

# Agile Working Guidance

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## What is Agile Working?

Agile working is the term used to describe how employees can work in a more innovative and flexible way from any location; this could include NHS buildings, our Local Authority partners, working from home or a combination of these.

The concept of agile working is giving employees the ability and the equipment to carry out their role securely, efficiently and successfully in different locations. It allows organisations to work smartly and to take advantage of technology and situations where employees travel as a requirement of their role.

Agile working also enables the ICB to respond to exceptional circumstances (e.g., a pandemic, adverse weather etc), as well as enabling the ICB to be a flexible employer that encourages diversity.

This guidance sets out the organisational principles and guidance for developing team principles, teams will need to collectively consider and agree principles for agile working which will take into account team priorities, job roles, tasks that can be completed on and off site, personal health & wellbeing, and Health & Safety

## Benefits of Agile Working

Agile working has created a fundamental shift in the way we work and interact with each other, there are many benefits of hybrid working including:

For Colleagues	For the Organisation
Greater flexibility and freedom to manage time and tasks	Improved productivity
Improved wellbeing, work life balance and resilience	Supports the sustainable agenda
Reduced unproductive commuting and lower carbon footprint	Enabler to our estates review
Greater freedom to plan personal appointments and commitments	Supports Our People Our Purpose Plan in developing our organisational culture

Whilst the ICB do not want to lose the benefits this has created we also need to recognise that face to face team working and collaboration is important in supporting the development of the ICB and our partnership working.

Agile working will continue for us as an organisation and many of our partners, however we have created some principles around how we can work in an agile way that balances retention of the benefits of remote working along with that important face to face collaboration and team working.

We have developed a set of organisational principles for agile working, these principles are expected to apply to all colleagues and will help teams to shape their team principles.

This document sets out the organisational principles and guidance for developing team principles, teams will need to collectively consider and agree principles for agile working which will take into account team priorities, job roles, tasks that can be completed on and off site, personal health & wellbeing, and Health & Safety.

This guidance does not negate or supersede the ICB Flexible Working Policy that already exists for use by all employees, which applies where an individual requests a significant change to their working pattern, usually incorporating a change to their working hours, either temporarily or permanently.

## Organisational Principles

The following have been agreed as our organisational principles:

- **Service Delivery** - Meeting our service requirements is everyone's first priority.
- **Trust** – We trust our people to do a great job, fostering adult-to-adult relationships with service delivery at the heart of what we do, living by our values and behaviours.
- **Collaboration** - Face to face contact for collaboration is important, some roles may require working across Coventry & Warwickshire to develop a high level of collaboration with internal and external partners.
- **Diversity** – We want our people to bring their whole and true selves to work, we celebrate diversity and understand that to achieve this people work best in different ways.

## Team Principles

- **Team Principles** - Teams will be expected to develop team principles agreeing the way in which teams work together in an agile way. Team Principles are about taking the organisational principles and making it work at a team level by discussing the benefits of agile working and formalising the practicalities of how it works for service delivery.
- **Matrix working** – 'Team' is not necessarily the 'hierarchical team' we work in, we may be a member of multiple teams who will collectively agree their team principles.

## Expectations

- Agile working, where it meets the organisational and team principles, remains a choice, individuals who feel that working remotely is not for them either financially or for their personal wellbeing will be able to work from one of our locations.
- Unless there is a business need to manage service delivery, or a requirement for face-to-face collaboration or team meetings there is no expectation to be on-site for a certain amount of time per week. The team principles for each area will define how much time is needed to be spent at each location. Please be aware employees may still be called into the office at short notice if needed for service delivery.
- Some roles may be required to work across Coventry & Warwickshire
- We will manage by outcomes, so individuals will have a choice over where they undertake their work as long as outcomes are achieved and where organisational and team principles are met.
- All colleagues will be given a notional office base, it will remain individual responsibility to travel to and from this office base, mileage over and above the home to notional office base will be claimable through the usual expenses process.
- All colleagues will be required to complete an annual DSE assessment for the working environment and be supported with the appropriate equipment. Where this is not reasonable or possible appropriate office accommodation will be available.

- Agile working is about *where* we work, if an employee wishes to amend *when* they work either in terms of number of hours or working patterns they need to refer to the Inclusive Flexible Working Policy available on the Document Library.

## Equipment

Appropriate agile equipment will be provided by the ICB in line with the requirements of the role.

All employees working in home enabled workstyles may have specific agile equipment needs to be able to perform their role and work effectively. A Display Screen Assessment (DSE) and Working from Home Assessment should be completed, this is available in the Document Library.

Working arrangements will be fully discussed and agreed between the manager, the individual and any other relevant parties prior to commencing any new work style, to ensure availability/working hours, confidentiality of documents, computer files etc and disposal of confidential waste.

## Responsibilities of the Line Manager

Line Managers must take measures to be assured by the employee that they are working within the ICB Employment and Health and Safety policies.

Where there may be health and safety implications, the line manager must consult the ICB's Health & Safety advisor within 2 working days and undertake appropriate assessments such as risk assessments and Display Screen Equipment (DSE) assessments. Where potential Information Governance (IG) implications are identified the Information Governance Lead must be contacted for advice.

If other risks occur, for example, risks to equipment and the ICB's obligations in relation to General Data Protection Regulation (GDPR) in line with IG requirements, the line manager must discuss with the employee if and how they can be adequately mitigated to ensure that the ICB continues to comply with any legal or other obligations.

Consider if the ICB Wellbeing Assessment and Action Plan needs to be completed – this can be found within the ICB's Managing Absence Policy.

Consider whether any additional equipment may be required and whether this is financially feasible. In the event that it is not financially viable agile working will not be possible.

Complete the team principles document to agree with the team the frequency of contact and the methods of contact and engagement with other team members and ICB colleagues. As a minimum staff should be contactable by MS Teams, email and telephone.

## Employee Responsibilities

Employees are expected to comply with Health & Safety Legislation and/or recommendations, including job specific training, and co-operate with any workplace assessments arranged to support the employee in maintaining their attendance.

All employees must take reasonable steps to protect ICB equipment, data, and information. This includes:-

- Ensuring equipment is kept securely at all times.

- Any data or information (both paper and electronic) must be stored securely so it cannot be accessed by others in the household or any other location.
- Ensuring MS Teams calls are private, this means wearing a headset when in an open plan office or at home when there are other people in the household.
- Ensuring laptops are locked when not in use so it cannot be accessed by anyone else.

Ensure their hours and ways of working are in line with agreements made with the line manager. This will include working from their contractual base, their home or another location agreed with their line manager.

Employees should be aware that failure to work contracted hours without prior approval could result in formal disciplinary action, as this could be deemed fraudulent.

Where agile working arrangements are deemed suitable, the individual will ensure that all agreed operational arrangements for the post, including arrangements for communication, support and housekeeping are carried out.

Employees must ensure that they are contactable as if they were in the office. It is an employee's responsibility to ensure that their equipment allows this, for example, ensuring that they have access to e-mails, Microsoft Teams, and that the mobile phone, if that has been provided, is working.

Face to face meetings should not, under any circumstances, be held at the employee's home due to insurance purposes.

All ICB Employment Policies will apply regardless of place of work.

### **Normal Designated Base**

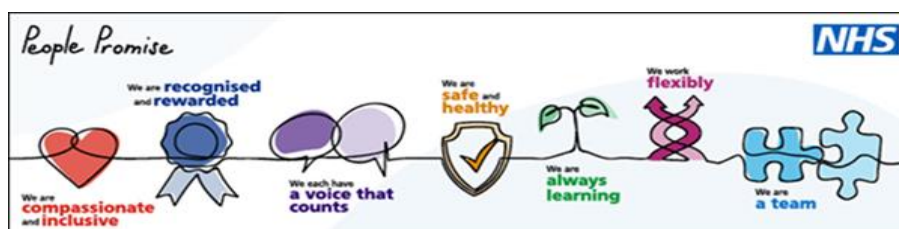
An employee's contractual base will not change as a result of agile working.

## Appendix 1

### How To Develop Agile Working Team Principles

#### Introduction

The NHS People Plan promises to enable its people to work flexibly as part of its People Promise and also one of the 9 key areas of focus.



Coventry and Warwickshire ICB has committed to improving flexible working opportunities as part of Our People Our Purpose Plan. The aim is to enable flexibility about how, when and where our staff work. Limitations on flexibility need to be based on clear operational need.

The ICB has developed a set of organisational principles for agile workers. Managers and employees will need to collectively consider and agree the best methods and place of work to get the best outcomes for the organisation, themselves and their teams; this will be done by developing a set of team principles.

#### Organisational Principles

- **Service Delivery** - Meeting our service requirements is everyone's first priority
- **Trust** – We trust our people to do a great job, fostering adult-to-adult relationships with service delivery at the heart of what we do, living by our values and behaviours.
- **Collaboration** - Face to face contact for collaboration is important, some roles may require working across Coventry & Warwickshire to develop a high level of collaboration with internal and external partners.
- **Diversity** – We want our people to bring their whole and true selves to work, we celebrate diversity and understand that to achieve this people work best in different ways

#### Team Principles

- **Team Principles** - Teams will be expected to develop team principles agreeing the way in which teams work together in an agile way. Team Principles are about taking the organisational principles and making it work at a team level by discussing the benefits of agile working and formalising the practicalities of how it works for service delivery.
- **Matrix working** – 'Team' is not necessarily the 'hierarchical team' we work in, we may be a member of multiple teams who will collectively agree their team principles.

#### Developing Team Principles

- Ensure team principles reflect expectations set at a Directorate or service level this may impact on team principles and flexible working arrangements for team members e.g. consideration of collaboration opportunities to enable efficient use of time and

resources on site.

- Have an initial conversation with individual team members before the team principles meetings to get some idea of how they prefer to work.
- Set aside some time to bring the team together. Developing the team principles should only take approximately 1.5 hours, so why not develop these as part of a team meeting or a whole team away day.
- Be aware of the organisational principles that set the framework for informing your own team principles.
- Make sure review dates are set to review Team Principles to ensure that service delivery and customer service needs are being met and that flexible working arrangements for those choosing this workstyle are working well.

### **Running Team Principles Meeting**

- To open up the discussion, spend 20-30 minutes (either in groups or as a whole team) considering the following questions:
  - *What are our top priorities for the year ahead?*
  - *What are the key things we need to deliver as a team and how do we as individuals contribute to this?*
  - *Who are our partners we need to collaborate with and where are they based?*
  - *What matrix team working needs to take place? What matrix teams are we all part of?*
  - *What potential opportunities do agile working open up for us? Could we deliver our services differently?*
  - *What potential challenges might we come across and how do we get past them?*
- Use the team principles template to agree the practicalities and arrangements that need to be put in place across the service or team.
- Remember, this isn't a static agreement that just stays locked away. Team principles are meant to flex and change based on the team's needs or new ways of working. Therefore, agree as a team when it is appropriate to come back and review these again. This should be reviewed at least annually.
- Share the completed Team Principles document with the team as these will form the basis of future conversations in 1:1's with your team members. In addition, make sure the Team Principles are shared with your line manager.



## Appendix 2

### Team Principles Template

TEAM / SERVICE	
Date Agreed:	Review Date:
Think about what has worked well to date in terms of agile working?	<ul style="list-style-type: none"><li>• <i>What do we value as a team and want to keep?</i></li></ul>
Think about what has not worked so well to date in terms of agile working?	<ul style="list-style-type: none"><li>• <i>What do we want to change / do differently?</i></li></ul>
What is important to us as a team about how we work?	<ul style="list-style-type: none"><li>• <i>Being clear on what we are trying to achieve as an ICB, as a Directorate, and as a team.</i></li><li>• <i>What is our vision and our outcomes?</i></li><li>• <i>What are our deliverables and deadlines?</i></li><li>• <i>How does where we work impact on our values?</i><ul style="list-style-type: none"><li>○ <i>Aspirational</i></li><li>○ <i>Open &amp; Honest</i></li><li>○ <i>Inclusive</i></li><li>○ <i>Welcoming</i></li></ul></li><li>• <i>Where do we need to collaborate, share information, offer a joined-up service, support each other?</i></li><li>• <i>How do we manage different work styles in the team?</i></li></ul>

<p><b>Where and when we will work to best deliver services?</b></p>	<ul style="list-style-type: none"> <li>• <i>How will we organise ourselves? If, due to the nature of our work, someone is required to be in the office each day, for example: customer facing receptionist – agree a rota.</i></li> <li>• <i>What tasks can be completed off-site and which on-site?</i></li> <li>• <i>How do we determine which sites are best for us as a team? Consider which partners and teams we interact with and which sites they are based at?</i></li> <li>• <i>How do we ensure we get the best out of our time on-site and are not scheduling back to back MS Teams Meetings when on-site</i></li> <li>• <i>How do we establish and communicate boundaries around working time? What is normal working time and therefore when are team members deemed on off-duty, when is/isn't it acceptable to send emails, make phone calls etc.? How do we ensure team members are not working excessive hours and are taking adequate rest?</i></li> </ul>
<p><b>How we will communicate, meet, and support one another?</b></p>	<ul style="list-style-type: none"> <li>• <i>How will we keep in touch when working in an agile way?</i></li> <li>• <i>How often will we meet face to face as a team?</i></li> <li>• <i>How can we make best use of technology to enhance how we communicate?</i></li> <li>• <i>How will we ensure the team feel connected?</i></li> <li>• <i>How will we provide support/training/coaching and mentoring for all team members?</i></li> </ul>
<p><b>What are the practical things we will need to do to make this work for us as a team?</b></p>	<ul style="list-style-type: none"> <li>• <i>Where will we share/save information electronically?</i></li> <li>• <i>How will team members know where we are and when we are free? E.g., agree to Outlook calendars being shared, kept up to date/open, MS Teams presence up to date.</i></li> <li>• <i>What other things might we need to think about when out of the office? Lone working, DSE, etc.</i></li> <li>• <i>Contact information in the case of an emergency.</i></li> <li>• <i>Content we may need to add to our new intranet.</i></li> </ul>

<p><b>What improvements and/or support might we need to consider in order to make the most of the opportunities to work in an agile way?</b></p>	<ul style="list-style-type: none"> <li>• <i>Are there some processes or practices that we might need to change/do differently?</i></li> <li>• <i>What support might we need to make this successful?</i></li> <li>• <i>What training might we need a refresher on?</i></li> <li>• <i>What content would we need to add to our new intranet?</i></li> </ul>
<p><b>Are there any potential impacts on our partners or other teams?</b></p>	<ul style="list-style-type: none"> <li>• <i>Who else do we work with on a regular basis?</i></li> <li>• <i>Which teams do we need to stay in close contact with and how are we going to do this?</i></li> </ul>
<p><b>What other considerations do we need to discuss and agree?</b></p>	<ul style="list-style-type: none"> <li>• <i>How we will manage disruptions at home and the impact that may have on our ability to complete meaningful work.(eg – children in the house, caring for relatives, caring for animals, other people in the house causing a distraction)</i></li> </ul>

## Appendix 3

### Equipment, Insurance and Legal Requirements

#### Equipment

The ICB will supply equipment and software needed to enable an employee to work effectively in their workstyle.

#### INSURANCE AND LEGAL REQUIREMENTS

##### Insurance

The package that is provided in support of the Agile Working option should not result in any additional charges against an employee's home insurance.

Equipment owned/provided by the ICB is covered by the ICB's existing insurance policy.

All computer equipment is covered under the Property Expenses Scheme (PES), whether in ICB offices or at the home of an employee working from home. However, PES carries a £20,000 excess in respect of each claim. Thefts and accidental damage are covered, but there are exclusions relating to theft or damage while in a vehicle. The following is excluded:

- Loss of property conveyed in vehicles or trailers owned or operated by the employee arising from theft or attempted theft:
  - (a) from or on an unattended vehicle or trailer unless all doors, windows and other means of access have been secured and locked and alarm (if any) activated and where reasonably practical the property is concealed from sight;
  - (b) from or on an unattended vehicle or trailer left unattended at all times out of working hours unless all doors, windows and other means of access have been secured and such vehicle or trailer is:
    - (1) garaged in a securely closed and locked building;
    - (2) parked in a yard which is fully enclosed and securely closed and locked;
    - (3) property covered by Schedule 5 - Goods in Transit;
    - (4) property in or on soft topped open sided vehicles or trailers owned or operated by the employee if caused by:
      - (a) storm, tempest, water, hail, frost or snow;
      - (b) theft or attempted theft unless also involving theft of the vehicle or trailer;
      - (c) malicious persons when the vehicle or trailer is left unattended between the hours of sunset and sunrise.

Employees have a duty of care to take all reasonable steps to safeguard all equipment from loss or damage, for example valuable objects, such as laptops should be concealed if left unattended in vehicles. Preferably laptops should be kept in the boot of the vehicle where the vehicle allows or concealed in a footwell. If employees travel to work by any other means they should keep the laptop on their person at all times. Failure to keep equipment or information secure will be considered as a very serious matter and could result in disciplinary action being taken. Any loss of Laptop or removable media is required to be reported to your line manager and the Information Governance Team as soon as it is known about.

Confirmation of adherence to Health and Safety regulations must also be supplied through completion of the Health & Safety Self-Assessment and co-operation with any resulting on-site assessment.

### **Employer's Liability**

Employees working at or from home are covered by the ICB Employer's Liability Policy. This is so long as they are carrying out a relevant function and a qualifying liability (as defined in the National Health Service (Clinical Negligence Scheme) Regulations 1996(1), National Health Service (Existing Liabilities Scheme) Regulations 1996(2), National Health Service (Liabilities to Third Parties Scheme) Regulations 1999(3).

Any accidents must be reported immediately in accordance with the ICB's guidelines.

### **Public Liability Insurance**

Public liability insurance will be unnecessary as employees must not hold meetings/ visits involving members of the public in their home.

## Appendix 4

### Security, Data Protection and Confidentiality of Information

To comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018, any data used must be secure and can only be accessed by the employee. This means that all hardcopy information must be kept either in a locked cabinet or by secure means if travelling, and that electronic information is password protected. In addition, all sensitive data and any data containing personal information must be encrypted.

Employees are reminded that they have a legal obligation to store information safely, to protect it from loss, destruction or damage. This requires storage that is secure against theft and damage and the protection of systems from computer fraud and virus attacks.

All staff are responsible for ensuring that their computers / laptops receive critical updates as and when these are rolled out by connecting to the ICB's network on a regular basis at one of the sites and allowing updates to complete. Failure to do so could create a vulnerability to the security measures put in place and could result in unsupported systems being used.

Those employees who work from home are required to meet all the ICB's Information Governance requirements as detailed in the suite of Information Governance policies, procedures and guidelines. In addition, they must be able to document and demonstrate how those requirements will be met. Managers must be able to evidence that they are satisfied that there are processes in place to meet the Information Governance requirements and that they are being met.

Employees have a duty of care to take all reasonable steps to safeguard all equipment from loss or damage.

All staff should wear a headset if on a MS teams call/meeting in an open plan office or if there are other people in the household to ensure all meetings are confidential.

All Staff should be reminded not to print confidential information unless exceptional circumstances apply.

Computer screens must not be left in view so family members who do not have a justified need to view the information, can see person identifiable data. Press **CTRL+ALT+DELETE** and select **'Lock'** or **WINDOWS BUTTON + L** to secure your computer when away from your computer. Computers or laptops not in use should be switched off or have a secure screen saver device in use.

All personal information generated must be kept secure. Nothing containing personal information is to be thrown away with normal household rubbish.

Any confidential waste may be shredded at home, or otherwise it should be securely transported to the office on the homeworkers next scheduled visit/review. Once in the office, it must be disposed of in the normal way with the other confidential waste that is produced i.e., using the confidential waste bins provided for shredding.

In applying this guidance, the Organisation will have due regard for the Data Protection Act 2018 and the requirement to process personal data fairly and lawfully and in accordance with the data protection principles. Data Subject Rights and freedoms will be respected and

measures will be in place to enable employees to exercise those rights. Appropriate technical and organisational measures will be designed and implemented to ensure an appropriate level of security is applied to the processing of personal information. Employees will have access to a Data Protection Officer for advice in relation to the processing of their personal information and data protection issues”.

## **Appendix 5**

### **Health and Safety**

Health and Safety regulations need to be applied in the home in the same way as they apply in a traditional office environment. When working away from the office employees may be lone workers depending on the chosen work location.

A DSE Self-Assessment must be completed before working from home and at regular intervals thereafter (a minimum of 1 year cycle). There is also an annual reminder sent from Estates team for all employees to check they have the right equipment.

Employees working from home should not give out their home details (address, telephone number) to customers or colleagues unless for legitimate work purposes. Storage and access to documents and information must comply with the ICB's Data Security procedures when working from home, just as when out and about or at the office.

Other than where it is necessary for an IT technician, equipment repairer, Health & Safety Assessor or OH Practitioner to meet with an employee at their home for respective relevant purposes, employees working from home should not arrange to arrange meetings for work related purposes at home.

Managers must also ensure that employees who are authorised to work from home are fully aware that all ICB policies and procedures are in force whilst they are on ICB business.

Managers and teams must consider how they share emergency contact information should an emergency arise whilst working in an agile way.

Risk Assessments must be carried out for all activities undertaken whilst working at home in the same way they are conducted for those activities undertaken in a workplace. All risks agreed as being significant by the employee and manager must be recorded and measures put in place to reduce the risk to the lowest level so far as is reasonably practicable. It remains the manager's responsibility to ensure these assessments are in place.

A copy of the risk assessment must be retained within the employee's personal file, and where appropriate agreed with OH or Health & Safety advisor, ideally before an employee can commence working at home or as soon as possible after commencement.

Employees must complete a DSE risk assessment to confirm the suitability of the equipment being used a copy should be retained in the employee's personnel file. The DSE assessment should be conducted on an annual basis or if the equipment changes.

Employees working at home must inform their manager in the event of accidents, incidents or dangerous occurrences which may prevent them from carrying out their duties or affect their ability to do so. Initial reports should be by telephone, followed by appropriate action such as entering the incident on the appropriate reporting system.

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 apply to home working. Managers should ensure that employees be made aware that in the event of an incident, enforcement agencies such as the Health and Safety Executive may require access to their home as part of any subsequent investigation. This is also relevant to internal investigations.