health and Safety, Information Governance, legislative and security of equipment requirements, must not be compromised.
  - Contractual changes to terms and conditions of service should only be agreed following careful consideration of the implications and proper understanding of the individual's circumstances. (Please refer to the organisations [Flexible Working Policy](#)).
- 5.8 Staff members who are subject to informal / formal procedures under the disciplinary, attendance or performance policies may not be considered appropriate for agile working on a temporary basis if a high level of supervision / mentoring is required.
- 5.9 There may be some circumstances where agile working is a reasonable adjustment for employees who have caring responsibilities or for employees with disabilities. Where this includes working at home this arrangement should not act as a substitute for the normal caring arrangements that would be in place should the employee be at an office. Any such arrangements should be made under a flexible working application and can only be agreed if service needs are met.

- 5.10 There are clear benefits and efficiencies that that can be aligned to more agile working. However there is no expectation for staff to work at home and managers cannot force any member of their team to do so. Where an individual does not want to work at home, other elements of agile working may still be considered, for example remote working and hot desking.
- 5.11 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 and colleagues) so they are aware of the individual's working pattern, where they are located and know when and how to contact them. 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.
- 5.12 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 the individual's ability to carry out their work, or on service delivery.
- 5.13 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.

## **6.0 DUTIES**

- 6.1 The agile working guidance is clear that a 'one size fits all' approach to the workplace is not sustainable, efficient or effective.
- 6.2 **Employees** – Employees should ensure that wherever they are working, that they are fully contactable by their team, that they are doing the job that is expected of them, and that they attend meetings, team days, corporate events and training when requested. For more details regarding employee responsibilities see Agile Working – An Employee's Guide under the Your Workstyle Matters section of the staff intranet.
- 6.3. **Managers** - Managing and supporting staff members that are predominantly out of the office brings different challenges to managing and supporting those staff members who regularly come into the office. Establishing effective team communication and trust between managers and staff is vital from the start. For more details regarding manager responsibilities see Agile Working – A Manager's Guide under the Your Workstyle Matters section of the staff intranet.

## **7.0 EQUIPMENT REQUIREMENTS**

- 7.1. Agile workers will be suitably equipped to perform their job role. IT equipment needs may vary from one employee to another and may include the potential provision of:

- Laptop.
- Memory stick.
- Tablet Device.
- Mobile phone.

Any office equipment (where agreed to be appropriate) will be provided at the place where the staff member predominantly works and not across multiple sites.

- 7.2. The organisations will not provide other equipment and the employee will be required to provide a suitable desk and chair if working from home.
- 7.3. Trust equipment is provided for official business; however, employees may use them for personal business provided that all information security and other organisation policies and procedures are adhered to. Employees must ensure that other family members or visitors do not access or use Trust equipment at any time or for any purpose, through safe storage and use of appropriate password protections. Staff must also ensure confidentiality is maintained and adhere to the organisations policy and IG best practice guidelines.
- 7.4. **Insurance** – The organisations will provide insurance for equipment provided by the organisations. Therefore it is not anticipated that the employee will incur any additional insurance costs for working at home on occasions.

## 8.0. **Hot Desking**

### 8.1. **As far as reasonably practicable each workstation will have access to:-**

- A desk
- A docking station (for use with lap-tops),
- A fully adjustable chair
- Adequate space, heating and lighting
- Keyboards
- Mouse
- Antiseptic wipes/gel spray available on request
- Footrest if required
- Access to a telephone/fax machine/printer – it is however noted that there is an expectation that staff members will work ‘paper free’ where possible.
- Access to stationery
- Limited secure storage facilities for both work documents and personal effects

### 8.2 **At formal hot desk facilities please note that:-**

- Access will be based upon an on a first come first served basis
- Employees are responsible for ensuring the security of their own belongings and for the equipment associated with the work station.
- Assistance will be given by the general administration staff.

- 8.3. A hot desk refers to a designated work space for any employee 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.
- 8.4. Team 'zones' refer to a designated area where staff may choose to work when at their base. Staff are encouraged to work from any Trust location and managers and staff must ensure staff members feel comfortable when 'touching down' at temporary desks and zones.
- 8.5. As all desks may be used by any member of the organisations or visitors to the organisations, all staff members are encouraged to adopt clear desk principles. There is an expectation therefore, that when an individual vacates a desk to enable usage by another member of staff, it will be left clear, with no materials left other than the standard IT kit provided by the organisations.
- 8.6. All staff must ensure that the Information Governance procedures around data storage are adhered to.

## **8.7 ENVIRONMENT/HYGIENE**

- 8.7.1 The environment needed for hot-desking or sharing a desk is exactly the same as for normal working, e.g. proper ventilation and a clean workplace. One of the most stressful situations arising out of hot-desking is the cleanliness of the workstation that has been left by another employee.
- 8.7.2 Where a workstation is used by several people there is the possibility of contamination and an increased risk of passing colds or flu etc., between staff. Washing hands will assist and a supply of antiseptic wipes/gel spray will be available to ensure the cleanliness of telephones and keyboards etc.

## **8.8 DSE ASSESSMENTS**

- 8.8.1 It will be the individual responsibility of all employees using any hot-desk facility to undertake a workplace self-assessment and to adjust the set-up of the work station to meet their individual H&S preferences. The workplace assessment should be completed and can be found under the Health and Safety, Useful document, Display Screen Equipment section of the intranet. For further information, employees should refer to the Display Screen Equipment Policy.
- 8.8.2 Where employees have any queries in relation to the health and safety aspects of Hot Desking, further guidance may be sought from a number of sources, these are detailed within the DSE Assessment policy.

## **9.0 HEALTH AND SAFETY REQUIREMENTS**

- 9.1. Under the Health and Safety at Work Act 1974, the organisation has a duty to protect the health, safety and welfare of their employees, irrespective of where they may be undertaking their duties. However, the employee also has an obligation to ensure that they take reasonable care not to harm themselves or others.
- 9.2. Sign off for Agile Working should not take place until all health and safety requirements have been appropriately addressed. Managers should work with the employee to agree on a number of Health and Safety practicalities and assess the potential risks, including but not limited to:
  - Lone Working
  - Personal Safety
  - Moving and Handling
- 9.3. Employees must notify their line manager and complete the appropriate paperwork for any incidents or accidents as detailed in the organisation's Health and Safety Policy.
- 9.4. Staff and managers who undertake minimal home working have individual responsibilities under Health and Safety regulations. As it is not practical to visit the homes of individual users who habitually undertake activities at home, managers will encourage individual employees to complete a workplace assessment (see section 8.8.1) and Agile Working: Use of Home Premises self-assessment (see document under Your Workstyle Matters section on the staff intranet. ). Employees should be prepared to discuss the outcome of the self-assessments to establish an agreed approach to safe working. Records of these assessments should be stored in the staff members personnel file and should be reviewed annually.
- 9.5. Staff should ensure they familiarise themselves with the Health and Safety processes within their work area, this includes personal security and fire procedures.
- 9.6. The organisation reserves the right to check the employee's home work areas for health and safety purposes. The need for such inspections will depend on the frequency the employee is working at home and the nature of the work undertaken, but will be at no more than 12 monthly intervals. Records of these assessments will be stored in the staff members personnel file.

## **10. COMMUNICATION**

- 10.1. All staff must have agreed and documented hours of work, with an updated electronic shared calendar detailing their location.
- 10.2. All clinical information must be updated on the electronic system within 24 hours.
- 10.3. Managers and employees must have agreed telephone numbers for contact.

- 10.4. Staff must report sickness absence as detailed in the Your Attendance Matters Policy by telephoning their line manager (or nominated representative).
- 10.5. Employees who need to send hard copies of letters will not normally be able to claim postage costs but should deliver or email letters to be sent from a Trust base.

## **11. SECURITY AND CONFIDENTIALITY**

- 11.1. The organisation requires the employee to certify that they are able to maintain security and confidentiality of documents within the home and when travelling and to comply with IT security and data protection requirements. Any reasonable costs associated with this should be discussed and agreed with the line manager. The organisation reserves the right to take all reasonable steps necessary to verify this.
- 11.2. All staff adopting agile working must have completed Information Governance training and abide by organisation policies at ALL times.
- 11.3. All data must be encrypted and appropriate password protections applied.

## **12. MONITORING**

- 12.1. Monitoring of the effectiveness of this Policy and how it is operating within the organisations will be carried out by regular monitoring of agile working in performance management meetings and annual reports will be prepared for monitoring purposes.

## **13. ASSOCIATED POLICIES**

- 13.1 **This policy should be read in conjunction with the following LCHS policies and procedures:-**

- Health and Safety Display Screen Equipment
- Computer Use
- Corporate Records Management
- Mobile & Home Working Policy
- Mobile Phone and Remote Access Policy
- Information Security Policy
- Data Protection and Confidentiality Policy

## Appendix 1

### Monitoring Template

Minimum requirement to be monitored	Process for monitoring e.g. audit	Responsible individuals/ group/ committee	Frequency of monitoring/audit	Responsible individuals/ group/ committee (multidisciplinary) for review of results	Responsible individuals/ group/ committee for development of action plan	Responsible individuals/ group/ committee for monitoring of action plan
Number of employed staff applying for agile working opportunities	Audit	Workforce Services Centre	Annual	Workforce and Transformation	Workforce and Transformation	Workforce and Transformation Board Assurance Group

## Appendix 2

### Equality Analysis

<b>Name of Policy/Procedure/Function*</b>	<b>Your Work Style Matters – Agile Working Policy</b>
<b>Equality Analysis Carried out by:</b>	<b>Lyndsey Clapham, Health &amp; Wellbeing Officer</b>
<b>Date:</b>	<b>August 2017</b>
<b>Equality &amp; Human rights Lead:</b>	<b>Rachel Higgins</b>
<b>Director\General Manager:</b>	<b>Maz Fosh</b>

**\*In this template the term policy\service is used as shorthand for what needs to be analysed. Policy\Service needs to be understood broadly to embrace the full range of policies, practices, activities and decisions: essentially everything we do, whether it is formally written down or whether it is informal custom and practice. This includes existing policies and any new policies under development.**

**Section 1 – to be completed for all policies**

A.	Briefly give an outline of the key objectives of the policy; what it's intended outcome is and who the intended beneficiaries are expected to be	<p>The framework as set out by the policy provides a medium for consistency and fair practice when implementing and maintaining an Agile Working Environment.</p> <p>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.</p>		
B.	Does the policy have an impact on patients, carers or staff, or the wider community that we have links with? <b>Please give details</b>	The policy will impact on all Trust staff and applicants		
C.	Is there is any evidence that the policy\service relates to an area with known inequalities? <b>Please give details</b>	No evidence		
D.	Will/Does the implementation of the policy\service result in different impacts for protected characteristics?	No evidence		
		Yes	No	
	Disability		N	Agile working may create a positive impact on this equality group, promoting alternatives to the standard way of working. Conversely, staff with a disability may feel that some of the elements of agile working cannot be fully adopted, which may lead to them feeling excluded from a number of opportunities available to their colleagues.
	Sexual Orientation		N	
	Sex		N	Agile working may create a positive impact on this equality group, promoting alternatives to the standard way of working
	Gender Reassignment		N	
	Race		N	
	Marriage/Civil Partnership		N	
	Maternity/Pregnancy		N	

	Age		N	
	Religion or Belief		N	
	Carers		N	Agile working may create a positive impact on this equality group, promoting alternatives to the standard way of working and allowing for their carer responsibilities to be factored into their work arrangement.
	<b>If you have answered 'Yes' to any of the questions then you are required to carry out a full Equality Analysis which should be approved by the Equality and Human Rights Lead – please go to section 2</b>			
The above named policy has been considered and does not require a full equality analysis				
<b>Equality Analysis Carried out by:</b>		Lyndsey Clapham		
<b>Date:</b>		September 2017		