

Agile Working Policy and Procedure

The Agile Working Policy sets out an overall framework, enabling the Trust's workforce to carry out duties in a more efficient and effective way. The framework, as set out by the policy, provides a medium for consistency and fair practice when implementing and maintaining an Agile Working Environment.

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Version Control and Summary of Changes

Version number	Date	Comments (description change and amendments)
1	May 2016	New policy
2	October 2017	Review of policy following implementation of Agile Working within the Trust and to integrate with the Remote and Mobile Working Policy

For further information contact:

Human Resources

Equality Statement

Leicestershire Partnership NHS Trust (LPT) aims to design and implement policy documents that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others.

It takes into account the provisions of the Equality Act 2010 and promotes equal opportunities for all.

This document has been assessed to ensure that no one receives less favourable treatment on the protected characteristics of their age, disability, sex (gender), gender reassignment, sexual orientation, marriage and civil partnership, race, religion or belief, pregnancy and maternity.

In carrying out its functions, LPT must have due regard to the different needs of different protected equality groups in their area.

This applies to all the activities for which LPT is responsible, including policy development and review.

Due Regard

The Trust's commitment to equality means that this policy has been screened in relation to paying due regard to the Public Sector Equality Duty as set out in the Equality Act 2010 to eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity and foster good relations. Please refer to Appendix 8 which highlights the due regard considerations for the policy.

Definitions that apply to this Policy

Agile Working	Agile working is the term used by the Trust to describe how employees can work flexibly from different locations, at different times and using mobile devices. This could be from a Trust building, within the community, client sites, or by varying degrees of home working and regular hot-desking. Agile working encompasses all forms of work outside the usual base including non-traditional environments such as touchdown space, remote work and virtual work.
Flexible Working	Flexible working is the term used to describe the different ways in which staff can change their working pattern including part time hours, job sharing, annualised hours and term time only working as some examples.
Mobile Devices	A mobile device is a portable computing device such as a smartphone or tablet computer
Work Styles	The different work styles describe and define the mobility and flexibility of location for each individual member of staff
Home-working	Home working is the term used to describe when an employee occasionally uses their home as a base to complete work from.
Touchdown space	Touchdown space is the term used to describe spaces that can be accessed by LPT employees on an ad hoc basis to complete work
Hot desking	A hot desk is a desk that can be used by any employee to complete work from as is not occupied by a “fixed” employee. However “fixed” employees desks can be used as hot desks if the employee is not using the desk eg due to a non-working day or being on annual leave.
Due Regard	Having due regard for advancing equality involves: <ul style="list-style-type: none"> • Removing or minimising disadvantages suffered by people due to their protected characteristics. • Taking steps to meet the needs of people from protected groups where these are different from the needs of other people. • Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

1.0. Purpose of the Policy

The Agile Working Policy sets out an overall framework, enabling the Trust's workforce to carry out duties in a more efficient and effective way. The framework, as set out by the policy, provides a medium for consistency and fair practice when implementing and maintaining Agile Working.

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 within the policy.

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

This policy also addresses information security and confidentiality requirements for staff who work in an agile way eg:-

- Use wireless connection on NHS sites
- Require remote access to information
- Work away from their base location (for example IT support; clinical staff working from a patient's home or at other locations)
- Work in Multi-agency settings whether on NHS or non-NHS bases
- Work from home on an occasional basis
- Use mobile devices in the course of their work

The dedicated provision of technical solutions combined with staff training, making information and information processing facilities available at the point of need, enhances efficiency. The Trust Agile Working Programme uses technology workplace training and familiarisation to better facilitate efficient working by staff.

The corporate network, its information and information processing facilities can be

- accessed using the Firefly Wi-Fi from over 400 locations across LLR
- accessed via the Internet using a secure remote access (VPN) solution,
- facilitated by secure encrypted devices (smart phones/ tablets/ hardware encrypted laptops configured for use with Firefly.).
- Used to provide secure access to information and also to facilities such as conference calling; secure electronic communications; remote online room booking.

2.0. Summary and Key Points

Agile working is the term used by the Trust to describe how employees can work flexibly from different locations, at different times and using mobile devices. This could be from a Trust building, within the community, client sites, or by varying degrees of home working and regular hot-desking. Agile working encompasses all forms of work outside the usual base including non-traditional environments such as touchdown space, remote work and virtual work.

Agile working provides staff with the opportunity to choose how and where they undertake their roles. However, it must be noted that there is no expectation for staff to work from home and managers cannot force any member of staff to do so. It has been recognised that personal circumstances or personal preferences may influence an employee's decision with regards to home working; although these staff will be expected to adopt other elements of agile working, for example using touchdown space to hot-desk.

All staff will have one of the following work-styles agreed between them and their manager to allow Agile Working solutions to be explored. The extent to which a member of staff is able to be agile will be dependent on service need, the role and an individual's preference.

- Agile
- Fixed

3.0. Introduction

Leicestershire Partnership NHS Trust (the “Trust”) recognises the need to develop modern working practices to enable employees to maximise their performance and productivity whilst maintaining a good work life balance. In addition, new technologies are making it easy to access information remotely, work from a variety of locations, whilst promoting a more joined up service. In order to ensure that the Trust’s Vision, Values and Goals become a reality the Trust must also continue to attract, develop and retain high quality staff.

The introduction of agile working across the Trust will not only realise financial and productivity gains for the organisation, but provide an enhanced working environment for staff, as well as improving service delivery. Agile working also links to the Trust’s vision for Sustainable Development; placing emphasis on the importance of sustainable economic growth and the health and well-being of both staff and service users. The benefits of improved work life balance and reduced travel make a direct contribution to this strategic priority.

Although the nature of a number of the roles within the Trust cannot be classed as totally 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 on the demands and needs of the role, the service needs and the individual’s preferences and circumstances. It is possible, with careful planning for staff to carry out their duties from a variety of different locations.

Agile working provides staff with more options with regards to where and when they undertake their roles by introducing an element of choice which will ensure that the needs of the service user are best met. Agile working allows staff to influence how they carry out their role and promotes varying levels of flexibility within the workplace. It must be noted however, that there is no expectation for staff to work at home and managers cannot force any member of their team to do so. It has been recognised that personal circumstances or personal preference may influence an employee’s decision with regards to home working. In such cases where an individual does not want to work at home, other elements of agile working must still be considered, for example using touchdown space to hot desk.

Agile Working is being rolled out via a phased approach across the Trust. As some roles are more suitable than others, agile working will be adopted at varying levels within services and across the Trust as a whole.

4 Who can be Agile?

The matrix below defines the 2 work styles for Trust staff, as defined under the Agile Working Principles to clarify the concept of Agile Working.

<u>Agile Workers</u>	<u>Fixed Workers</u>
<ul style="list-style-type: none"> • Spend most of their time working away from their desk • May travel across trust sites • If clinical carry out assessments in patient / service user homes • Attend meetings or spend time working at other sites • Work load is not location dependent • Have the option to work away from base including from home (ad-hoc) • Example Job Roles - CPN, Public Health Nurse (Health Visitor), Project Manager 	<ul style="list-style-type: none"> • Spend most of their time working at a fixed location (circa. 90% of time) • Have specific individual equipment / furniture needs to enable them to perform their role effectively • Seldom away from their desk except for meeting with colleagues in same location • Do not have an option to work from other locations • Example Job Roles - Receptionist, Single Point Access (SPA) Worker

Those who fall in the low mobility range are generally at a desk or in a specified area for approximately 90% of the time. They rarely attend meetings or work from alternative locations. This may be fixed in the office or ward area or fixed at home, depending on the role. *(Additional considerations and processes must be in place for Homeworkers and information regarding this can be accessed through the Trust's Flexible Working Policy and Procedure, to ensure a consistent approach to home working is embedded across the Trust.)*

Staff that have a more mobile workstyle are usually able to work from a variety of locations. Agile staff are those who spend most of their time working in an office environment although may frequently be away from a desk attending meetings, working from other Trust sites or working occasionally from home. Similarly clinical staff that tend to spend a lot of time in service user's homes will also be agile. In this respect, a high proportion of Trust staff will be categorised as agile and the degree of agility and flexibility is to be determined by the member of staff and their manager in line with the service need.

After consultation and assessment between the individual and relevant line manager, where the individual is identified as agile an agreed way of working involving technological solutions should be implemented, in order to support the transition to the new more agile way of working. All Trust staff are eligible for agile working with the following exceptions:

- Inpatient Services
- Staff Identified as Fixed Workers
- Staff with a condition or disability which limits their ability to undertake agile working (Not all staff with a disability/underlying condition will fall into this category and advice can be sort from Occupational Health if required)

4.1 Agile Working Agreement

Where staff are identified as being Agile Managers must talk to staff to agree how they will work. An Agile Working Agreement Form (see Appendix 1) is included as a tool to assist with this discussion and is most applicable for new starters to a team who have already gone Agile or teams who are about to go agile. Most of this form can be completed at an initial meeting however, depending on the service needs and the individual's proposed new working arrangements, some actions may need to be completed outside of the meeting.

Once it has been identified that a member of staff is an agile worker a technological solution will be agreed upon (as necessary), in order to support the transition to the new more agile way of working.

Upon appointment of new starters, managers must ensure that the new member of staff reads both the Agile Working Policy and may find it useful to complete the Agile Working Agreement Form.

Annual reviews will be undertaken as part of the Appraisal process between the line manager and the employee to ensure that the working pattern is not detrimental to service delivery or the team and other colleagues. If the employee or manager finds that the working arrangements are unworkable or there is a change in the employee's circumstances then a notice period of 4 weeks may be given on either side to revert to either the former working pattern or an alternative working pattern.

4.2 Appeal Process

Employees can appeal the outcome of the original decision regarding their Agile Working arrangements by writing to their 'next in line manager'.

The 'next in line manager' with support from an HR Advisor / Business Partner will arrange a meeting with the employee. The meeting will usually take place within 14 calendar days of receipt of the appeal. The employee should be sent a letter confirming the date and purpose of the meeting, and giving them the option to bring a colleague or Staffside representative

For the meeting, the 'next in line manager' hearing the appeal should have reviewed both the request, and the line manager's response, and be sure that they have everything they need to make an informed decision.

Once the meeting has taken place, the decision should be confirmed in writing within 14 calendar days of the date of the meeting. It will either;

- uphold the appeal, specify the exact nature of the agreed change, establish a start date and a review or end date if applicable, or
- Reject the appeal, stating the grounds for the decision, and inform the member of staff of their right to lodge a grievance at Stage 2 under the Trust Grievance procedure.

5.0 The Benefits of Agile Working

Undoubtedly, the key corporate benefits are a reduction in costs and increase in productivity. Ultimately, the successful implementation of agile working will allow for savings to be made Trust wide whilst contributing extensively to more cost effective and efficient service provision. In addition, the introduction of agile working will be of benefit to the Trust and to staff in the following ways:

For the Trust agile working can:

- Support continuity of service and the efficient functioning of the Trust.
- Increase availability of limited expertise or resources.
- Aid the retention of skilled and experienced staff whose personal circumstances change and who may otherwise leave the Trust.
- Enable learning and development activity to be undertaken remotely, including e-learning.
- Enable the Trust to respond to an individual's need for flexibility in working arrangements, for example to attend ad hoc appointments
- Enable disabled employees to retain their existing employment and support the recruitment of disabled applicants.
- Provide alternative solutions to short or longer term office accommodation issues.

For staff agile working can:

- Enable them to work more effectively on a particular piece of work, where concentration is important, by avoiding the interruptions that are part of the office environment.
- Provide a solution to a temporary problem where travel to the office is not possible.
- Reduce the time spent travelling to a specific base in order to access clinical or administrative systems.
- Enable greater flexibility and autonomy for staff to work in a way that suits their needs and improves their work/life balance.

6.0 The Principles of Agile Working

In order for agile working to become successfully embedded within teams, a mutual agreement must be reached between the staff member and manager with regards to the logistics of the agile working arrangement.

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 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.
- Managers should choose to consider a particular arrangement or set of arrangements to improve and enhance service delivery.
- Contractual changes to terms and conditions of service can only be agreed following careful consideration of the implications and proper understanding of the individual's circumstances. Advice should be sought from Human Resources on this matter.

The principles of agile working covered within the remit of this policy are not designed to replace the concepts outlined within the Flexible Working Policy, which still remains available for all employees.

Although agile workers will not always work standard office hours (unless the role dictates this), it is essential to plan and agree a work programme for others (e.g. the manager, the rest of the team and colleagues) so they are aware of the individual's working pattern, where they are located and know when and how to contact them. 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.

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 day), providing this does not have a negative impact on the individual's ability to carry out their work, or on service delivery.

Employees must note that the ability to work from home is not a substitute for childcare or similar carer responsibilities. It is the staff member's responsibility to ensure adequate provision is in place, should they choose to work from home.

7.0 Support for Agile Working

Information in the following section covers the following:-

- Hot desks and Agile Space
- Clear Desk Principles
- Room Bookings
- Front Line Service Provision
- Designated Bases for Travel Claims
- Supervision Arrangements
- Pregnant Workers
- Student Placements
- Resources for staff

7.1 *Hot desks and Agile Space -*

The Trust has agreed that in respect of agile working, 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.

Staff must remember that they can work from any Trust location and managers and staff must ensure colleagues feel comfortable when 'touching down' at temporary desks and zones.

Agile spaces have been identified within the Trust and details can be found on e-source of all the spaces available as this will be updated as new space is converted.

7.2 *Clear desk principles -*

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. For further guidance please refer to the Clear Desk Clear Screen Policy within the Trust's Information Security Policy.

7.3 *Room booking for meetings -*

It is envisaged that in order to enable agile working to be implemented Trust wide; a central room booking system will be introduced. However, until full implementation is achieved, staff must continue to book meeting rooms via existing methods.

7.4 *Front line service provision -*

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

Service provision and responsiveness should also inform agile working boundaries and any agreements related to working from home. As such it is essential to plan and agree a work programme and communicate this with the rest of the team through the use of Outlook diaries or clinical ledgers so that all are aware of an individual's working patterns, current location and contact arrangements. Hours of work must be agreed in advance allowing employees the right to privacy out of hours enabling them to separate work and home time. Developments in technology will lead to developments in the support available for lone workers and these should be introduced and monitored in line with the Lone Working Policy.

7.5 Designated Bases for Travel Claims-

For staff where agile working principles have been implemented there is a choice to work from alternative locations and touchdown space to allow for improved efficiency and a more effective service. For some staff they will not have a fixed base for their service and in these cases the staff will be given a designated base for travel claim purposes. The criteria for defining a designated base is a health or care building which has access to Firefly which an agile worker could realistically touch down at to work. The designated base would be the first site that the agile worker would pass on their natural commute to their normal geographical patch of work once they cross the boundary of that patch. Designated bases must be agreed between the member of staff and the line manager.

Where the agile worker has a designated base their payslip will be sent to the designated base or an agreed LPT building and they will be responsible for ensuring they collect their payslips. Where an individual wishes to receive their payslip at home instead it can be delivered to their home address however there is a cost of £1 per month for this which will be deducted from their monthly pay.

Due to national developments ESR will be able to provide a web based facility for staff to log on and check their payslips. Once this is available the Trust will be removing hard copy payslips for all.

7.6 Supervision Arrangements

Managers and staff should explore opportunities for both formal and informal supervision and agree any changes to the current format prior to commencing agile working. Supervision should be a forum for discussing performance against pre-agreed performance management outcomes and discuss any concerns related to Agile Working practices as well as an opportunity to discuss additional support and training opportunities.

The ongoing wellbeing of staff should be monitored through regular review of agile working arrangements by managers. Managers should allow opportunity to meet virtually via Skype for Business where requested but also ensure staff have access to support and supervision in a face to face setting.

7.7 Pregnant Workers

New and expectant mothers may be impacted by the adoption of agile working within the Trust. The ability to have greater control over the management of their workload both in terms of appointment/meeting management, and the ability to work remotely

could positively support staff during pregnancy and during their return to work following maternity leave.

Conversely, it should be acknowledged that staff may see an increase moving and handling risk associated with carrying both IT and clinical equipment and therefore some elements of agile working may be sacrificed during this period. Changes should be agreed with their service manager.

The law requires employers to assess workplace risks for all employees and take practical action to control those risks (Management of Health & Safety at Work Regulations 1999). In addition employers must take particular account of risks to new & expectant mothers. These risks may come from display screen equipment use, driving at work, moving and handling and other health and safety issues outlined in the New and Expectant Mothers risk assessment which can be found on e-source.

7.8 Student Placements

Supporting high quality education for students is a core element of the Trust's business and the organisation supports staff to develop and demonstrate a positive culture in which students can learn.

Agile working allows additional flexibility to be built into a standard working day/week, however consideration should be given to staff (student mentor) that are expected to provide the student with direct supervision. For example, it may be that the staff member undertakes some element of working from their home. It is inappropriate and outside of Trust policy to allow the student to work alongside colleagues in their homes. Being shadowed by a student should not pose significant problems for teams when it comes to agile working, providing suitable working arrangements are in place to manage such situations.

Where there is a requirement to undertake working from home, suitable alternative arrangements need to be made for the student. This could involve co-mentoring or short placement with a colleague. It may in some circumstances be more suitable for team members to sacrifice this element of agile working completely while undertaking the role of mentor.

7.9 Resources for staff

A dedicated e-source page is available for staff who work in an Agile Way with links to information and resources available. In addition training is available for managers of Agile Teams to ensure managers are equipped with the skills to manage staff and support them when they are working in a new way with less face to face contact.

8 Impact on Employment

Consideration must be given to the legal implications associated with agile working. Below summarises the key points; please refer to the Flexible Working Policy for more details.

It is essential that managers consult with Human Resources when a significant change is made to an employee's working arrangement e.g. the move to full time home working. Advice can then be given on the impact of the working pattern according to current legislation:

Agile working can be advantageous to those with caring responsibilities and those with medical problems or disabilities, particularly when considering reasonable work adjustments, in accordance with the requirements of the **Equality Act (2010)**. (See the Trust's Reasonable Adjustments Policy). However, individuals must be mindful that as previously outlined, agile working is not a substitute for childcare arrangements.

The Working Time Regulations which places restrictions on working excessive hours came into force on 1 October 1998 and must be considered in respect of agile working. (See the Trust's Working Time Regulations Policy and Procedure).

The Flexible Working Regulations, enacted through the Employment Rights Act 2002, gives all employees a statutory right to apply for flexible working. The implementation of agile working therefore supports this Act.

The Trust as data controller for staff, member and service user person identifiable information, must comply with eight, legally enforceable, principles of good practice for all processing as detailed in the **Data Protection Act 1998**. (The General Data Protection Regulation will be coming into force from May 2018, Please refer to the Data Protection, Caldicott & Confidentiality' policy)

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

- Burden of Additional Costs on service and/or individual
- Detrimental effect on ability to meet Service User demands
- Inability to reorganise work among Existing Staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Insufficient levels of activity required during the periods the employee proposes to work
- Detrimental impact on performance
- Planned structural changes

9. Managing the Risks Associated with Agile Working

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

1. Health and Safety (including risk associated with the home environment)
2. Data Protection, Security and the confidentiality of materials
3. Flexible working arrangements and performance management
4. Allocation of equipment and financial support

- 5. Insurance arrangements
- 7. Council Tax/Business Rates

The risks associated with the agile working issues above will be mitigated by the procedures outlined in this section and the appendices of this policy.

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

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

In addition, staff and managers who occasionally work from home have individual responsibilities under Health and Safety regulations.

Staff have an individual responsibility to assess all workspace that they use and at each location and therefore DSE assessment training is now included in the Trust's Mandatory Training offer and available on U-Learn.

Managers and staff need to agree on a number of Health and Safety practicalities and assess the potential risks, including but not exclusive to:

- Lone Working
- Personal Safety
- Moving and Handling
- Safety and security of buildings and assets
- DSE
- Security
- Information Governance
- Fire

Portable Appliance Testing (PAT)

Managers will be advised 28 days in advance of a scheduled PAT which ensures they have sufficient time to notify staff that all equipment must be brought to an appropriate base for testing. It is a manager's responsibility with the support of their staff, to ensure all electrical team equipment is tested on an annual basis.

9.2 Data Protection, Security and Confidentiality of Materials

9.2.1 Confidentiality Issues

Not all information used contains personally identifiable details but some information will still be confidential to the Trust. Staff must ensure they hold only the minimum level of confidential information remotely. The risks associated with a particular employee working occasionally from home will depend on the nature of the work, the type of records used and the access required and the employee's home circumstances.

The employee will have to take responsibility for the confidentiality of any records held remotely (either in paper or electronic form) and for their transportation. Any paper documents, must be disposed of according to Trust policies and staff should not be printing documents and taking them home but instead using the mobile devices they have been provided with. The

employee must satisfy their line manager that the precautions taken are adequate to protect the Trust's responsibilities with regard to the Data Protection Act.

Ideally paper diaries should not be used, but where they are, staff are reminded that they have a responsibility to ensure that no person identifiable information is held in their paper diary. Please refer to the 'Guidance on the Use of Work Diaries and Associated Recording Workbooks', which can be found on the staff intranet.

The manager will need to satisfy themselves that the risk associated with agile working have been adequately dealt with and this policy and procedure should be read in conjunction with the Trust's Information Lifecycle and Records Management Policy.

9.2.2 Security issues

Personal confidential information held either in paper formant or on electronic devices such as computers, mobile phones, PDA's, encrypted memory sticks (SafeSticks) must be held securely, whether being accessed at base, from another Trust site or remotely (including at home).

Managers must ensure their staff:

- Know their responsibilities under the Data Protection Act and the Trust's IM & T Security policy.
- Never leave a computer with personal confidential information on screen.
- Never leave your computer 'logged on' when unattended.
- Ensure that rooms containing computers and other equipment, are secure when unattended, with windows closed and locked and blinds or curtains closed.
- For staff who may work from home occasionally, home security must be at the same level as at work.
- If using the telephone, SKYPE for Business or other service to communicate with others ensure the environment is appropriate to maintain confidentiality and security of the information discussed
- Do not hold person identifiable information on electronic devices.
- Ensure equipment and other materials not retained securely on LPT premises are not left in cars overnight and are instead secured in the individual's home.
- Paper health records should not be removed from Trust premises except under exceptional circumstances, when they must be tracked to the user and never left unattended.

9.2.3 E-mail, Internet and Intranet Facilities

Use of these facilities is encouraged, including approved Apps, subject to certain conditions as described in the Trust's Internet and E-communications Policy. In particular, facilities may not be used for the viewing, receipt or distribution of material that might be considered offensive, that breaches copyright or other legislation or that might bring the Trust in to disrepute for

any reason. Trust facilities may not be used for business purposes, other than legitimate Trust business. Access to the Internet, other than for legitimate Trust business, is prohibited except during off-duty hours (i.e. before or after your shift, or during official breaks).

When working agile, staff must not connect Trust IT equipment directly to the internet without the use of a Trust Virtual Private Network (VPN) to ensure that data held on the IT equipment, as well as the Trust computer network, is not compromised.

Failure to adhere to Trust policies may lead to withdrawal of the facility and/or disciplinary action being taken.

9.3 Performance Management Arrangements

Managers need to agree measurable outcomes with all of their employees, and what constitutes effectiveness for their service areas. This should cover such issues as productivity; quality of work; service standards and timeliness. These will need to be considered and reviewed by the manager at regular periods.

The most effective way of monitoring the work of an agile working employee is to concentrate on their outputs rather than traditional methods including hours present at base. This relies on collaborative working through the agreement and regular monitoring of clear, realistic and achievable performance targets and indicators.

Both outcomes and behaviours must be monitored in order to understand progress and development with staff. Consideration should be given to:

- Measureable outcomes (deliverables)
 - What are they?
 - How to gather the data?
 - How often to review?
 - How to review?
- Behaviours (statement of values)
 - What are they?
 - How to gather the data?
 - How often to review?
 - How to review?

Where concerns regarding an employee's performance are identified then the agile working arrangements will be reviewed with immediate effect by the manager and can be suspended whilst the performance issues are addressed in line with the Trust's Performance Management Policy.

9.4 Allocation of Equipment and Other Financial Support

Each agile worker will be allocated the appropriate IT equipment to enable them to perform their role. Specialist equipment will be provided to individuals should a Workstation Assessment deem this necessary; however, this equipment will be provided at the place where they predominantly work and not across multiple sites.

All members of staff are personally responsible for the safe use of equipment provided by the Trust; any loss or damage to equipment must be reported immediately to their Line Manager, raise an eIRF and reported to the LHis service desk. All equipment must be returned to the Trust prior to an employee leaving their employment.

9.5 Insurance, Mortgage and Tenancy Arrangements

As with using a vehicle for business purposes there may also be insurance implications if staff choose to work occasionally from home. If the individual and manager both agree to the inclusion of occasional home working within the employee's agile working arrangement (this could be on an ad hoc basis or a more formal arrangement e.g. two days per week) then the individual must contact their Insurance Company to confirm there are no restrictions on their domestic policy. Failure to inform domestic insurers may result in home insurance cover rendered invalid. The Trust will not be responsible for any additional costs as a result.

9.6 Council Tax, Business Rates and Additional Costs

Advice from gov.uk website states that individuals do not need to pay Business rates for home-based working if they use a small part of their home i.e., an office or a bedroom. If however it has been agreed that you can work from home on a regular basis for the majority of your time advice would need to be sought from the local authority.

Through working at home a member of staff may incur increased cost such as energy bills, internet costs etc. The staff member is responsible for exploring any additional costs at the outset as part of the agile working agreement, as the Trust will not cover additional costs, except in exceptional circumstances.

The Trust's existing process for mileage claims still applies and must be followed when processing travel expenses. One key benefit of agile working is the expected reduction in the amount of travel by staff and therefore a reduction of mileage claimed. All staff will have a designated base which must be used for mileage claims calculations.

10. Information and Equipment Security

The following section provides information and equipment security requirements, previously covered under the Remote and Mobile Working Policy.

- Multi Agency Settings
- Authorisation
- NHS Equipment
- Non NHS Equipment
- Physical Security
- Backup
- Maintenance

- Accounting and auditing

10.1 Multi Agency Settings

When working in Multi-Agency settings, health staff should remain mindful that:

- In most situations Health staff, do not have authority to share information on individuals without the consent of that individual or the person with parental responsibility for that individual.
- Third party information may not be shared unless with the consent of the third party
- Sharing must be in line with the Caldicott principles.
- Sharing with non-NHS agencies should be supported by an Information Sharing Agreement.

Health staff, who are permanently co-located with partner agencies on a non-NHS site will normally be supplied with a secure network link such that there is a direct, secure link to NHS email, internet and patient systems. Staff should confirm with line management the accepted practice on site but be mindful of the following:-

- Trust Clear Desk and Clear Screen Policy must be adhered to
- Screens must be angled towards the health bank of desks and away from others
- Use Ctrl Alt Delete pressed together to lock your screen from unauthorised view
- Keep a cover sheet handy to cover personal confidential data (pcd) on your desk from unexpected visitors
- Collect confidential printouts in a timely fashion and store securely
- Keep paper records locked away when not needed

10.2 Authorisation

Use of information processing equipment capable of storing data outside of this organisation, for work purposes, including laptops, tablets and phones, memory cards and devices that use them (e.g. projectors, digital cameras, digital recorders), will be risk assessed, controlled and authorised. (Ref. Information Security Policy Part 2 *Section 4.7 Access Control Policy*). Those working in an Agile manner must use NHS supplied equipment and the equipment needed will be identified through discussion

Risks

When Agile working the risks increase in relation to

- Loss and theft of equipment and data and including removable media
- Disclosure of confidential information to unauthorised persons
- Access to confidential information by unauthorised persons
- Insecure disposal of confidential information

Risk assessment should recommend the most secure solutions for the proposed user activity (Contact the LHis service desk for support). In co-located sites and

touch down spaces, such risk assessments and mitigations will be in place. Contact your line manager if in doubt.

10.3 Use of non-NHS owned (e.g. user owned) equipment

- The use of non-NHS owned equipment and media for work purposes is not permitted.
- If by exception this is necessary, the connection/use of non-NHS owned equipment on the Trust network must be authorised by the Trust Head of IG and by the LHS Infrastructure and Support Manager. Telephone (0116 295) 3500 for advice.
 - Where the use of non-NHS owned equipment is authorised, the user accepts that the associated responsibilities and security requirements detailed below are enforced in the contract of employment; namely, that
 - Intellectual property rights of any development is as described in the contract.
 - NHS data will be removed from the device by the NHS at change of role, on leaving the organisation, or where the device is lost or stolen.
 - The organisation accepts no responsibility for private information which may be lost in ensuring secure removal of NHS information.
 - Non-NHS devices authorised for use for work purposes will be surrendered as required for the purposes of any audit or investigation undertaken by the Organisation.
 - The user is responsible for ensuring the physical protection of the device and that the device security is maintained up to date (e.g. accepting patches), and will comply with any technical configuration requests and procedures.
 - Where authorised non-NHS owned devices which are smart phones and tablets, must be secured:
 - Password protection will be enforced.
 - Information will be passed to the device in an encrypted 'bubble'
 - Loss or theft of the device will be reported immediately to the LHS Service Desk so that NHS information can be remotely wiped.
 - When a user leaves the Trust, NHS information will be remotely wiped from the device.
- Contact the LHS Service Desk for more information
- Where non-NHS devices are standalone equipment (not linked to the network) and with storage devices (including all forms of personal computers, smart devices, memory cards), or, where user owned software, is used for work purposes, they must be authorised for use by the Head of IG.
- Personal confidential or other sensitive work related information must not be held on any other user owned equipment storage device or removable media as the Trust has no control over the future ownership of such equipment. If this information is inadvertently stored, the user should seek advice from the Service Desk for its removal (file deletion is not adequate).
- The connection of any unauthorised devices to the Trust computers or networks is prohibited. The written permission from the LHS Infrastructure and Support Manager is required.

10.4 NHS equipment

- NHS equipment will be identifiable to a particular user. Laptops are registered via the Landesk System. Mobile devices are registered via Airwatch or alternatively, via the Organisations own records (including billing systems).
- It is the responsibility of the user to obtain authorisation from their line manager to remove equipment, software or information from their main place of work.
- Refer to the **Malware Control** (including anti-Virus) and the Regulation of Software policy for guidance on the use of software/mobile code and the approvals required.
- LHS supplied smart devices and remote access mechanisms (VPN), meet Trust standards (relating for example to cryptography, malware protection, remote disabling erasure or lockout, as appropriate).
- The Trust adopts a self-insuring approach to its IT equipment. Where Agile equipment is damaged or lost, the costs of rectification/replacement will be discussed with the individual user and associated budget holder.
- Limited personal use of NHS provided portable equipment and software is permitted but must conform to the rules regarding private work described in Trust Policy (Information Security Policy Part Two, Detailed Requirements, Section // Private Work).
- Use of digital voice or image recording equipment, must comply with the Trust Policies relating to voice and image recordings and to the encryption of removable media.
- Use of smart devices for electronic messaging must comply with the Trust Internet and e-Communications Policy.
- Staff must not connect Trust IT equipment directly to the internet without using the Trust secure VPN solution to ensure that data held on the equipment and on the Trust network is not compromised.
- Where a user changes role or leaves the organisation, laptops and PCs will remain the responsibility of management until a new user request re-registers the equipment to a user. Where equipment is not allocated to a user for a three month period, the LHS service desk should be alerted to avoid any licensing implications
- It is a management responsibility to confirm, for leavers and at change of post, that no sensitive data has been stored on equipment before permitting its onward use. Where sensitive data has been stored, an incident request will be raised with the Service Desk, and the device submitted for re-imaging.
- Staff must ensure that equipment which is rarely or sporadically used is attached to the network for a minimum of 2 hours per month to permit the latest security updates to take place. NHS Devices held at home, whether used for VPN or as standalone devices, must be brought in and linked to the network on a regular basis.
- Where a user changes role or leaves the organisation, mobile device equipment will be surrendered to line management and a transfer form submitted as appropriate.
- A cancellation form will be completed for mobile device equipment at end of life, and the device returned for recycling. <https://nww.leics-is.nhs.uk/ITEquipment.aspx>

10.5 Physical Security

10.5.1 Transport of IM&T Peripheral Equipment, Software and Information

Personal confidential information transferred or in transit, or held on removable devices must be encrypted. Use an approved mechanism -

- An encrypted laptop,
- a hardware encrypted memory stick
- secure zip and encryption of data files on other removable media
- the [Secure] email option

Unencrypted personal confidential information held on laptops or removable media must be reported to the Trust Head of Information Governance or to the LHMIS Service Desk.

Employees will be aware that the security of equipment, software and information carried and used off site is their own responsibility and that they are liable to disciplinary action up to and including dismissal if they fail in these responsibilities.

- When travelling, users must not leave equipment, software, or information (including manual records, removable media; digital pens) unattended at any site including, on public transport or, in a car (unless locked in the boot).
- Manual records should be carefully stored; cases should be fastened, preferably locked.
- Where possible, when travelling on foot or by public transport equipment should be hidden or disguised.
- It is inappropriate to work on patient related data or other sensitive information when travelling (for example by train/plane).
- Access to equipment, software or data (including manual records/ removable media) should be by authorised personnel only.
- Guard against breaches of confidentiality when using a mobile telephone.
- Protect equipment and information appropriately from exposure to the elements or to strong electromagnetic fields.

Any breach of security must be reported immediately to the LHMIS Service Desk, the Trust, using the incident reporting process and to the line manager (e.g. equipment or information loss or theft).

10.5.2 Use of IM&T Peripheral Equipment, Software and Data when Off-site and at Home

'Off-site' working covers a wide variety of environments (including home) and co-located work with partner agencies. Every effort should be made to operate in the most secure way possible. This is particularly true with the handling of sensitive data whether electronic or paper based. The same discipline over the use and disclosure of this information must be exercised as if the work were being done in a controlled office/clinic environment.

- When working at home work life and domestic life must be kept separate. Designate a particular space in the home for the duration of that work period. Permit access to this space but ensure the documents and equipment found there are left alone.

- Before any information, particularly paper-based, is taken off-site to work on, ensure that the information will not be required on-site or out of office hours.
- Working off-site is intrinsically less secure than a controlled office or clinical environment. Information may be lost or stolen; and members of the public, or at home, members of the family and visitors, also present a threat to information security. In co-located environments partner agencies may follow different standards which may also pose a threat. Access controls (previously described) and the following physical controls should be applied
 - Log off from or lock equipment when leaving it, even if only for a few minutes. Authorised password protected screensavers must be used.
 - Store manual records securely; cases, or the home office, or filing cabinets should be locked at all times when not in use (even for short periods). Keys should be held securely. Adhere to the Records Management Policy and Strategy).
 - Portable equipment or removable media should be placed in a secure cabinet when not being used, and passwords/ pin numbers held separately, and the cabinet key held securely. If dedicated storage is not available when at home, as a minimum, store equipment and media out of sight, preferably upstairs.
 - Guard against breaches of confidentiality when using the telephone.
 - When working at home, position equipment away from prying eyes, ground floor windows, and sources of heat or dampness (e.g. radiators or water pipes). Ensure that all is secure before leaving the house.
 - When working off-site; whether for support or healthcare purposes (e.g. in a patient's home) ensure that data is not displayed to unauthorised persons.
 - When working off site in clinics, schools, offices, or houses (excluding one's own home), equipment, software or data (including manual records), should not be left unattended.
 - Your service may identify locations for dedicated storage where appropriate.

10.6 Backup and Continuity

It is the responsibility of the user to backup data on a regular basis to prevent the loss of critical information. At home or off-site the VPN secure solution is preferred. Where there is no network link (i.e. VPN cannot be used), this should be done to Trust supplied encrypted memory stick. It is recommended that data be loaded to a networked server or system when on Trust or co-located premises as soon as is practicable to mitigate against data loss.

If the portable system is used for processing patient clinical records then the user must ensure that any changes made are recorded in the main clinical record as soon as possible.

Smart devices: do not back up to any non-NHS equipment
 iOS devices: install iTunes on your NHS PC/Laptop for regular iTunes backup of your iOS device when it is attached to the PC using the provided USB cable. The backups are encrypted and stored on the local PC.

Agile working is largely supportive of the Organisation business continuity plan: -

- Encourages staff to make use of the Wireless connectivity available across LLR. Wireless connectivity is the preferred access mechanism in case of site

or systems failure (VPN being costed for day to day rather than for emergency usage)

- Reduces the reliance of some staff upon fixed base working so reducing the serious loss of site scenarios (though these remain significant for in-patient sites), and enabling flexible work patterns of its staff.

Agile working though, in making staff increasingly reliant upon device connectivity, is vulnerable in the case of loss of connectivity or non-availability of devices- such as could be presented by a successful cyber attack. There is a requirement to ensure that the equipment is attached directly to the network at least once every 10 days to ensure that the LANDesk recognises the device and it receives all the relevant security updates.

Services will develop downtime procedures for ensuring communications (e.g. regarding future booked appointments) for Agile dependant services.

Ref. Business continuity plan.

Malware Control (including anti-Virus) and the Regulation of Software

HIS will ensure that appropriate anti-virus software has been installed on Trust servers and is maintained up to date. Users are responsible for logging into the network regularly to ensure that their portable equipment anti virus protection is maintained.

Take measures to reduce risks when obtaining software and downloading files or opening e-Communications:-

When obtaining files from or via external networks staff will first ensure that NHS equipment is appropriately logged onto the NHS network either by local login to the hardwired or wireless network, or via VPN login. This to ensure that access to unauthorised web sites is prevented and that files are automatically checked.

Ensure smart device security by accepting supplier security patches and software updates

https://nww.leics-his.nhs.uk/Library/YourLaptopComputerlpt_v90.pdf

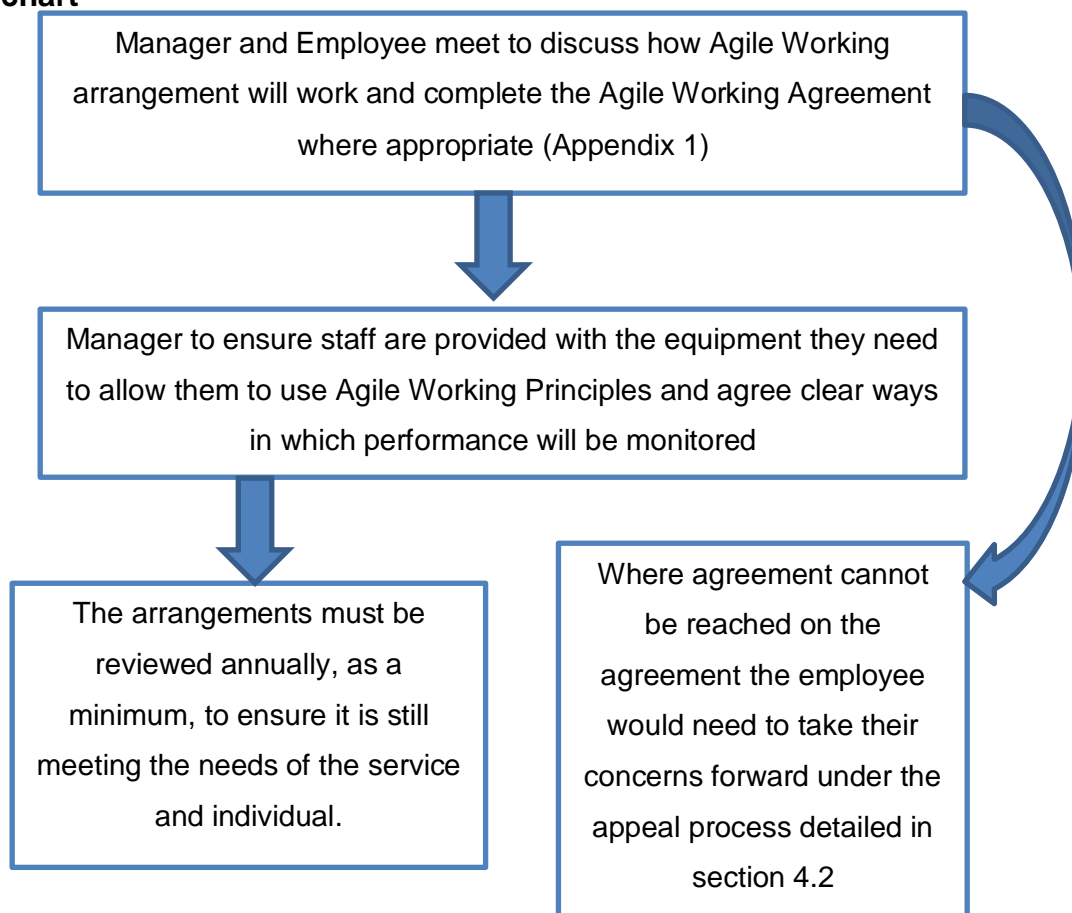
10.7 Maintenance

All waste documentation, printouts and removable media should be returned in a timely manner to a building where Trust waste disposal procedures are in place and the usual disposal procedures followed. If you are co-located with a partner agency, confirm the expected procedures with your line manager.

10.8 Accounting and Audit

Software and information held on portable equipment is subject to the same audit procedures as equipment and systems used on-site. This also covers information and data stored on removable media or on staff owned equipment.

11. Flowchart



12 Duties within the Organisation

12.1 The Trust Board has a legal responsibility for Trust policies and for ensuring that they are carried out effectively.

12.2 Trust Board Sub-committees have the responsibility for ratifying policies and protocols.

12.3 Divisional Directors and Heads of Service are responsible for ensuring consistent application and fair of this policy and procedure within the Divisions

12.4 All Managers and Team Leaders are responsible for:

- Their own and staff member's adherence to this policy.
- To annually review the agile working arrangements for staff within their area of responsibility, in line with the policy and guidance.
- To ensure that all staff within their area of responsibility receive a copy of the policy and guidance, with an Agreement Form being completed and retained for staff members where appropriate
- To ensure the concepts of managing by outcomes have been successfully explained to all staff within their area of responsibility and appropriate methods to monitor output have been mutually agreed.
- To ensure flexibility, openness and constructiveness in relation to discussions and agreements about agile working with staff within their area of responsibility, whilst remaining focused on the needs of the service.

- To ensure all staff aware of their responsibility to adhere to the Trust's existing policies linked to agile working.
- To ensure all the necessary actions have been carried out as identified in A Guide to Agile Working.
- To undertake Risk assessments with staff that are required due to the introduction of Agile Working.

12.5 Responsibility of Staff

- To ensure they are familiar with the content of this document.
- To comply with all conditions contained within this document, for example regarding confidentiality, data protection, health and safety, working hours etc., in a reasonable, constructive and appropriate manner.
- To have joint responsibility with their manager in agreeing their level of agility and how they will carry out their role in a more agile way.
- To ensure flexibility, openness and constructiveness in relation to discussions and agreements about agile working with their manager, whilst remaining focused on the needs of the service.
- To adhere to the Trust's agile working housekeeping rules
- To adhere to the Trust's existing policies linked to agile working.
- To liaise with their manager for advice or clarification as required.
- To report to the Trust immediately, any loss, theft or damage to Trust IT equipment or the loss of confidential information.

13 Training needs

There is a need for training identified within this policy. In accordance with the classification of training outlined in the Trust Learning and Development Strategy this training has been identified as mandatory training

The course directory e-source link below will identify who the training applies to, delivery method, the update frequency, learning outcomes and a list of available dates to access the training.

A record of the event will be recorded on U-Learn

The governance group responsible for monitoring the training is Learning and Development Group

14. Review and Revision Arrangements

This policy will be reviewed on a regular basis in line with HR processes.

15 Dissemination and Implementation

This document can be found on the intranet. Given the geographical spread of the Trust the only way to ensure staff access the current version is that it is only available on the intranet.

The implementation of the Agile Working Policy will be supported by all managers of staff, together with advisors within the Corporate Support Services such as Human Resources, Performance and Information, Estates and Facilities etc. During the Trust wide implementation of Agile Working, the Project Team and designated Project Manager will also work to ensure the successful implementation of this Policy.

16 Monitoring Compliance and Effectiveness

Ref	Minimum Requirements	Evidence for Self-assessment	Process for Monitoring	Responsible Individual / Group	Frequency of monitoring
9	Application of this policy to be consistently applied to all staff (new and existing)	Section 4, pages 9 – 11 Appendix 1 and 2	Number of grievances	Workforce and Wellbeing Group	Annual
9	Number of approved applications for agile working formally made in accordance with the procedure	Section 4, pages 9 – 11 Appendix 1 and 2	Monitor the increase in successful applications / decrease in unsuccessful applications	Workforce and Wellbeing Group	Annual
9	Number of non-approved applications for agile working formally made in accordance with the procedure	Section 4 pages 9 – 11 and Appendix 1 and 2	Monitor the number appeals	Workforce and Wellbeing Group	Annual
9	Employee uptake of agile working arrangements	Section 4, pages 9 – 11 and Appendix 1 and 2	Staff Opinion survey	Workforce and Wellbeing Group	Annual

17. Standards/Performance Indicators

TARGET/STANDARDS	KEY PERFORMANCE INDICATOR
Care Quality Commission registration standards (outcome 12) <i>Requirements relating to workers</i> regulation (21) of the Health & Social Care Act (2008) (Regulated Activities Regulations 2010 CQC essential standards)	That the trust maintains compliance with CQC registration standards, this policy supports outcome standards 12
Care Quality Commission registration standards (outcome 13) <i>Staffing</i> (21) of the Health & Social Care Act (2008) (Regulated Activities Regulations 2010 CQC essential standards)	That the trust maintains compliance with CQC registration standards, this policy supports outcome standards 13
Care Quality Commission registration standards (outcome 14) <i>Supporting Workers</i> (21) of the Health & Social Care Act (2008) (Regulated Activities Regulations 2010 CQC essential standards)	That the trust maintains compliance with CQC registration standards, this policy supports outcome standards 14

18. References and Related Policies

The Trust's Agile Working Policy has been developed in line with guidance issued by the NHS Litigation Authority and with reference to model documents used in other Trusts and Local Authorities and must be read in conjunction with:

- Flexible Working Policy
- Data Protection, Caldicott and Confidentiality Policy
- Information Lifecycle and Records Management Policy
- E-Communications Policy
- Information Security Policy
- Lone Working Policy
- Display Screen Equipment Policy
- Risk Management Strategy
- Health and Safety Policy
- Reasonable Adjustments Policy
- Performance Management Policy

The Agile Working Agreement Form

Name _____

Job Title _____

Manager _____

The completion of this form confirms that the above named member of staff, together with their line manager, have properly considered all issues relevant to agile working as detailed below. Once completed, this form enables the above named member of staff to receive manager sign off, which in turn will instigate any necessary training and the receipt of the appropriate IT equipment. A copy of this form is to be retained by the employee, with the original being held by the manager in the individual's staff file and will be reviewed on an annual basis.

Trust managers must ensure that the requirements of the Flexible Working Regulations 2003 are met (as outlined within the Trust's Flexible Working Policy) and that the above named has read both the Agile Working Policy. Advice should be sought from Human Resources if required.

Trust systems to be accessed				
Occasional Home Working applicable?				
Review Date				
Criteria	Yes	No	Date	Additional Comments
General				
Have the general and team / service benefits of agile working been explained and understood?	<input type="checkbox"/>	<input type="checkbox"/>		
Has the greater ability to work independently with reduced contact with colleagues, increased self-motivation and the ability to meet deadlines without regular supervision been discussed and explained?	<input type="checkbox"/>	<input type="checkbox"/>		

Criteria	Yes	No	Date	Additional Comments
How will communication between the manager and member of staff be maintained and have the hours for telephone contact be agreed? <i>Managers and staff must ensure that the working time regulations are not breached by the arrangement.</i>	N/a	N/A		Please give details.....
How will performance be measured and outcomes monitored?	N/A	N/A		Please give details.....
Given the fact that agile working enables the working from various locations rather than purely at a designated base, have all the suitable locations been identified and discussed?	<input type="checkbox"/>	<input type="checkbox"/>		
Has the restructuring of day to day tasks to align with agile working principles been discussed and explained? (E.g. reduced travel enabling increased volume of home visits etc.)	<input type="checkbox"/>	<input type="checkbox"/>		
Has the travel claim / designated base process been explained and agreed where applicable?	<input type="checkbox"/>	<input type="checkbox"/>		Designated base will be.....
Has the allocation and use of IT and other equipment been discussed? <i>Can record details about what they are to receive to support the transition to agile working</i>	<input type="checkbox"/>	<input type="checkbox"/>		
Have any training needs been identified? <i>If so provide details of what</i>	<input type="checkbox"/>	<input type="checkbox"/>		

<i>they are.</i>				
Criteria	Yes	No	Date	Additional Comments
Have annual review arrangements been made? (Usually at 1:1s or supervision)	<input type="checkbox"/>	<input type="checkbox"/>		
Has the absence reporting procedure for the department been shared with the individual and the importance of the Trust's policy explained to ensure sickness absence is controlled and maintained?	<input type="checkbox"/>	<input type="checkbox"/>		
If the post holder has a disability, have the requirements of the Equality Act 2010 been properly considered. Advice should be sought from an HR or Occupational Health if needed.	<input type="checkbox"/>	<input type="checkbox"/>		
Have arrangements been made to ensure the safe storage of records and equipment when not in use? <i>Eg: ensuring equipment is not stored in car's overnight</i>	<input type="checkbox"/>	<input type="checkbox"/>		
The section below is only to be completed if occasional homeworking is to form part of the individual's formal agile working agreement				
Occasional Home Working	Yes	No	Date	Additional Comments
Have arrangements been made to ensure the secure storage of records & equipment when at home?	<input type="checkbox"/>	<input type="checkbox"/>		
Have arrangements been made to ensure connectivity to the Internet?	<input type="checkbox"/>	<input type="checkbox"/>		
Is the post holder aware of all health and safety issues and have all the appropriate assessments been completed?	<input type="checkbox"/>	<input type="checkbox"/>		
Has the employee consulted their insurance company?	<input type="checkbox"/>	<input type="checkbox"/>		

I have read and understood the Trust policies in relation to Information Governance and I understand that I am responsible for the equipment and information which I hold/use away from the work place.

I understand that abuse of the arrangement could lead to these arrangements being terminated and/or disciplinary action being taken against me.

In addition, I confirm that I am satisfied I have received the necessary information and guidance relating to Agile Working and am ready to adopt the new working principles as outlined in the Agile Working Policy and associated documentation.

Additional Comments

.....

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.....

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.....

Signed (Employee)			
Date			
<p>I am satisfied that the above named has undertaken the necessary steps relating to the pre-implementation stage of Agile Working and I therefore sign off this member of staff in readiness for receipt of IT equipment:</p>			
Signed (Manager)			
Date			
Date for review of Agreement :			
No later than			

A Guide to agile working

The list below provides a sound reference point for a comprehensive list of tips for staff who work in an agile way:-

- **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 ok 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 individuals 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 needs 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 Skype for Business. 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 Skype for Business can also be valuable resources to increasing communication between team members when there is less opportunity for face to face interaction.

- **Change the culture 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 about the expected productivity gains. Then the employee will have a clear framework to work within.
- **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 can work in an agile way and show others how well it can work (this also allows them to enjoy the advantages of agile working and benefit from a better work life balance also).
- **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 an increase in productivity 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.
- **Clear desk principles:** - 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 headphones and make sure others in the team know when and where you are and when is best to contact you.
- Stick to your contracted hours (don't ignore the working time directive) even though you are able to work those hours more flexibly across the day. You may wish to consider delivering work in chunks, make sure you take regular breaks from your desk top/laptop, ensure you agree when you are not at work with your manager eg. no work activity beyond 10pm till 8am next day
- Recognise that face to face team meetings help in ensuring team development but also allows better sharing and team dynamics improving the quality of deliverables.
- Engage in the use of Whatsapp Messenger and/or Skype for Business 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.

Resources for Staff

The Agile Working Team has developed a number of quick reference guides that are available on e-source under Your Working Life, Go Agile.

<http://www.leicspart.nhs.uk/YourWorkingLife-GoAgile-QuickReferenceGuides.aspx>

The reference guides are updated as and when new information is available and includes resources on:-

- VPN
- Tethering
- How to use your Smartphone
- Whatsapp Messenger
- Wi-Fi App

Manager's Checklist

The following actions must be undertaken to ensure that an individual is fully prepared for agile working. For each team member:

- Manager to arrange initial meeting to discuss the suitability for agile working
- Completion of the Agile Working Agreement Form where appropriate (Appendix 2). It may not be possible to fully complete this form at the initial meeting, as some actions may require contact with third parties
- If occasional home working is applicable, an agreement must be reached between the manager and employee in respect of the suitability and the extent of the home working proposal.
- Completion of the eLearning modules:
 - Information Governance (introduction)
 - Information Governance (refresher), if applicable
 - DSE Assessments
- Ensure individual has read the Agile Working Policy
- Manager to set the review date.

The NHS Constitution

The NHS will provide a universal service for all based on clinical need, not ability to pay. The NHS will provide a comprehensive range of services

Shape its services around the needs and preferences of individual patients, their families and their carers	✓ <input type="checkbox"/>
Respond to different needs of different sectors of the population	✓ <input type="checkbox"/>
Work continuously to improve quality services and to minimise errors	✓ <input type="checkbox"/> <input type="checkbox"/>
Support and value its staff	✓ <input type="checkbox"/>
Work together with others to ensure a seamless service for patients	✓ <input type="checkbox"/>
Help keep people healthy and work to reduce health inequalities	✓ <input type="checkbox"/>
Respect the confidentiality of individual patients and provide open access to information about services, treatment and performance	✓ <input type="checkbox"/>

Appendix 6

Stakeholders and Consultation

Key individuals involved in developing the document

Name	Designation	
Caroline Johnson	Senior HR Business Partner	All Members of the Agile Working Project Group and/or involved in the 2016 LIA Agile Working Pilot or roll out of Agile Working
Michael Daly	Former Associate Director of Estates	
Ian Wakeford	Head of HIS	
Steve Woodier	NHS Horizons	
Chris Elliott	IT Infrastructure Manager	
Jackie Moore	Financial Controller	
Richard Apps	Head of Assurance	
Stuart Turner	NHS Horizons	
Vijay Patel	Estates Transformation Project Manager	
Murray Eden	Corporate PA	
Samantha Roost	Health and Safety	
Saffron Lane HV Team	Health Visiting team who undertook the LIA pilot	
Jonathan Hames	Agile Working Project Lead	
David Bell	Associate Director of Strategic Planning	
Jackie Mann	Organisational Development Specialist Practitioner	
Andy Donaghue	Associate Director of Estates and Facilities	
Louise Evans	Clinical Team Leader	
Joanne Chessman	Clinical Team Leader	
Liz Food	Clinical Team Leader	
Lisa Massey	Clinical Team Leader	
Vicky Hill	Information Security Manager	

Circulated to the following individuals for comment

Name	Designation
Kathryn Burt	Head of Operational HR
Sarah Willis	Executive Director of HR & OD
Pete Cross	Executive Director of Finance and Performance
Executive Team Members	
All Managers in Trust Band 8A and above	
Val Dawson	Staffside Lead
Carolyn Jones	Staffside Secretary
All other Staffside representatives	
Members of the Divisional Workforce Groups	

Due Regard Screening Initial Screening Template

Section 1			
Name of activity/proposal		Agile Working Policy and Procedure	
Date Screening commenced		27 th April 2015 – reviewed in October 2017	
Directorate / Service carrying out the assessment		HR and OD Division	
Name and role of person undertaking this Due Regard (Equality Analysis)		Caroline Johnson	
Give an overview of the aims, objectives and purpose of the proposal:			
AIMS: The aim of the policy is to provide staff with the opportunity to request agile working practices that suit their work life balance.			
OBJECTIVES: To ensure that the policy is in line with current legislation such as the new flexible requirements under the Children's and Families Act 2014			
PURPOSE: To bring the policy up to date with Trust Strategy and ensuring it provides clear guidance to staff on what opportunities are available under agile working.			
Section 2			
Protected Characteristic	Could the proposal have a positive impact Yes or No (give details)	Could the proposal have a negative impact Yes or No (give details)	
Age	Yes – Potential of positive impact on all protected characteristics, as this policy applies to all staff.	Yes, as the Trust may refuse on the requirements for delivering Trust services. There is mitigation in place to reduce the negative impact such as using the Reasonable Adjustments Policy	
Disability	As above	As above	
Gender reassignment	As above	As above	
Marriage & Civil Partnership	As above	As above	
Pregnancy & Maternity	As above	As above	
Race	As above	As above	
Religion and Belief	As above	As above	
Sex	As above	As above	
Sexual Orientation	As above	As above	
Other equality groups?	As above	As above	
Section 3			
Does this activity propose major changes in terms of scale or significance for LPT? For example, is there a clear indication that, although the proposal is minor it is likely to have a major affect for people from an equality group/s? Please <u>tick</u> appropriate box below.			
Yes		No	
High risk: Complete a full EIA starting click here to proceed to Part B		Low risk: Go to Section 4.	√

Section 4

If this proposal is low risk please give evidence or justification for how you reached this decision:

The policy and procedure is low risk, as the Trust has enhanced its flexible working offer in addition to the existing flexible working policy to ensure it is in line with the changes in legislation and supports staff further in their request for work life balance.

Sign off that this proposal is low risk and does not require a full Equality Analysis:

Training Requirements

Training Needs Analysis

Training Required	YES	
Training topic:	Information Governance DSE E-Learning	
Type of training: (see study leave policy)	<input type="checkbox"/> Mandatory (must be on mandatory training register)	
Division(s) to which the training is applicable:	<input type="checkbox"/> Adult Mental Health & Learning Disability Services <input type="checkbox"/> Community Health Services <input type="checkbox"/> Enabling Services <input type="checkbox"/> Families Young People Children <input type="checkbox"/> Hosted Services	
Staff groups who require the training:	All	
Regularity of Update requirement:	Annual update	
Who is responsible for delivery of this training?	E-Learning	
Have resources been identified?	Yes	
Has a training plan been agreed?	Yes	
Where will completion of this training be recorded?	<input type="checkbox"/> ULearn	
How is this training going to be monitored?	Through the Learning and Organisational Development Group,(LODG)	