

Report to: Governance Committee
Date of meeting: 27 January 2015
By: Chief Operating Officer
Title: Updates to the Home Working Policy
Purpose: To seek the Committee's approval for amendments to the Home Working Policy

Recommendations

The Governance Committee is recommended to approve the revised Home Working Policy as set out at Appendix 1.

1. Background

- 1.1 As part of an ongoing programme of review of employment policies led by Personnel and Training (PAT), the Home Working Policy has recently been reviewed. To ensure appropriate alignment with the rollout of Agile Working in early 2015, that review has taken into consideration the principles of Agile Working.
- 1.2 As part of the rollout of Agile Working, it is anticipated that the number of employees who will be able to work from home within their job role will increase while the number of employees whose contractual work base will be their home is not likely to change significantly.
- 1.3 Working at home will remain an arrangement that is agreed between the employee and the County Council; nobody will be forced to work from home. Where either changes are made to a role or an employee moves from one role to another, their work style will be reviewed, including any arrangements around home working.
- 1.4 A revised version of the Home Working Policy is attached as Appendix 1. A complete breakdown of all amendments to the policy can be found at Appendix 2. The key points are described in this report.
- 1.5 The document 'Agile Working: An Introduction' is provided by way of background information for the Committee as Appendix 3. It sets out the core principles for working in an Agile way and will support the delivery of Agile Working across the County Council.
- 1.6 There are no direct financial implications arising from this report.

2. Key points in the revised policy document

- 2.1 The current Home Working Policy sets out four possible work styles. Following a review by the Agile Programme Team, these are to be replaced by a framework of five work styles, the full definitions of which are set out in Appendix 3.

2.2 Of particular relevance to the Home Working Policy is the proposed shift in definition from a 'Home Worker' to a 'Fixed Home Worker':

Current definition: Home Worker	Proposed definition: Fixed Home Worker
Spend at least 60% of their working time working from home and occasionally visit the office (e.g. once or twice a week)	Spend most of their contractual hours working from home and have no operational need to be in an ESCC office or in the field. They may occasionally need to attend ESCC offices for meetings or to collect equipment and resources.

This shift has been discussed with Legal Services and no issues are foreseen.

- 2.3 Where an employee's defined principal work location is their home, the County Council has historically provided a small payment to the employee in respect of the increased utility costs they will likely incur. This arrangement has been reviewed and it is proposed that under the revised policy, these payments will continue for Fixed Home Workers. The method for calculating the value of such payments is not proposed to change, see Section 14 of the Home Working Policy (Appendix 1) for details.
- 2.4 The Committee is advised to note that the GMB union have requested that such payments be made to all employees who work from home and that the level of payments be increased.
- 2.5 These requests were considered by the Human Resources Management Board and by the Corporate Management Team who both confirmed their decisions to make this payment only to those contracted to work from home and for the payment to remain at the same level. These decisions were made on the basis that employees whose work location is not their home can decide to work from home by weighing up any potential costs (e.g. utilities) against any potential benefits (e.g. reduced travelling costs and improved work-life balance flexibility).
- 2.6 GMB have specifically requested that the Committee re-consider their requests.

3. Conclusion and reasons for recommendations

- 3.1 In order to ensure consistency between policies and to support the future rollout of Agile Working, the committee is recommended to approve the draft Home Working Policy at Appendix 1.

Chief Officer: Kevin Foster, Chief Operating Officer, Business Services

Contact Officer: Patrick Galpin, Personnel Officer, 01273 482276
patrick.galpin@eastsussex.gov.uk

LOCAL MEMBERS

No County Council Members' electoral divisions are specifically affected by the report.

BACKGROUND DOCUMENTS

None



Home Working Policy

Date: December 2014

Appendix 1

Document summary

Home working can provide flexibility for the organisation and choice for employees about where they do their work. It can also help to minimise commuting journeys, business mileage and reduce carbon emissions. Home working might be an occasional arrangement, a regular pattern of work or an employee's normal permanent working location.

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About this document:

<p>Enquiries: HR Strategy Team Author: HR Strategy Team Telephone: 01273 481194 Email: ~D BS PAT HR Strategy Team</p> <p>Download this document From: [intranet location to be inserted]</p>	<p>Version number: 01</p> <p>Related information</p> <p><u>Policies on the County Council's web site:</u></p> <p>Data Protection Data in Transit Policy Information Security Policy Using Technology to Work Remotely</p> <p><u>Policies and guidance on the Intranet/Czone:</u></p> <p>Personal Use of Council Equipment Policy Flexible Working Requests: application, consideration, outcome and appeal Electricity at Work Policy</p> <p><u>Forms on Intranet/Czone:</u></p> <p>Home working Health and Safety Checklist Mobile Technologies Claim forms</p> <p><u>Template letters on Intranet/Czone:</u></p> <p>Letter to employee's insurance company Letter to employee's mortgage company/landlord</p> <p><u>Intranet page content:</u></p> <p>Support for staff – drop in centres</p>
<p>Accessibility help</p> <p>Zoom in or out by holding down the Control key and turning the mouse wheel. CTRL and click on the table of contents to navigate. Press CTRL and Home key to return to the top of the document Press Alt-left arrow to return to your previous location.</p> <p>Please note that documents shown in blue text indicate that they are available to download from the Intranet/Czone.</p>	

Home Working Policy

Key Points

- Home working is a voluntary option which must be agreed by the employee and their manager.
- A [Home Working Risk Assessment](#) should be undertaken before an employee works from home.

1. Home working definition

- 1.1. Home working is an arrangement where an employee spends some or all of their contracted hours undertaking their ESCC work from their home instead of going to an office work base.
- 1.2. This can be an occasional arrangement, a regular pattern of work or an employee's normal permanent working location. It can be used to cover special projects and peaks in workload or as part of a team's business continuity and emergency planning arrangements.
- 1.3. Home workers need to maintain an environment which is conducive to effective working whilst at home with minimal distractions. Home working is therefore not a substitute for child/dependent care or non work related responsibilities.

2. Who this policy applies to

- 2.1. This policy applies to all Council employees seeking agreement to work from home, no matter how frequently; and those employees who already work from home. Whilst reference is made to the Agile Working Programme, this policy applies equally to employees whose teams or services are not in-scope for that Programme.

3. Home Working Options

- 3.1. There are a number of home working options available to suit the Council's business needs. As part of the Agile Working Programme 5 work styles have been developed to offer a consistency of approach (see the [Agile Working: An Introduction document](#) for further details). These include:
 - **Fixed Home Workers** whose contract of employment states that their home is their work base;
 - **Field Workers** and **Flexible Workers** who may occasionally or more regularly choose to work from home, for example by starting and finishing their day at home to check emails, complete paperwork or update records after visits to clients; and
 - **Fixed Desk Workers** and **Fixed Office Workers** who may also have a job role that is suited to ad-hoc home working, for example to undertake a specific piece of work or during adverse weather.
- 3.2. Those staff not in-scope of the Agile Working Programme may also need to work from home. Where reference is made to each of the work styles throughout this Policy this information may also apply to those staff. Reference to Fixed Home Workers therefore also refers to other staff who are contracted to work from home.

4. Home working eligibility

- 4.1. The Council encourages staff to work from the best possible location to undertake the work being carried out. Depending on an employee's job role and work style this may be from a variety of Council buildings or partner organisation's sites, in the community, from home or any combination of these.
- 4.2. Home working requires the agreement of both the employee and the manager and is subject to review in consideration of possible changing circumstances.
- 4.3. In making such a decision the manager and employee will need to consider whether the employee has suitable space to carry out their work activities from their home and whether they will be able to do so with minimal distractions. Completing the [Home Working Risk Assessment](#) will help with this decision.
- 4.4. Managers considering requests for home working should make their decision based on clear business, operational and health and safety reasons. Managers should consider whether the post, the person and the home working environment is suited to undertake work at home before agreeing to such an arrangement.
- 4.5. Whilst all of our work styles potentially offer the flexibility to work from home to one extent or another, not all jobs across the Council will lend themselves to home working. For example Home Care Support Workers and Care Officers are unlikely to be considered suitable.

5. Enabling home working

- 5.1 Managers should talk to their team members about their work style and the most appropriate locations for them to carry out their work. For some job roles or tasks this may include the employee's home.
- 5.2 The Agile Working Programme has identified appropriate technology (or 'Agility Packs') for each of the 5 work styles to ensure that employees have the right technology to support them in their role. Field, Flexible and Fixed Home Workers will have mobile devices allocated to them as part of their 'Agility Pack' to enable them to work remotely, including from home where appropriate. Further information about the different Agility Packs is available in the document [Agile Working: An Introduction](#).
- 5.3 Where a team member's work style is changing or where teams are out of the scope of the Agile Working Programme, managers will need to consider the technology that their team member(s) will require to support them to work remotely before agreeing to any requests.
- 5.4 For further information about changes to work styles see [Agile Working: An Introduction](#) and the [Flexible Working Requests: application, consideration, outcome and appeal document](#). Requests for changes in technology should be made using the [Mobile Technologies Application Form](#).

6. Work arrangements for home working

- 6.1 There is a possibility that the organisation of an employee's work activities and how they carry out their work may have to be reviewed and redefined to facilitate home working. This may include agreeing the way in which the employee, manager and colleagues will communicate with each other, how work should be delivered and collected, the setting of clear targets with measurable outcomes and the planning and scheduling of work. Consideration should be given to the impact of such changes and discussed with the employee.
- 6.2 Employees working from home will still need to be available to attend work at other locations e.g. attend meetings, training or to deal with unexpected matters at work at short notice as and when required. Those who are Fixed Home Workers and contractually based at home will also need to be flexible in terms of the needs of their department, service or team.
- 6.3 Once home working is agreed the arrangements should be regularly reviewed. Those responsible for managing Fixed Home Workers should conduct a formal review of the Home Working arrangements three months after it starts. For all home workers there should be a regular review of risk assessments, job performance, standards and working practices to ensure that these remain to acceptable standards.
- 6.4 There is a statutory right to request flexible working, which includes home working. Managers therefore need to ensure that they read the guidance available on the Flexible Working pages of the intranet, particularly when considering refusing a request for home working. Further information about agreeing, refusing or appealing flexible working options, including home working can be found in the [Flexible Working Requests: application, consideration, outcome and appeal](#) document. Further advice can also be sought from the Personnel Advisory Team.

7. Hours of work

- 7.1 Agile working provides some flexibility to managers and employees when agreeing their working hours. Any agreement about when an employee's work is to be undertaken will be subject to meeting the needs of customers and maintaining service operations. Where an employee has to provide a service during 'normal office hours' they must be available to undertake their work within these hours, even when working from home.
- 7.2 Employees who are eligible to work flexible hours will continue to have this facility. Timesheets will be completed by the employee and then monitored by the line manager. Any flexi-time or TOIL taken should be authorised in the normal way by the employee's line manager. See the [Flexible Hours Scheme](#) and [Time Off in Lieu Policy](#) for further details.
- 7.3 Any changes to an individual's work pattern (i.e. the days and hours they will be working) should first be discussed and agreed with their manager. Once agreed individuals should ensure their colleagues are aware of when they are working and how best to contact them.
- 7.4 Employees working from home need to ensure that they comply with the provisions of the Working Time Regulations 1998 (the principles of which are embodied in the Council's [Policy Statement on Working Time Regulations](#)) with regard to the maximum hours that they work each week and taking appropriate rest breaks.

8. Visitors to the home

- 8.1 Home workers should never meet with clients or representatives in their own home. Where meetings are necessary they should use the meeting facilities which are available at offices across the County for this purpose.
- 8.2 The employee's line manager may need to visit to discuss work place issues and carry out health and safety checks on an occasional basis. Such visits will be planned in advance and the frequency and purpose of such visits should be discussed and agreed by the manager and employee.

9. Occasional use of drop-in centres

- 9.1 The Council has a number of staff drop-in centres available which can be used by staff, including home workers. The drop-in centres can offer an alternative place to work and are useful for those who are travelling between meetings. Further information about the locations of our drop-in centres, their use and the facilities they have available can be found on the intranet.

10. Security of Information

- 10.1 Employees working from home must ensure the confidentiality and security of any papers, files, and documents in their keeping, including all information stored electronically. Employees who have access to personal data at home must ensure that printed or paper records are locked away when not in use, computers are password protected and screen locks are put in place when away from the device. Anyone working from home must ensure they comply with the Council's Information Security Policies including but not limited to the [Data Protection](#) and [Data in Transit Policies](#).

11. Provision and ownership of home working equipment and technology

- 11.1 The Council will only pay for the supply of office furniture (e.g. desk, chair or storage) and/or broadband connection for employees who are contracted to work from home (i.e. Fixed Home Workers) where this is appropriate.
- 11.2 All equipment, documents and materials supplied by the Council for work remains the property of the Council and is provided solely for business use. Please refer to the [Personal Use of Council Equipment Policy](#) for more information.
- 11.3 All Council equipment used at home or when working remotely must be returned when requested to a Council office for annual Portable Appliance Testing (PAT) in line with the [Electricity at Work Policy](#). Equipment must not be used if the PAT is out of date.
- 11.4 Employees working from home should report any problems with Council ICT equipment to the ICT Service Desk. Depending upon the nature of the problem employees may be required to take the equipment to an ESCC office and pick up a temporary replacement or work temporarily at an ESCC office or drop-in centre until the equipment is repaired. Please note: The ICT Service Desk cannot assist with problems to an employee's personal computer or broadband connection.
- 11.5 Fixed Home Workers should report any problems with ESCC furniture to the property helpdesk.

12. Insurance and home working

12.1 Home workers are, in general, covered in the same way as other employees under the Council's Employers and Public Liability Insurance arrangements:

12.1.1 **Employer's Liability:** If someone working from home suffers an injury caused by the Council's negligence the claim would be dealt with under the Council's insurance arrangements.

12.1.2 **Public Liability** - If through the negligence of the home worker, whilst performing duties arising out of and in the course of their employment, a third party suffers injury, loss or damage, any claim which arises, will be dealt with under the Council's insurance arrangements. Any claim made against the Council's insurance will be investigated to see if liability attaches. There is no automatic right to compensation. If in doubt please contact the Insurance and Risk Management Officer for specific advice.

12.2 Fixed Home Workers and regular home workers will be required to clarify that their Home Insurance (Property/Contents) covers them for working at home. A [template letter to the employee's insurance company](#) is available on the Intranet.

13. Leaseholders, mortgage lenders and landlords

13.1 Fixed Home Workers and regular home workers should write to their residents association, mortgage lender or landlord to advise them of the change in work practices if this is required by the terms of their rental agreement, leasehold or mortgage. A [template letter to the employee's mortgage company/landlord](#) is available on the Intranet.

14. Payments for home working expenses

14.1 Those employees who are contracted to work from home will be eligible to receive a payment in recognition of the additional household expenses they will likely incur, such as the cost of utilities.

14.2 The value of payment will be calculated as follows:

Number of days per week working from home	Value of payment
1 day per week	£50 per year
2 days per week	£100 per year
3 days per week	£150 per year
4 days per week	£200 per year
5 days per week	£250 per year

14.3 As required by HMRC, home working payments that are over a certain threshold will affect the payment of tax and National Insurance. In addition, the employee may be required to produce evidence (such as utility bills) of the increased costs. The threshold is subject to change by HMRC, see www.hmrc.gov.uk for details. In 2014-15 this threshold is £216 per year.

14.4 Employees can claim reimbursement of other legitimate expenses arising from home working, such as postage or phone calls where applicable. Guidance on claiming all expenses, including information about which types of journey can be claimed for, can be accessed on the Claim forms page on the intranet.

15. Tax implications for home workers

- 15.1 Gains in the value of homes do not usually attract Capital Gains Tax (CGT) when they are sold. However, where a part of the home is set aside exclusively for work purposes, CGT could be levied on the gain in value attributable to that part of the home when it is sold. Those wishing to avoid CGT liability may choose to ensure that their home working area is not exclusively used for work. For example, if a separate room in the home is available as a work area, leaving a folding bed or storing domestic items in the space can reduce the risk of CGT liability arising. Individuals should contact their tax office if they make building alterations and devote an entire room to their employment, as they could be liable for Capital Gains Tax if they sell their home.
- 15.2 It is not anticipated that any employee should experience a change to the level of Council Tax they pay as a result of working from home as part of their role with the County Council, nor that they should start to attract Non-Domestic Business Rates. As with CGT, such a liability is more likely to occur where parts of a property are given over entirely to work and therefore effectively cease to be part of the home. Decisions about levels of Council Tax and Business Rates are made by the Valuation Office Agency.

Appendix 2 Table of key amendments

Location	Current wording	Proposed wording	Rationale for change
Throughout	Positioned as a question and answer style	Formal section headings	Corporate house style
1.2	This can be an occasional arrangement, a regular pattern or an employee's normal permanent working location. It can be used to cover special projects and peaks in workload.	This can be an occasional arrangement, a regular pattern of work or an employee's normal permanent working location. It can be used to cover special projects and peaks in workload or as part of a team's business continuity and emergency planning arrangements.	Home working can be part of emergency contingency planning.
Section 2	<p>This policy applies to employees where there is an arrangement for them to work from home for more than one day per month in total.</p> <p>This policy is not intended to cover employees who take work home in addition to their normal working day. Nonetheless, the appropriate safety assessment must be carried out for any form of home based working, regardless of the hours worked.</p>	This policy applies to all Council employees seeking agreement to work from home, no matter how frequently; and those employees who already work from home. Whilst reference is made to the Agile Working Programme, this policy applies equally to employees whose teams or services are not in-scope for that Programme.	To align with the principles of Agile Working.

Location	Current wording	Proposed wording	Rationale for change
3.1	<p>Home Working Options</p> <p>Four work styles are offered to employees in order to maintain a consistency of approach across the whole of the County Council, ranging from fully home based workers to those who may want to work from home for one or two days a week. They are:</p> <p><u>Office based working</u></p> <p>An employee who spends most of their time in the office and occasionally working at home.</p> <p><u>Home based working</u></p> <p>An employee who spends 60% or more of their time working at home and occasionally visits the office (e.g. once or twice a week).</p> <p><u>Flexible office based working</u></p> <p>An employee who spends most of their time in the office, but regularly works at home or away from their office (e.g. one or two days a week).</p> <p><u>Nomadic working</u></p> <p>An employee who has either a County Council office or their home as their work base for administrative and/or supervision purposes, but spends around 60% of their time working away from this work base.</p>	<p>There are a number of home working options available to suit the Council's business needs. As part of the Agile Working Programme 5 work styles have been developed to offer a consistency of approach (see the Agile Working: An Introduction document for further details). These include:</p> <ul style="list-style-type: none"> ▪ Fixed Home Workers whose contract of employment states that their home is their work base; ▪ Field Workers and Flexible Workers who may occasionally or more regularly choose to work from home, for example by starting and finishing their day at home to check emails, complete paperwork or update records after visits to clients; and ▪ Fixed Desk Workers and Fixed Office Workers who may also have a job role that is suited to ad-hoc home working, for example to undertake a specific piece of work or during adverse weather. 	<p>To align with the 5 work styles that have been agreed as part of the Agile Working programme.</p>

Location	Current wording	Proposed wording	Rationale for change
Section 4	<p>Who can choose home working?</p> <p>Home working is a voluntary option requiring the agreement of both the manager and the employee. This is subject to review in consideration of possible changing circumstances.</p> <p>The decision to agree home working is at the manager's discretion based on clear business, operational and health and safety reasons. It should be recognised that not all jobs lend themselves to home working, for example Home Care Support Workers, Librarians and Receptionists would not be suitable.</p> <p>Managers have the right to refuse requests for home working where they consider that either the post, environment, person or accommodation is unsuitable to undertake work at home.</p>	<p>The Council encourages staff to work from the best possible location to undertake the work being carried out. Depending on an employee's job role and work style this may be from a variety of Council buildings or partner organisation's sites, in the community, from home or any combination of these.</p> <p>Home working requires the agreement of both the employee and the manager and is subject to review in consideration of possible changing circumstances.</p> <p>In making such a decision the manager and employee will need to consider whether the employee has suitable space to carry out their work activities from their home and whether they will be able to do so with minimal distractions. Completing the Home Working Risk Assessment will help with this decision.</p> <p>Managers considering requests for home working should make their decision based on clear business, operational and health and safety reasons. Managers should consider whether the post, the person and the home working environment is suited to undertake work at home before agreeing to such an arrangement.</p> <p>Whilst all of our work styles potentially offer the flexibility to work from home to one extent or another, not all jobs across the Council will lend themselves to home working. For example Home Care Support Workers and Care Officers are unlikely to be considered suitable.</p>	<p>To align with the principles of Agile Working.</p>

Location	Current wording	Proposed wording	Rationale for change
Section 5	<p>How do I make a request for home working?</p> <p>To apply for home working an employee should, in the first instance, talk to their line manager; then complete the Mobile Technologies (including Home Working) Request Form. The process for requesting home working and for managers to consider the request is set out in the Flexible Working Requests: application, consideration, outcome, appeal document.</p> <p>Should a home working request be agreed, there will be a trial period of up to three months during which time there should be a continuous review of job performance, standards and working practices. This will enable the evaluation of the advantages and disadvantages of home working for the employee and the County Council. A review meeting should be arranged at the end of the trial period although it is important to address and discuss any difficulties or problems as they arise rather than waiting for the review. It is the line manager's responsibility to ensure this review takes place.</p>	<p>Enabling home working</p> <p>Managers should talk to their team members about their work style and the most appropriate locations for them to carry out their work. For some job roles or tasks this may include the employee's home.</p> <p>The Agile Working Programme has identified appropriate technology (or 'Agility Packs') for each of the 5 work styles to ensure that employees have the right technology to support them in their role. Field, Flexible and Fixed Home Workers will have mobile devices allocated to them as part of their 'Agility Pack' to enable them to work remotely, including from home where appropriate. Further information about the different Agility Packs is available in the document Agile Working: An Introduction.</p> <p>Where a team member's work style is changing or where teams are out of the scope of the Agile Working Programme, managers will need to consider the technology that their team member(s) will require to support them to work remotely before agreeing to any requests.</p> <p>For further information about changes to work styles see Agile Working: An Introduction and the Flexible Working Requests: application, consideration, outcome and appeal document. Requests for changes in technology should be made using the Mobile Technologies Application Form.</p>	<p>Technology will be assigned to individuals based on their identified work style.</p>

Location	Current wording	Proposed wording	Rationale for change
6.1 6.2	<p>There is a possibility that the organisation of an employee's work activities may have to be reviewed and redefined into associated jobs to facilitate home working. This may include the way the employee, manager and colleagues communicate with each other, delivery and collection of work, setting clear targets and the planning and scheduling of work. Consideration should be given to the impact of such changes.</p> <p>Employees working from home will still need to be available to attend work at other locations e.g. attend meetings, training or deal with unexpected matters at work at short notice as and when required. Although based at home, it is important that individuals are flexible in terms of the needs of their department, school or service.</p>	<p>There is a possibility that the organisation of an employee's work activities and how they carry out their work may have to be reviewed and redefined to facilitate home working. This may include agreeing the way in which the employee, manager and colleagues will communicate with each other, how work should be delivered and collected, the setting of clear targets with measurable outcomes and the planning and scheduling of work. Consideration should be given to the impact of such changes and discussed with the employee.</p> <p>Employees working from home will still need to be available to attend work at other locations e.g. attend meetings, training or to deal with unexpected matters at work at short notice as and when required. Those who are Fixed Home Workers and contractually based at home will also need to be flexible in terms of the needs of their department, service or team.</p>	To align with the principles of Agile Working.

Location	Current wording	Proposed wording	Rationale for change
6.3 6.4	[new]	<p>Once home working is agreed the arrangements should be regularly reviewed. Those responsible for managing Fixed Home Workers should conduct a formal review of the Home Working arrangements three months after it starts. For all home workers there should be a regular review of risk assessments, job performance, standards and working practices to ensure that these remain to acceptable standards.</p> <p>There is a statutory right to request flexible working, which includes home working. Managers therefore need to ensure that they read the guidance available on the Flexible Working pages of the intranet, particularly when considering refusing a request for home working. Further information about agreeing, refusing or appealing flexible working options, including home working can be found in the Flexible Working Requests: application, consideration, outcome and appeal document. Further advice can also be sought from the Personnel Advisory Team.</p>	To reinforce that work styles should be kept under review to ensure they are the best fit.
7.1	[new]	Agile working provides some flexibility to managers and employees when agreeing their working hours. Any agreement about when an employee's work is to be undertaken will be subject to meeting the needs of customers and maintaining service operations. Where an employee has to provide a service during 'normal office hours' they must be available to undertake their work within these hours, even when working from home.	

Location	Current wording	Proposed wording	Rationale for change
7.2 7.3	<p>Employees who are eligible to work flexible hours will continue to have this facility. Timesheets are to be completed by the employee and then monitored by the line manager. Any flexi-time or TOIL taken should be authorised in the normal way by the employee's line manager.</p> <p>Any change to an individual's working day should be first discussed and agreed with their line manager/supervisor.</p> <p>Employees should have regular breaks as they would do in an office-based situation.</p>	<p>Employees who are eligible to work flexible hours will continue to have this facility. Timesheets will be completed by the employee and then monitored by the line manager. Any flexi-time or TOIL taken should be authorised in the normal way by the employee's line manager. See the Flexible Hours Scheme and Time Off in Lieu Policy for further details.</p> <p>Any changes to an individual's work pattern (i.e. the days and hours they will be working) should first be discussed and agreed with their manager. Once agreed individuals should ensure their colleagues are aware of when they are working and how best to contact them.</p>	
7.4	<p>Employees should have regular breaks as they would do in an office-based situation.</p>	<p>Employees working from home need to ensure that they comply with the provisions of the Working Time Regulations 1998 (the principles of which are embodied in the Council's Policy Statement on Working Time Regulations) with regard to the maximum hours that they work each week and taking appropriate rest breaks.</p>	<p>To remind that there is legislation to support the need for breaks.</p>
Section 8	<p>Home workers should never meet with clients or representatives in their own home.</p> <p>Interview facilities should be made available at the office base for this purpose. However, on occasions the employee's line manager may need to visit to discuss work place issues and carry out health and safety checks.</p>	<p>Home workers should never meet with clients or representatives in their own home. Where meetings are necessary they should use the meeting facilities which are available at offices across the County for this purpose.</p> <p>The employee's line manager may need to visit to discuss work place issues and carry out health and safety checks on an occasional basis. Such visits will be planned in advance and the frequency and purpose of such visits should be discussed and agreed by the manager and employee.</p>	<p>To signal the risks of holding meetings at home and outline the alternatives.</p>

Location	Current wording	Proposed wording	Rationale for change
Section 9	<p>The County Council has a number of staff drop-in centres available which can be used by staff, including home workers. The drop-in centres can offer an alternative place to work and are useful for those who are travelling between meetings. Our drop-in centres are currently located in Crowborough, Uckfield, Eastbourne, Newhaven and Lewes.</p> <p>Employees can book a desk for the day or just drop in for a couple of hours (see the Intranet/Czone for full details of where the drop-in centres are located, their opening hours, directions and guidance for their use).</p>	<p>The Council has a number of staff drop-in centres available which can be used by staff, including home workers. The drop-in centres can offer an alternative place to work and are useful for those who are travelling between meetings. Further information about the locations of our drop-in centres, their use and the facilities they have available can be found on the intranet.</p>	<p>The details of centres has recently changed and is likely to change again so the specific details have been removed to avoid the need to maintain this information in multiple locations.</p>
Section 10	<p>Individuals working remotely must ensure the confidentiality and security of any papers, files, and documents and so forth that are in their keeping. This includes all information stored electronically. Please refer to the Data in Transit Policy for more information.</p>	<p>Employees working from home must ensure the confidentiality and security of any papers, files, and documents in their keeping, including all information stored electronically. Employees who have access to personal data at home must ensure that printed or paper records are locked away when not in use, computers are password protected and screen locks are put in place when away from the device. Anyone working from home must ensure they comply with the Council's Information Security Policies including but not limited to the Data Protection and Data in Transit Policies.</p>	<p>To reaffirm that employees must remain vigilant in all settings.</p>

Location	Current wording	Proposed wording	Rationale for change
Section 11	<p>All equipment, documents and materials supplied by the County Council for work remains the property of the County Council and is provided solely for business use. Please refer to the Personal Use of Council Equipment Policy for more information.</p>	<p>The Council will only pay for the supply of office furniture (e.g. desk, chair or storage) and/or broadband connection for employees who are contracted to work from home (i.e. Fixed Home Workers) where this is appropriate.</p> <p>All equipment, documents and materials supplied by the Council for work remains the property of the Council and is provided solely for business use. Please refer to the Personal Use of Council Equipment Policy for more information.</p> <p>All Council equipment used at home or when working remotely must be returned when requested to a Council office for annual Portable Appliance Testing (PAT) in line with the Electricity at Work Policy. Equipment must not be used if the PAT is out of date.</p> <p>Employees working from home should report any problems with Council ICT equipment to the ICT Service Desk. Depending upon the nature of the problem employees may be required to take the equipment to an ESCC office and pick up a temporary replacement or work temporarily at an ESCC office or drop-in centre until the equipment is repaired. Please note: The ICT Service Desk cannot assist with problems to an employee's personal computer or broadband connection.</p> <p>Fixed Home Workers should report any problems with ESCC furniture to the property helpdesk.</p>	<p>To outline the channels for fault reporting.</p>

Location	Current wording	Proposed wording	Rationale for change
Section 12	<p>Home workers are, in general, covered in the same way as other employees under the County Council's Employers and Public Liability Insurance arrangements:</p> <p>Employer's Liability: If a home worker suffers an injury caused by the County Council's negligence the claim would be dealt with under the County Council's insurance arrangements.</p> <p>Public Liability - If through the negligence of the home worker, whilst performing duties arising out of and in the course of their employment, a third party suffers injury, loss or damage, any claim which arises, will be dealt with under the County Council's insurance arrangements. If, however, claims arise from incidents within the employees home over which the County Council has no control (e.g. defects on the home worker's premises) then the claim would probably not be covered. Insurance is a complex area. If in doubt please contact the Insurance and Risk Management Officer for specific advice.</p> <p>Home workers will be required to clarify that their Home Insurance (Property/Contents) covers them for working at home. A template letter to the employee's insurance company is available on the Intranet/Czone.</p>	<p>Home workers are, in general, covered in the same way as other employees under the Council's Employers and Public Liability Insurance arrangements:</p> <p>Employer's Liability: If someone working from home suffers an injury caused by the Council's negligence the claim would be dealt with under the Council's insurance arrangements.</p> <p>Public Liability - If through the negligence of the home worker, whilst performing duties arising out of and in the course of their employment, a third party suffers injury, loss or damage, any claim which arises, will be dealt with under the Council's insurance arrangements. Any claim made against the Council's insurance will be investigated to see if liability attaches. There is no automatic right to compensation. If in doubt please contact the Insurance and Risk Management Officer for specific advice.</p> <p>Fixed Home Workers and regular home workers will be required to clarify that their Home Insurance (Property/Contents) covers them for working at home. A template letter to the employee's insurance company is available on the Intranet.</p>	To align with the principles of Agile Working.

Location	Current wording	Proposed wording	Rationale for change
13.1	All home workers should write to their mortgage lender/landlord to advise them of the change in work practices if this is required by the terms of their lease or mortgage. A template letter to the employee's mortgage company/landlord is available on the Intranet/CZone.	Fixed Home Workers and regular home workers should write to their residents association, mortgage lender or landlord to advise them of the change in work practices if this is required by the terms of their rental agreement, leasehold or mortgage. A template letter to the employee's mortgage company/landlord is available on the Intranet.	To align with the principles of Agile Working.

Location	Current wording	Proposed wording	Rationale for change																						
Section 14	<p>Employees will be reimbursed for any business calls, postal or fax charges incurred during the course of their work. Proof of purchase and use will be necessary. Those employees who have a County Council broadband connection will be expected to use the designated County Council telephone/fax lines, rather than any personal ones for work purposes.</p> <p>Employees with home as their main work base (working 60% or more of their contracted week at home) will be entitled to a contribution through their salary towards the costs of heating/lighting and any other overhead expenses incurred through undertaking work from home. Under HM Revenue and Customs regulations, employees can receive up to a maximum of £156 per annum tax and National Insurance (NI) free. Any contributions towards home working costs that exceed £156 per annum will be subject to deductions in the normal way. The current contribution rates are as follows:</p> <table border="1" data-bbox="311 979 985 1347"> <tbody> <tr> <td>1 day per week</td> <td>£50 per year, tax and NI free</td> </tr> <tr> <td>2 days per week</td> <td>£100 per year, tax and NI free</td> </tr> <tr> <td>3 days per week</td> <td>£150 per year, tax and NI free</td> </tr> <tr> <td>4 days per week</td> <td>£200 per year, first £156 tax NI free, remaining £44 subject to deductions</td> </tr> <tr> <td>5 days per week</td> <td>£250 per year, first £156 tax NI free, remaining £94 subject to deductions</td> </tr> </tbody> </table>	1 day per week	£50 per year, tax and NI free	2 days per week	£100 per year, tax and NI free	3 days per week	£150 per year, tax and NI free	4 days per week	£200 per year, first £156 tax NI free, remaining £44 subject to deductions	5 days per week	£250 per year, first £156 tax NI free, remaining £94 subject to deductions	<p>Those employees who are contracted to work from home will be eligible to receive a payment in recognition of the additional household expenses they will likely incur, such as the cost of utilities.</p> <p>The value of payment will be calculated as follows:</p> <table border="1" data-bbox="1104 352 1738 683"> <thead> <tr> <th>Number of days per week working from home</th> <th>Value of payment</th> </tr> </thead> <tbody> <tr> <td>1 day per week</td> <td>£50 per year</td> </tr> <tr> <td>2 days per week</td> <td>£100 per year</td> </tr> <tr> <td>3 days per week</td> <td>£150 per year</td> </tr> <tr> <td>4 days per week</td> <td>£200 per year</td> </tr> <tr> <td>5 days per week</td> <td>£250 per year</td> </tr> </tbody> </table> <p>As required by HMRC, home working payments that are over a certain threshold will affect the payment of tax and National Insurance. In addition, the employee may be required to produce evidence (such as utility bills) of the increased costs. The threshold is subject to change by HMRC, see www.hmrc.gov.uk for details. In 2014-15 this threshold is £216 per year.</p> <p>Employees can claim reimbursement of other legitimate expenses arising from home working, such as postage or phone calls where applicable. See the Claim forms page on the intranet for details.</p>	Number of days per week working from home	Value of payment	1 day per week	£50 per year	2 days per week	£100 per year	3 days per week	£150 per year	4 days per week	£200 per year	5 days per week	£250 per year	<p>The 60% notion is no longer applicable.</p> <p>To provide a clearer description of the payments' value with an accompanying description of how deductions will be treated.</p> <p>A single mention of the HMRC threshold reduces the maintenance required.</p>
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Location	Current wording	Proposed wording	Rationale for change
15.2	[new]	It is not anticipated that any employee should experience a change to the level of Council Tax they pay as a result of working from home as part of their role with the County Council, nor that they should start to attract Non-Domestic Business Rates. As with CGT, such a liability is more likely to occur where parts of a property are given over entirely to work and therefore effectively cease to be part of the home. Decisions about levels of Council Tax and Business Rates are made by the Valuation Office Agency.	In response to queries raised by trade unions about Council tax implications for staff.
[deleted]	The Health and Safety at Work Act 1974 (the principles of which are embodied the County Council's Health and Safety Policies) places a duty on employers to protect the health, safety and welfare of their employees, including home workers. Most of the Regulations made under the Health and Safety at Work Act apply to home workers as well as to employees working at an employer's workplace. These include, for example, the Management of Health and Safety at Work Regulations 1999 (MHSWR), the Display Screen Equipment Regulations 1992 and the Manual Handling Operations Regulations 1992.	[deleted]	Not necessary to say this. We have a raft of Health & Safety Policies which ensure compliance with the relevant legislation and listing the legislation is unnecessary and requires maintenance should their titles be updated.
[deleted]	Home workers are still employees of the County Council and their terms and conditions of employment will be the same as those for office based staff.	[deleted]	Not necessary to say this.



Agile Working: An Introduction

Date: December 2014

Appendix 3

Document summary

Agile Working is the ability to work in any place and from any space supported by the right technology, office space and processes.

Agile working provides our employees and their managers with more choice in how, when and where work is undertaken. It enables the Council to make best use of its resources and improve the way it delivers services to our local community.

The following document describes Agile Working, the 5 Agile Work Styles, changes to our office space, technology and business processes.

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About this document:

<p>Enquiries: Agile Team Author: Agile Team Telephone: 01273 481973 Email: agile@eastsussex.gov.uk</p> <p>Download this document From: [to be inserted]</p>	<p>Version number: 01</p> <p>Related information</p> <p><u>Policies on the County Council's web site:</u></p> <p>Information Security Policy Data Protection Data in Transit Policy Using Technology to Work Remotely</p> <p><u>Policies and guidance on the Intranet/CZone:</u></p> <p>Home Working Policy Personal Use of Council Equipment Policy Flexible Working Requests: application, consideration, outcome and appeal Employee Agile Toolkit Managers Agile Toolkit</p> <p><u>Forms on Intranet/CZone:</u></p> <p>Home working Health and Safety Checklist Mobile Technologies Flexible Working Application Form</p> <p><u>Intranet page content:</u></p> <p>Support for staff – drop in centres</p>
<p>Accessibility help</p> <p>Zoom in or out by holding down the Control key and turning the mouse wheel. CTRL and click on the table of contents to navigate. Press CTRL and Home key to return to the top of the document Press Alt-left arrow to return to your previous location.</p> <p>Please note that documents shown in blue text indicate that they are available to download from the Intranet/C Zone.</p>	

1. Principles of Agile Working

- 1.1 The County Council delivers a diverse range of services right across the county and in order to best meet the needs of our residents, our employees need to work from a range of locations. Agile Working means they will be able to work from the best possible location for the work being undertaken, whether that is a council building or partner organisation site, in the community, from home or a combination of these.
- 1.2 Whilst service delivery and the needs of our customers will still take priority, Agile Working will provide more options for employees and their managers when discussing how, when and where they can best undertake their roles.
- 1.3 There are four pillars that underpin and provide the foundations for Agile Working, each of which are described in more detail below:
 - People;
 - Office space;
 - Processes;
 - Technology.






2. The scope of the Agile Working Programme

- 2.1 This information applies to all staff working in teams and services that have been deemed 'in scope' of the Agile Working Programme. It applies equally to those on full-time and part-time, permanent and temporary contracts. It also applies to contractors and agency workers working within these teams.
- 2.2 Those teams and services that are 'in scope' of the Agile Working Programme are outlined below:

In scope	Not in scope
All teams and services who are: <ul style="list-style-type: none">▪ based at corporate hub buildings.▪ part of a wider service already in scope;▪ part of a split team with part of that team in scope and/or;▪ in scope of the Social Care Information System (SCIS) programme.	<ul style="list-style-type: none">▪ School-based staff and teachers;▪ Adults Directly Provided Services (with some exceptions);▪ Children's Centres;▪ Children's Residential Homes;▪ Music Service;▪ Activity centres (e.g. Canoe Centres, Archery Centre, Sea Spray Centre);▪ Adult Education;▪ School Crossing Patrol;▪ Cycle trainers;▪ Enumerators;▪ Libraries, Registration Service and Records.

3. Agile People: Work Styles

3.1 Five work styles have been developed to support Agile Working and provide a consistency of approach across the County Council:

Fixed office worker	Fixed desk worker	Flexible worker	Field worker	Fixed home worker
				
<p>Spend most of their contracted hours working from the same ESCC office. There is a clear operational need for them to work in their designated office but with their managers approval they may occasionally be able to work from home or another Council building e.g. in adverse weather.</p>	<p>Require a fixed location to work from due to the operational needs of their job role or because they need specific equipment, software or furniture which means they cannot easily work from another workstation.</p>	<p>Have no operational need to be in a fixed place. Can perform their role remotely (incl. from home) but may choose to work regularly from ESCC buildings or at partner or client sites.</p>	<p>Spend most of their time working in the field; e.g. in client's homes, in the community or at partner or client sites. Probably only come into the office for meetings, peer support or supervision. May work from home when it suits; e.g. to start or end their day.</p>	<p>Spend most of their contractual hours working from home and have no operational need to be in an ESCC office or in the Field. Occasionally need to attend ESCC offices for meetings or to collect equipment and resources.</p>
<p>Could use any workstation in the office.</p>	<p>Will have priority use for one workstation when they're in the office but others can use it when they're not.</p>	<p>Could use any workstation in any office.</p>	<p>Could use any workstation in any office.</p>	<p>Will use a workstation at home.</p>
<p>Will have a personal locker.</p>	<p>Will have a personal locker.</p>	<p>Will have mobile device(s). Will have a personal locker.</p>	<p>Will have mobile device(s). Will have a personal locker.</p>	<p>May have mobile device(s) and a lockable unit.</p>

4. Agile office space

- 4.1 The County Council's working environment is being transformed to provide modern, flexible and cost effective work places. These will facilitate new working practices, better use of buildings, improve service delivery and support the One Council approach.
- 4.2 The majority of office accommodation within the County Council's main corporate buildings will have a standardised open plan layout, comprising key features which can be flexibly deployed to meet the needs of each individual service. The exact makeup of rooms, zones and storage will vary according to the needs of the service. The diagram below is an example of how a typical agile workspace might be laid out.
- 4.3 The standard workstation will be set up in banks of bench style desks, all of which will be provided with appropriate ICT equipment and a fully adjustable chair. Workstations for Fixed Desk and Fixed Office workers will be set up to support a desktop computer. Workstations for all other work styles will be set up to support mobile devices.

Team Zones	Designated areas for specific teams - enabling team members to work together.
Collaboration Zones	Areas for employees to come together to work, share ideas, work together as a project team etc.
Targeted Collaboration Zones	Space targeted for use by a particular group of staff e.g. DMTs, project group etc.
Breakout areas	For informal conversations, meetings; and may also be used as 'touch down' space for flexible, field or home workers to use their mobile device if attending the office and wishing to spend time before or after a meeting checking their emails etc.
Storage areas	Providing team storage areas for files, books, plans etc.
Resource areas	Photocopier, stationery and post trays.
Personal lockers	Blocks of lockers provided for employees to keep their personal belongings and confidential papers.
Meeting Rooms	Small and larger bookable meeting rooms.
Kitchen	Communal kitchen area; includes space for a breakout area.

The model office is an example of how our offices may be laid out in future.

There will be some differences in requirements depending on the operational needs of our teams. But by using different floor zones and standard types of furniture, we can tailor floor layouts to meet current operational needs while easily adapting them for changing future use.

Key

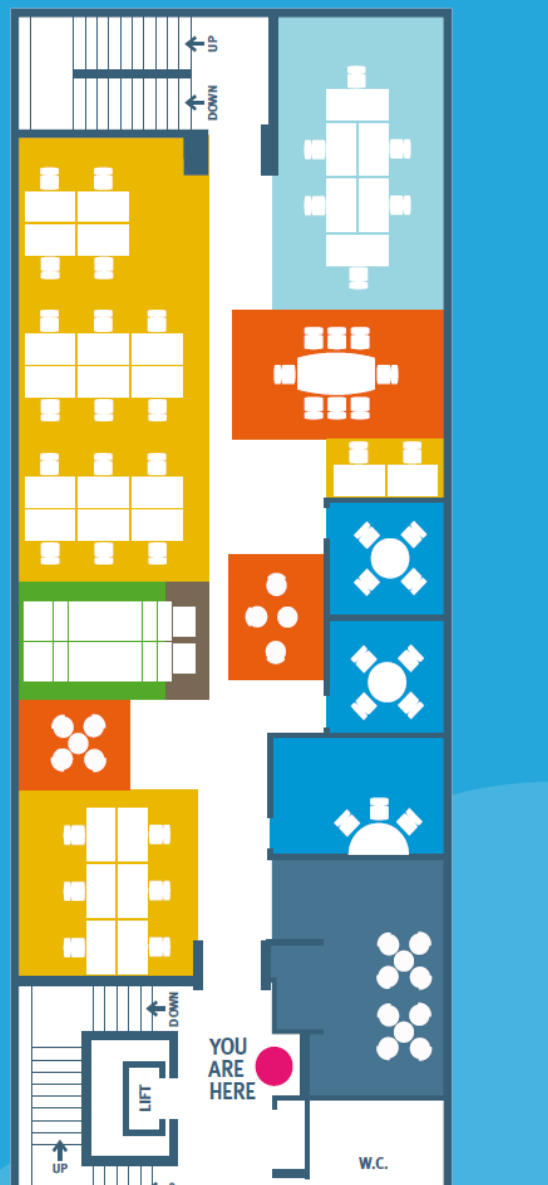


Diagram: Example of how agile space may be laid out

- 4.4 In addition to the office spaces described above, corporate support space facilities in hub buildings will provide areas (not shown on plan above) where staff can work. Responsibility for the management and upkeep of corporates workspaces sits with the Property Delivery Team in the Business Services Department.

Quiet zones	Enclosed rooms that can be used for quiet work. Intended for short periods when staff need to retreat (with their managers approval) from open plan offices to concentrate. Workstations will not be equipped with phones and mobile phones should not be used in these areas.
Drop-in centres/ Hot desk zones	Drop-in centres will be furnished with hot desks which may or may not be bookable. Workstations are available for staff and visitors from other partner organisations to use. A mixture of desktop and laptop workstations will be provided equipped with adjustable desk mounted screens, keyboard, mouse, telephone, computer and an adjustable chair.
Touch down space	Seating areas in WiFi enabled informal meeting spaces which staff or visitors from other partner organisations can use to work from for short periods of time. ICT access in such spaces will be dependent on staff having a mobile device/laptop. Touch-down spaces will include staff cafes and breakout areas in shared corporate space and will be suitable for flexible, field or fixed home workers to use for short periods of time e.g. checking emails before or after a meeting.
Project Spaces	Rooms or areas that may be booked by a temporary project team for their sole use for up to six months at a time. Project spaces will include a mixture of desk and laptop workstations, collaboration space and team and individual storage.

5. Business processes and technology

- 5.1 The County Council is seeking to implement a range of business process improvements to drive efficiency and cost reductions. These will be implemented via a range of work programmes including the Social Care Information System Programme (SCIS) and by the development of shared services (South East Business Services) and shared workspaces (the SPACES Programme), all enabled by the Agile Working Programme.
- 5.2 By introducing new technologies, the Agile Working Programme will enable employees to adopt a range of new working practices.
- 5.3 Technology being introduced to support business process improvement and working practice change includes:
- 5.2.1 Desktop Anywhere – The Desktop Anywhere Project will mean that employees will have access to the software they need to do their job, no matter which workstation they log on to. As part of this work the Council is rolling out a programme to upgrade Windows and Microsoft Office across ESCC Offices, providing employees with standardised operating systems.

- 5.2.2 Online meeting tools – We will install online meeting tools across ESCC offices to help support employees to stay in touch as they work in more agile ways. Using these tools an employee or their manager will be able to see the ‘presence’ or availability of another colleague clearly, send them an instant message, share their desktop with others or video conference on either a one to one or larger group basis. This will reduce the need for employees to travel, thereby saving time and travel expenses and supporting the work being done to reduce our carbon footprint.
- 5.2.3 Follow-you Printing – This technology enables staff to send a document to a print queue and then pick it up from the most conveniently located printer on-demand. A Field or Flexible Worker could, for example, ‘print’ several documents while working remotely and then drop into one of the corporate hubs to actually print them when they need to. As printing only comes out on-demand, it is more secure and saves on wasted paper and ink.
- 5.2.4 Electronic Document and Records Management (EDRM) – We will be moving to electronic filing in order to support the modernisation of how Council services are administered. EDRM will enable staff to access electronic documents when working remotely rather than requiring them to return to the office to access the information they need. Again this is expected to enable teams to reduce their travel time and expenses and support our carbon reduction targets.
- 5.2.5 Room and Resource Booking System – We will install a room and resource booking system within our main hub buildings to improve the way in which we book and manage our shared meeting spaces and potentially other resources too.
- 5.2.6 Agility Packs - There will be a comprehensive portfolio of ICT devices, telephony and other technology available to suit our 5 different work styles. The ‘Agility Pack’ a person is provided with will depend on their work style and further information can be seen in the diagram in section 5.5 below.
- 5.3 As part of the transition to Agile Working, employees will be given appropriate training and access to instruction and guidance to enable them to work effectively and safely (e.g. use of new and upgraded ICT and health and safety risk assessments). Any additional learning requirements will be discussed between the manager and employee.
- 5.4 It is anticipated that by utilising the new technology managers and their teams will be able to identify a number of benefits and efficiencies for their own teams and services. This includes:
 - 5.4.1 Making use of unified communications tools to hold meetings remotely, still enabling us to keep in touch with our colleagues but without the travel time and associated costs;
 - 5.4.2 Staff will be able to work more flexibly, for example by starting and finishing their day at home where applicable and by planning of visits in order to cut out unnecessary travel. Returning to the office between meetings to collect information or update a database will no longer be required as all of this can now be done remotely. The greater a team’s potential to ‘chain’ visits together and reduce ‘dead’ time, the greater the saving.

5.4.3 Encouraging our staff to reduce the amount they print less. By accessing meeting papers electronically (either via mobile devices or by the meeting organiser projecting them onto a board) we can start to become 'paper lite', reducing our printing, paper and ink cartridge costs. Follow You Printing will also help with this.

5.5 There are 5 different Agility Packs, and which you get will depend upon your work style and job role:

Fixed office worker	Fixed desk worker	Flexible worker	Field worker	Fixed home worker
1 x Desktop PC	1 x Desktop PC	1 x Laptop PC	1 x Laptop or hybrid device [#]	1 x Laptop PC ^{\$}
1 x Desk Phone	1 x Desk Phone	1 x Smartphone* with earphone headset	1 x Smartphone with earphone headset	1 x Smartphone* with earphone headset
-	-	1 x 3G data connection [%]	1 x 3G data connection	-
1 x Webcam	1 x Webcam	-	-	-
1 x microphone attached headset if required	1 x microphone attached headset if required	1 x microphone attached headset if required	1 x microphone attached headset if required	1 x microphone attached headset if required
-	-	1 x Bag [^]	1 x Bag [^]	-
Communications Software ⁺	Communications Software ⁺	Communications Software ⁺	Communications Software ⁺	Communications Software ⁺
VPN software for remote network connection [~]	VPN software for remote network connection [~]	VPN software for remote network connection	VPN software for remote network connection	VPN software for remote network connection

[#] Hybrid device is a laptop with removable or changeable screen to allow on screen writing and additional facilities. Business requirements will dictate future equipment.

^{\$} Some Fixed Home Workers may have additional requirements for ICT peripherals (e.g. keyboard and mouse).

[%] 3G data connection will be made available to non-field workers based on business need (3G enables the user to access a wireless network and use VPN, selecting the Mobile Wireless connection rather than WiFi or cabled network connection)

* Some Flexible Workers and some Fixed Home Workers may have alternative telephony requirements which will require additional consideration.

[^] Where a bag is supplied it will be one of: a wheelie bag, a rucksack or a laptop bag.

⁺ Communications software allows Instant Messaging, Video Conferencing and collaboration between remote parties.

[~] VPN software will be made available for Fixed Desk / Fixed Office Workers where there is a business requirement for remote network connection.

6. Implementing Agile Working

- 6.1 A Project Manager will be identified to support those teams transitioning to Agile Working and they will help ensure the appropriate support is in place. The type of support provided will depend upon the type of changes involved and the needs of the team. Changes may include changes to office accommodation, ICT, business processes, team structures, working culture or a combination of these activities. Details of the overall agile implementation plan can be found on the Agile pages of the intranet.
- 6.2 Some work has already been done to identify potential work styles for our wide variety of job roles. However before implementing Agile Working, each manager will need to discuss work styles with their team members in order to ensure that it is the most appropriate style for the individual, their job role and the needs of the service they work in.
- 6.3 As part of this process managers and employees will need to understand the business and employee benefits of adopting Agile working; discuss what this may mean to their team in terms of the best and most appropriate locations for them to carry out their work; undertake a risk assessment (particularly if there is any element of lone working or home working even if only occasionally) and identify any ICT and training requirements. They will also need to take into account service needs, including ensuring that offices and telephone lines are adequately staffed and that requirements for Fire Wardens and First Aiders are fully considered.
- 6.4 Once confirmed, work styles should be kept under regular review, for example during supervision and appraisal meetings. This should include a review of job performance, standards and working practices to ensure service delivery is supported as well as possible.
- 6.5 Managers and teams will also need to consider what agile working may mean for the way their team works together. A facilitated session should be arranged to help team members to discuss and agree what goes into their 'team agreement'.
- 6.6 Agile Champions will be identified within each team that is going Agile in order to further support them. Further details about Agile Champions can be found on the Agile intranet pages.
- 6.7 More information about implementing, managing and working in an agile way is available in the [Agile Working Toolkit](#).

7 Employee responsibilities

- 7.1 User engagement and feedback will be crucial for the successful roll out of agile working, as will having appropriate support mechanisms in place. There are also a number of new responsibilities that employees will have when working in an agile way in order for Agile to work successfully.

- 7.2 This will include the need to adopt new working practices in order to support us to work in our new Agile environment. Managers and their teams will discuss the working practices that will best support them and draw up a Team Agreement outlining how they will work together once they Go Agile. Some of the main working practices to help support agile working are outlined below and further details are included in the [Agile Working Toolkit](#):
- (i) clear desk practices;
 - (ii) being considerate of others when using shared spaces, including tidying up workstations, kitchens, breakout areas and meeting rooms after use;
 - (iii) being mindful of noise levels and acting to reduce them where possible;
 - (iv) ensuring confidentiality when working in open plan spaces, and remotely and following information security policies and guidelines;
 - (v) ensuring colleagues are aware of others' availability and how to contact them during their working hours;
 - (vi) following our meeting room etiquette;
 - (vii) following absence reporting procedures in accordance with the [Attendance Management Procedures](#);
 - (viii) following all health & safety guidance, including carrying out work station assessments, lone working and home working risk assessments as appropriate (for further guidance see the health & safety pages of the intranet, the [Lone Working Policy](#) and the [Home Working Policy](#));
 - (ix) reporting problems or faults with ICT equipment or property to the appropriate help desk. This may include returning ICT equipment to an ESCC office and picking up a temporary replacement or working temporarily at an ESCC office or drop-in centre until the equipment is repaired.