

# Policy Document

Reference: HR62

## Agile Working

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<b>Policy Author:</b>	<b>Head of Employee Relations</b>
<b>Executive Lead:</b>	<b>Chief People Officer</b>

### Version Control Schedule

Version	Issue Date	Comments
1	April 2021	New policy implementation
2	June 2022	Reviewed on its first anniversary; no changes
3	September 2022	A paragraph on definition and principals of hot-desking was added

### Statement on Trust Policies

The latest version of 'Statement on Trust Policies' applies to this policy and can be accessed [here](#)

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## 1. INTRODUCTION

- 1.1 UHNM 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 and work from a variety of locations, whilst promoting a more joined up service.
- 1.2 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; by placing emphasis on the importance of sustainable economic growth and the health and well-being of staff. The benefits of improved work life balance and reduced travel make a direct contribution to this strategic priority.
- 1.3 This is in line with the NHS People Plan 2020/21 which stipulates that to become a modern and model employer we must build on the flexible working changes that have emerged through COVID-19 and progress to an approach that offers flexibility by default.
- 1.4 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. It is based on a concept that work is an activity we do, rather than a place we go. This could be from a Trust building 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.
- 1.5 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 some staff to carry out their duties from a variety of different locations.
- 1.6 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.

## 2. PURPOSE OF THE POLICY

- 2.1 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.
- 2.2 This policy will enable both managers and staff to gain a better understanding of agile working and understand the basic principles, which can then be considered and applied to job roles across the Trust.
- 2.3 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.
- 2.4 This policy also addresses information security and confidentiality requirements for staff who work in an agile way i.e:-
  - Use wireless connection on NHS sites;
  - Require remote access to information;

- Work away from their base location;
- Work in Multi-agency settings whether on NHS or non-NHS bases;
- Work from home on an agreed basis;
- Use mobile devices in the course of their work.

2.5 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 corporate network, its information and information processing facilities can be:

- Accessed using the Trust WIFI at Royal Stoke and County Hospital or
- Accessed via the Internet using a secure remote access (VPN) solution.

### **3. SCOPE**

3.1 The Agile Working Policy applies to Trust staff whose job roles are operationally viable to work in an agile way. Since some job roles are more suitable than others, agile working will be adopted at varying levels within services and across the Trust as a whole as deemed by the line manager.

3.2 For administrative purposes, including the claiming of travel expenses, employees working in an agile way will retain a designated contractual work base.

### **4. THE PRINCIPLES OF AGILE WORKING**

4.1 In order for agile working to become successfully embedded within teams, a mutual agreement must be reached between the staff member and the line manager with regards to the expectations and logistics of the agile working arrangement (Appendix 2).

4.2 There is no expectation for staff to work at home and managers cannot force any member of their team to do so. 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.

4.3 When considering the practicalities of agile working and in particular during initial discussions between line manager and employee, both parties must be mindful of the following principles:

- Consideration should be given if it is viable for employees with certain health conditions to work in an agile way and to ensure this way of working does not have a detrimental impact on the employee's overall health and wellbeing.
- Consider if the employee has a suitably equipped work environment to work in an agile way.
- 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 if necessary 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.

4.4 The principles of agile working covered within the remit of this policy are not designed to replace the concepts outlined within the (HR51) Flexible Working Policy, which still remains available for all employees.

4.5 Although agile workers will not always work standard office hours (unless the role stipulates this), it is essential to plan and agree a work programme for others (e.g. the line manager, 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. These factors will be agreed at the outset in the interests of the service.

- 4.6 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.
- 4.7 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.
- 4.8 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.
- 4.9 An employee who is an agile worker will be provided with the necessary IT equipment and technology to work in this way. The employee should use the Trust's equipment whilst working agile and will not be eligible to claim expenses for use of personal equipment such as home phone lines. Due to the cost implications Trust printers will not be provided.
- 4.10 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 hot desks should be used by staff, or alternatively individuals should approach a team member to ask if they may work from a free desk within that team. Where shared desks are used, strict infection prevention rules and cleaning routines must be in place.

Every desk is a potential hot desk or shared desk and as such should not contain any personal belongings such as photographs, plants, mugs etc. The decision on how the office and desk space is utilised is a departmental decision and therefore Managers need to ensure this is communicated clearly to 'fixed' and 'agile' working staff and that the clear desk principles are utilised to allow the effective application of hot-desking and desk-sharing. 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.

- 4.11 The Trust will not be responsible for any home internet broadband costs and increased energy or heating costs whilst working at home.
- 4.12 The Trust will not make payments for heating or lightening when working from home.

## **5. THE BENEFITS OF AGILE WORKING**

- 5.1 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.

## 5.2 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 where travel to the office is not possible.
- Allow staff to remain safe; for example when working during Covid-19, when working in severe weather conditions where travel is potentially dangerous or 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 and enhances their wellbeing.

## 6. THE PROCESS

6.1 All staff can complete an Agile Working Application Form (Appendix 1). This form considers a business case for agile working, including the benefits to both the employee and the Trust. The form will also capture information to help assess if an employee is able to work in an agile way.

6.2 The most appropriate 'work-style' or the way in which our work is structured will be recommended by the line manager. An initial discussion will then be held with the employee, to ensure they fully understand the concept of work-styling, how this will affect them and most importantly, consider the best practical and operational arrangements for working in this way. Expected work outputs for the employee and the arrangements for communication, support and housekeeping rules are to be in place before the employee undertakes agile working.

6.3 All staff will, by the very nature of their roles have a work-style. These are 'Agile' and 'Fixed' work-styles. The extent to which a member of staff is able to be agile will be dependent on service need, job role and individual circumstances. The job role fits one or more of the following criteria:

Agile Worker	Fixed Worker
<p><b><u>Staff who:</u></b></p> <ul style="list-style-type: none"> <li>• Spend most of their time away from their desk (c 50%) or are able to perform their duties and work from any location.</li> <li>• Work load is not dependent on a specific location.</li> <li>• Attend meetings or spend time at other sites.</li> <li>• Desk Ratio 5:10 (desk: employees).</li> </ul>	<p><b><u>Staff who:</u></b></p> <ul style="list-style-type: none"> <li>• Work load is dependent on a specific location.</li> <li>• Have specific individual equipment needs to enable them to perform their role effectively.</li> <li>• Seldom away from their desk except for meeting with colleagues in same location.</li> <li>• Do not have an option to work from other locations.</li> <li>• Desk Ratio 1:1 (desk:employees).</li> </ul>

- 6.4 Once a 'work-style' has been agreed, an Agile Working Agreement Form (Appendix 2) must be completed. Clear and realistic objectives should be agreed between the employee and their line manager to enable the employee's performance to be managed by outcomes rather than presence. This should be reviewed on a regular basis through 1:1 discussions and more formally in Performance Development Reviews (PDR's).
- 6.5 Employees will be expected to deliver the outcomes agreed with their line manager. Methods of communication should also be agreed in advance to ensure both parties are fully informed, using a combination of face to face conversations, MS Teams meetings, emails and phone.
- 6.6 If the employee or line manager finds that the working arrangements are unworkable or there is a change in the employee's circumstances then a notice period of four weeks may be given on either side to revert to either the former working pattern or an alternative working pattern.
- 6.7 There is an option of an initial trial period between one and three months to assess if the new working arrangement is viable for both parties.
- 6.8 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.
- 6.9 For job roles advertised as agile, upon appointment of new starters, managers must ensure that the new member of staff reads both the Agile Working Policy (HR62), and may find it useful to complete the Agile Working Agreement Form (Appendix 2).
- 6.10 All new starters can apply for agile working after three months from their commencement date.
- 6.11 If an employee's application for agile working is declined by the line manager there is no right of appeal against this decision. However, the employee may choose to raise a grievance under the Trust's Grievance and Disputes Policy (HR03).

## **7. ROLES & RESPONSIBILITIES**

### **7.1 Management Responsibility**

Managers are responsible for:

- Ensuring flexibility and openness in relation to discussions and agreements about agile working with employees within their area of responsibility, whilst remaining focused on the needs of the service.
- Making arrangements for both individual and team meetings, ensuring regular communication is maintained between themselves and team members, providing support for employees and implementing ways of measuring and monitoring work output that have been mutually agreed.
- Setting and monitoring defined performance measures in line with PDR's and regular 1:1 meetings.
- Ensuring employees who are using their homes to work from to have a right to privacy out of working hours and the ability to separate their working and home lives.
- Meeting their duties in relation to health and safety by undertaking appropriate risk assessments and acting on areas of concern for employees who they have managerial responsibility for.
- Jointly agreeing with the employee their agile working style and how this will be achieved.
- To formally review the new working arrangements with the employee after three months and then annually.
- Undertaking a regular review of the agile working arrangements. If it is not working for either party every effort will be made to resolve any issues. In some cases it may be necessary to terminate the agile working arrangement. In these instances, the employee will revert back to their previous working arrangements.



## 7.2 Employee Responsibility

Employees are responsible for:

- Adhering to this procedure in a reasonable, constructive and appropriate manner.
- Jointly agreeing an agile working structure with their line manager. When agreeing how this will be achieved, careful consideration should be given to all of the necessary requirements in order to determine how/if their post can adopt this style of working.
- Being flexible, open and constructive in discussing and agreeing agile working arrangements, whilst remaining focused on the needs of the service.
- Maintaining regular contact with their line manager.
- Ensuring they have adequate breaks.
- Complying with Health and Safety procedures by participating in and undertaking risk assessments; carrying out any necessary actions to minimize risk; maintaining a safe working environment and taking reasonable care of their own safety whilst working at home or other location.
- Adhering to confidentiality, data protection and internet security policies.
- Ensure that all reasonable care is taken of all Trust supplied IT equipment.
- Reporting immediately once known, any loss, theft or damage to Trust IT equipment or the loss of confidential information.
- Consulting with any necessary parties, such as landlords, insurance or mortgage companies regarding home working.
- Ensuring equipment is available and on site for PAT Testing.
- All equipment must be returned to the Trust prior to an employee leaving their employment.

## 7.3 Human Resources

Human Resources are responsible for:

- Human Resources are responsible for providing advice and guidance on this policy.

## 8. HEALTH & SAFETY

- 8.1 Employees have a responsibility for their own and others health and safety while they are carrying out work activities regardless of the work location.
- 8.2 Where employees use other Trust locations to work they should familiarise themselves with the local arrangements for managing health and safety. Employees should ensure they are aware of the fire safety arrangements to ensure they are fully conversant with the actions to be taken in the event of discovering a fire or on hearing the fire alarm signal and ensure they adhere to the local signing in and out arrangements.
- 8.3 Due consideration to lone working arrangements should be explored fully between the line manager and the employee to ensure safe working arrangement are in place.
- 8.4 A full completed and signed Agile Working Agreement (Appendix 2), and the Display Screen Equipment Risk Assessment for Agile Working (Appendix 3) will be carried out if any part of an employee's working style requires them to work from home. This will need to be carried out again if any substantial changes are made to the working environment or arrangements. Employees must fully participate in completing the necessary risk assessment paperwork and review this with their line manager.
- 8.5 Managers have a duty to ensure that a DSE Assessment (Appendix 3) is completed for all staff who are deemed operators, the assessment considers the staff members site based office space. The DSE Assessment must be completed by a competent assessor who has been trained and

deemed competent by the Health and Safety Team. Training for DSE Assessors is available through the Health and Safety Team.

- 8.6 Staff members, once the DSE Assessment has been completed, must then assess their local home working environment and confirm to their manager that given the guidance and instruction of the DSE assessor they are able to achieve a comfortable working posture. Staff members who are not able to work safely within their home environment due to furniture or layout must attend a site office for their full contracted hours.
- 8.7 When working from home, even on an ad-hoc basis, the employee has a responsibility to ensure they have an appropriate workspace with adequate security, storage and screening from activities and noise in the rest of the home. There must also be adequate ventilation and lighting.
- 8.8 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 this be necessary; however, this equipment will be provided at the place where they predominantly work and not across multiple sites.
- 8.9 Line managers should seek advice regarding any specific concerns around health and safety issues as a sign off for agile working will not take place until all the health and safety requirements have been appropriately addressed.

## **9. DATA PROTECTION, SECURITY AND CONFIDENTIALITY**

- 9.1 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.
- 9.2 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 Trusts responsibilities with regards to the Data Protection Act (2008) and General Data Protection Regulation (2018) compliance.
- 9.3 Personal confidential information held either in paper format or on electronic devices such as laptops, PC's, mobile phones, PDA's, encrypted memory sticks must be held securely, whether being accessed at base, from another Trust site or remotely (including at home).
- 9.4 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.

## **10. INSURANCE, MORTGAGE AND TENANCY ARRANGEMENTS**

- 10.1 Homeworkers are required to contact their own insurance company to inform them that they will be working from home. 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.
- 10.2 Liability insurance arranged by the Trust will operate once the risk assessments are completely satisfactory. Risk control measures identified as a result of risk assessments must be addressed prior to the agile working arrangement commencing.
- 10.3 Before commencing homeworking, employees should advise mortgagees or landlords that they intend to work from home. The Trust will not be responsible for any additional costs as a result.

## 11. COUNCIL TAX, BUSINESS RATES AND ADDITIONAL COSTS

- 11.1 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 an employee can work from home on a regular basis for the majority of their time then advice would need to be sought from the local authority.
- 11.2 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.
- 11.3 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.

## 12. MULTI AGENCY SETTINGS

- 12.1 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.
  - Information sharing must be in practice in accordance with the principles of the Data Protection Act (2018), the General Data Protection Regulation (2018), the common law duty of confidentiality, the Caldicott Principles, the Data Security Protection Toolkit and NHS Codes of Practice on Confidentiality and Information Security Management.
  - Information sharing with non-NHS agencies should be supported by an Information Sharing Agreement and by an encrypted secure platform to send and receive data.
  - Consult with the Trusts Caldicott Guardian on all matters affecting service user confidentiality.
- 12.2 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. Employees should confirm with line management the accepted practice on site but be mindful of the following:
- Their obligations to maintain patient and staff confidentiality.
  - Corporate and local information security policies and procedures.
  - Their personal responsibilities for information security.
  - That personal files and folders (pictures, music files, personal documents **must not** be stored on Trust computers or network servers.
  - A clear screen and clear desk policy must be adhered to.
  - All confidential information including patient related documentation, personal identifiable information should be secured out of sight when a work area is unattended.
  - Workstations should not be left unattended in a state where unauthorised individuals could access applications or documents.
  - Use Ctrl Alt Delete pressed together to lock screens from unauthorised view.
  - Keep paper records locked away when not needed.

## 13. MONITORING AND REVIEW ARRANGEMENTS

- 13.1 This policy will be initially reviewed in twelve months in line with governance process, and every three years thereafter.



**AGILE WORKING APPLICATION FORM**

The purpose of this document is to capture information to help assess if you are able to work in an agile way. Please answer all of the questions below, if you require any clarification regarding the questions or how the information will be used, please contact your line manager.

<b>About You</b>	
Name:	
Assignment Number:	
Division:	
Department:	
Job Title:	

<b>About Your Home</b>	
Do you have any area where you can work free from interruptions during the day?	Yes/No
Where in your home do you propose to work?	
Do you have suitable furniture to work at home for extended periods during the day (i.e desk/table/chair)	Yes/No/Don't Know
Number of people in your home during working hours	Adults/Children

<b>About Your Current Equipment</b>	
Broadband: Do you currently have broadband installed at home?	Yes/No
Broadband: If Yes, please confirm your broadband provider?	
Do you have a Trust Laptop? If Yes, what is the Laptop Asset Number?	Yes/No Asset Number:
Do you have a docking station?	Yes/No
Do you have a laptop riser?	Yes/No
Do you have a VPN solution on your laptop currently to allow access to all of the systems you need to work agile?	Yes/No
Does your job require you to print documentation?	Occasionally/Frequently
Do you have a Trust mobile phone?	Yes/No
Do you have Microsoft Teams installed onto your Trust laptop?	Yes/No
Do you use 'specialist IT equipment' within the office (i.e dual monitors etc). If so what?	Yes/No Equipment:

<b>About Your Work</b>	
Typically how many days per week will you anticipate working from home?	
Typically how many days per week will you anticipate working at a different site?	
How many hours per day on average do you spend working on your computer?	
How would you describe your current 'work style' (work structure)?	Agile Worker/ Fixed Worker

<b>Business Case</b>	
Please outline your business case for agile working. This should include the benefits to both yourself and the service; what impact this will have on the service and work colleagues; how do you think the service level can be maintained? How you will be contactable?	

<b>Employee Name:</b>	
<b>Employee Signature:</b>	
<b>Date:</b>	

**THE AGILE WORKING AGREEMENT FORM**

The completion of this form confirms that the employee and line manager have considered all issues relevant to agile working as detailed below. Once completed, this form enables the employee to receive line 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 line manager in the individual's personnel file. This form and working arrangement will be formally reviewed during the annual PDR process.

<b>Name:</b>	
<b>Assignment Number:</b>	
<b>Division:</b>	
<b>Department:</b>	
<b>Job Title:</b>	
<b>PC/Laptop Asset Number:</b>	
<b>User Name/AD Login:</b>	
<b>Line Manager:</b>	

Trust systems to be accessed?	
Occasional Home Working applicable?	
Review Date	
Is a trial period required? If so, how long for?	

<b>Criteria</b>	<b>Yes</b>	<b>No</b>	<b>Date</b>	<b>Additional Comments</b>
<b>General</b>				
Have the general and team / service benefits of agile working been explained and understood?				
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?				

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>				
How will performance be measured and outcomes monitored?				
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?				
Has the restructuring of day to day tasks to align with agile working principles been discussed and explained?				
Has the travel claim / designated base process been explained and agreed where applicable?				
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>				
Have any training needs been identified? <i>If so provide details of what they are.</i>				
Criteria	Yes	No	Date	Additional Comments
Have regular review arrangements been made? (Usually at 1:1s and PDR's)				



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?				
If the post holder has a disability, have the requirements of the Equality Act 2010 been properly considered. Advice should be sought from HR or Occupational Health if needed.				
Have arrangements been made to ensure the safe storage of records and equipment when not in use?  <i>(i.e ensuring equipment is not stored in car's overnight)</i>				
<b>The section below is only to be completed if occasional homeworking is to form part of the individual's formal agile working agreement</b>				
<b>Occasional Home Working</b>	<b>Yes</b>	<b>No</b>	<b>Date</b>	<b>Additional Comments</b>
Have arrangements been made to ensure the secure storage of records & equipment when at home?				
Have arrangements been made to ensure connectivity to the Internet?				
Is the post holder aware of all health and safety issues and have all the appropriate assessments been completed?				
Has the employee consulted with their home insurance company?				

### Employee Agreement

I have read and understood the Trust policies in relation to Information Governance and IM&T policies, 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 and I have received the necessary information and guidance relating to agile working and I am ready to adopt the new working principles as outlined in the Agile Working Policy (HR62) and associated documentation.

<b>Employee Name:</b>	
<b>Employee Signature:</b>	
<b>Date:</b>	

### Line Manager Agreement

I am satisfied that the employee has undertaken the necessary steps relating to the pre-implementation stage of agile working, and I therefore sign off this employee in readiness for receipt of IT equipment:

<b>Line Manager Name:</b>	
<b>Line Manager Signature:</b>	
<b>Date:</b>	
<b>Date of review of this Agreement:</b>	

**DISPLAY SCREEN EQUIPMENT RISK ASSESSMENT FOR AGILE WORKING**

The Health and Safety (Display Screen Equipment) Regulations 1992 as amended

<b>Names of User:</b>		<b>Date of Assessment:</b>	
<b>Location of desk space:</b>		<b>Name of Assessor:</b>	
<b>Brief description of duties:</b>			
<b>Agile Work Pattern:</b>			
<b>PART ONE – TO BE COMPLETED FOR WORK SPACE WITHIN TRUST OFFICE BY TRAINED DSE ASSESSOR</b>			
<b>Risk Factors</b>	<b>Yes / No</b>	<b>Guidance</b>	<b>What actions are required to reduce the risk of injury / ill-health</b>
<b>A. The Chair and Desk</b>			
Is the chair stable and in good repair		Level on the floor and no tears or rips in the coverings	
Does the chair have 5 fully working castors		Do all five rotate and more with ease	
Is the chair adjustable to enable a comfortable seating position.		Adjustments available must include: <ul style="list-style-type: none"> <li>• Swivel</li> <li>• Seat height adjustment</li> <li>• Seat back height adjustment</li> <li>• Seat back tilt adjustment</li> </ul>	
Is there lumbar support for the small of the back			
Is the user able to place their feet flat on the floor		Is a foot rest required?	
Is there sufficient space between the seat and back of the user's knees?			
When seated are the users forearms horizontal			
Is the desk surface large enough for all necessary equipment / papers etc.		Can printer/files etc go elsewhere to make more room?	

Is the desk space high enough for the user to ensure a comfortable working position		Is the user making repeated or awkward stretching movements? Consider raising the height of the desk with blocks if required	
Is the space under the desk free from clutter and obstructions			
Is the work surface free from glare?		Consider mats or blotters for large areas.	
<b>B. The Display Screen</b>			
Are the characters readable, of adequate size and spacing for the user?		Try cleaning the screen.	
Is the image free of flicker and movement?		Try different screen colours to reduce flicker. Or/and adjust refresh rate.	
Can the screen swivel and tilt?		Swivel and tilt need not be built in, but can be added.	
Are there contrast and brightness controls on the monitor?			
Is the screen free from glare and reflections from natural or artificial light?		Adjust the lighting or window blinds (vertical blinds can have more effect than horizontal ones). Consider moving the screen, desk or source of reflection.	
Is the user sitting at a comfortable distance from the screen?		The distance from the screen and the forehead is recommended to be between 50-76cm. (arm's length away from the user)	
Is the screen at a comfortable working height?		Adjust the height of the monitor to allow the user to have the natural curve in his/her neck and the eyes looking slightly down.	
Is the software suitable for the required tasks?			
Has the user been trained in the software?			
Has all DSE equipment been PAT tested?		All DSE equipment must be in date	
<b>C. The Keyboard</b>			
Is the keyboard tilted?		Feet should be in the "up" position so as to tilt the keyboard to prevent users over stretching.	
Is the user demonstrating a comfortable keying position when observed?		Is the user keying correctly? Hands should not be bent up at the wrist. Is the user applying a soft touch on the keys?	

		Is the user over stretching his/her fingers?	
Is there enough space to rest hands in front of the keyboards?		Can the monitor be placed further back on the desk?	
Is the keyboard detached from the screen?			
Are the characters on the keys clear and legible		Keyboard may need cleaning, modifying or replacing.	
<b>D. The Mouse</b>			
Is there intensive use of the mouse or tracker ball?			
Is the mouse positioned close to the user to prevent over stretching			
Does the mouse move at a comfortable speed for the user			
Is the user able to adjust their work routine to encourage natural breaks from the screen?		Arrange the workload to allow frequent short breaks from the DSE keyboard input to allow a change of posture.	
<b>E. Work Place Environment</b>			
Is there enough room to change position and vary movement?		User needs space to fidget. Can you re-organise your office space/layout? Remove all obstacles from the work area.	
Does the role incorporate a change in position / posture e.g. seating to standing?		Changes such as seating, standing, walking. Changes in role from computer based work to standing to file, collect notes, and collect post or obtain items from alternative locations?	
Are the levels of lighting adequate for the work activity			
Is the temperature comfortable for the type of work undertaken?			
Is the noise level comfortable to enable concentration and work performance			
Is there an extension lead supporting the power supply to the user's computer		Is the extension lead in line with the Trust Guidance Document? Is it PAT Tested? Has it been secured to the desk to prevent it from trailing on the floors?	
<b>F. Users Health</b>			
Has the user reported any pain, discomfort or ill health from working at the workstation?			

Has the user had any sickness absence as a result of the effects of the workstation?			
Has the user reported their concerns to the line manager?			
Has the user had an eye test in the last 2 years?			
<b>PART TWO – HOME WORKING To be completed by the user at their home workstation</b>			
Do you have a stable chair with a firm base to utilise whilst working from home?		A firm chair with a solid back is required to enable support for the user whilst seated. The user must be able to place their feet flat on the floor.	
Do you have a firm table to accommodate the laptop whilst working?		A firm table is required that enables the user to rest their arms at approximately 90 degree angle when seated.	
Are you able to achieve a comfortable seated position?		Support from D roll support cushions to be considered for staff experiencing discomfort.	
Are you able to create space in front of the keyboard in order to rest your forearm?		Please see the guidance note for further information.	
Do you have a separate mouse and keyboard?		This is provided as part of the standard desk set up.	
Are you able to place the laptop at the correct screen height?		Utilising books or files is acceptable due to the reduced timeframe.	
Are you able to create a safe and comfortable working position			

**PLEASE NOTE: ANY MEMBER OF STAFF THAT IS UNABLE TO ACHIEVE A COMFORTABLE WORKING POSITION AT HOME MUST BE ACCOMODATED WITHIN TRUST OFFICES FOR THE DURATION OF THEIR WORKING HOURS. THIS IS TO ENSURE THEIR HEALTH AND SAFETY AND PROTECT THEM FROM HARM.**

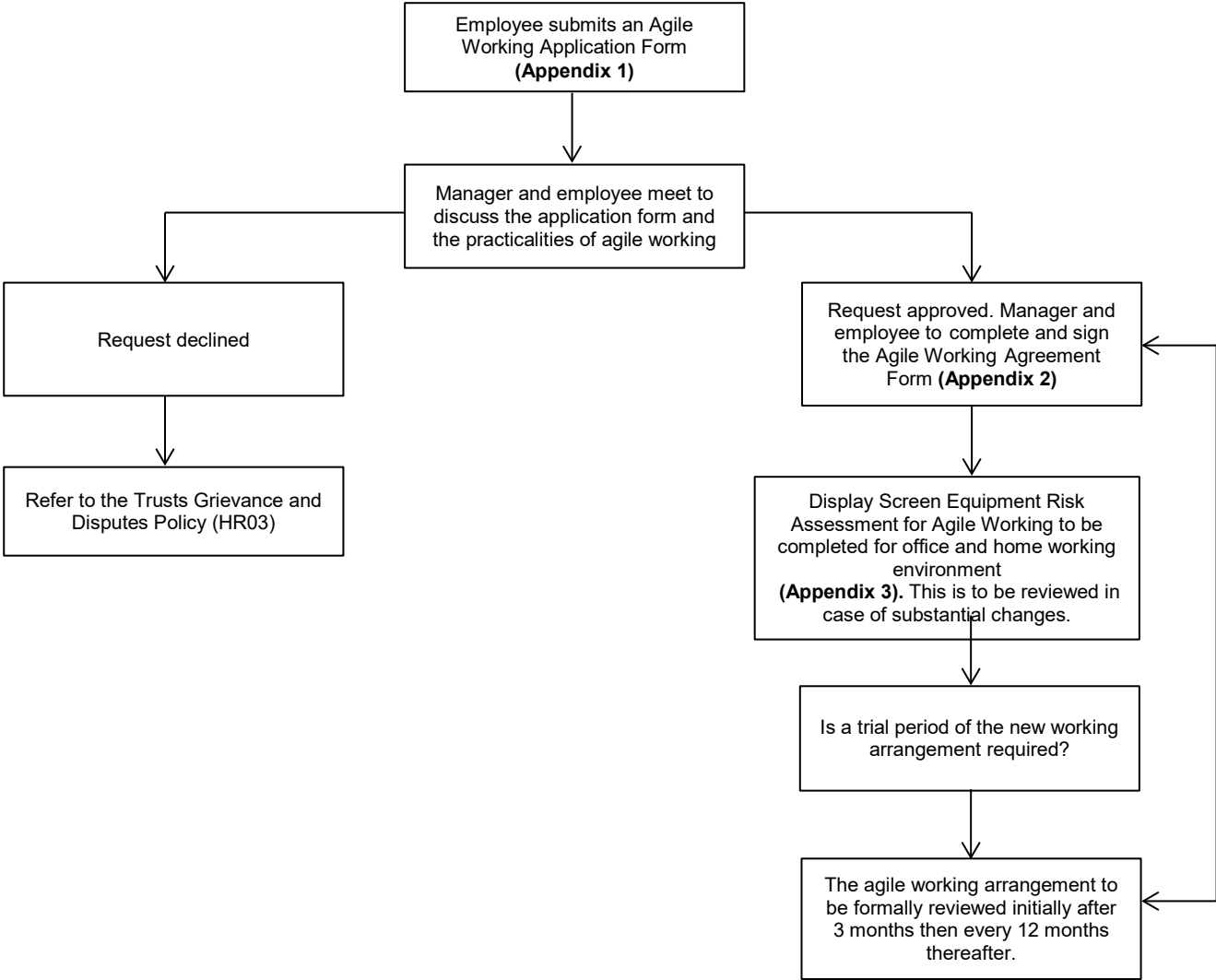
**Action Plan:**

Action:	Person Responsible:	Date to be complete by:	Date completed:	Signed:

**Assessment completed:**

<b>Assessor Sign:</b>			
<b>Assessor Print:</b>			
<b>User Sign:</b>			
<b>User Print:</b>			
<b>Line Manager Print:</b>			
<b>Line Manager Sign:</b>			
<b>Completion Date:</b>		<b>Review Date:</b>	

**AGILE WORKING PROCESS CHART**





Appendix 5

**EQUALITY IMPACT ASSESSMENT (EIA)**

The Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. The Equality Impact Analysis Form is designed to help consider the needs and assess the impact of each policy. To this end, EIAs will be undertaken for all policies.

<b>Title of policy being assessed</b>	Agile Working Policy
<b>Policy reference &amp; version number</b>	HR 62
<b>Summary of changes made on this review</b>	A paragraph on definition and principals of hot-desking was added
<b>Please list which service users, staff or other groups have been consulted with, in relation to this</b>	Health & Safety/Staff Side/TJNCC
<b>Were any amendments made as a result? If yes, please specify</b>	No
<b>Which Executive Director has been consulted on?</b>	Chief People Officer
<b>Does this policy have the potential to affect any of the groups listed below differently - please complete the below. Prompts for consideration are provided, but are not an exhaustive list</b>	

Group	Is there a potential to impact on the group? (Yes/No/Unsure)	Please explain and give examples	Actions taken to mitigate negative impact
<b>Age</b>	Potential of positive impact on all protected characteristics		
<b>Gender</b>	Potential of positive impact on all protected characteristics		N/A
<b>Race</b>	Potential of positive impact on all protected characteristics		N/A
<b>Religion &amp; Belief</b>	Potential of positive impact on all protected characteristics		N/A
<b>Sexual orientation</b>	Potential of positive impact on all protected characteristics		N/A
<b>Pregnancy &amp; Maternity</b>	Potential of positive impact on all protected		Agile working is likely to have a more positive impact on this group,

Group	Is there a potential to impact on the group? (Yes/No/Unsure)	Please explain and give examples	Actions taken to mitigate negative impact
	characteristics		allowing more flexibility where the service allows it
<b>Marital status/civil partnership</b>	Potential of positive impact on all protected characteristics		N/A
<b>Gender Reassignment</b>	Potential of positive impact on all protected characteristics		N/A
<b>Human Rights</b>	No		N/A
<b>Carers</b>	No		Agile working could have appositve impact on this group by allowing them to work more flexibly around their carer responsibility, where service needs allow
<b>Socio/economic</b>	No		N/A
<b>Disability</b>	Potential of positive impact on all protected characteristics		Agile Working can have a positive impact group, promoting alternatives to the standard way of working. However, staff with a disability may feel that some of the elements of Agile Working cannot be fully adopted, which may lead to them feeling excluded from a number of opportunities available to their colleagues.
<b>Are there any adjustments that need to be made to ensure that people with disabilities have the same access to and outcomes from the service or employment activities as those without disabilities?</b> (e.g. allow extra time for appointments, allow advocates to be present in the room, having access to visual aids, removing requirement to wait in unsuitable environments, etc.)		<b>Yes – possible referral to Occupational Health, further Health and Safety checks and advice from Human Resources</b>	
<b>Will this policy require a full impact assessment and action plan?</b> (a full impact assessment will be required if you are unsure of the potential to affect a group differently, or if you believe there is a potential for it to affect a group differently and do not know how to mitigate against this - please contact the Corporate Governance Department for further information)			No