AGILE WORKING POLICY

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VERSION HISTORY

Date	Version	Changes made to previous version	Consulting and Endorsing Stakeholders, Committees / Meetings / Forums etc.

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1. POLICY STATEMENT

1.1 NHS Coventry and Warwickshire Integrated Care Board ("the ICB") recognises the need to develop modern working practices that enable employees to maximise their performance whilst maintaining a good work life balance. The ICB has an overriding responsibility to deliver timely services. They also have the right to seek ways of developing the capacity of its services, and a duty to improve the capabilities of their employees and improving effectiveness.

1.2 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 ICB offices at Parkside House, Hunter House or Westgate House. It may also include other NHS buildings such as Primary Care Centres, within the community, working from home or a combination of these.

1.3 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 across the geographical area in which they work.

1.4 Agile working enables the business to respond to exceptional circumstances (e.g. a pandemic or adverse weather), as well as enabling the organisation to be a flexible employer that encourages diversity and innovation). Appendix 1 describes the context of the approach taken in 2020 by the ICB towards Agile Working as part of the work to address Covid-19.

1.5 These working arrangements can bring advantages both to the employee and to the organisation. These may include: flexibility around supporting individuals with ongoing health concerns, reducing business costs, flexible and more efficient use of time, convenience, alleviation of transport problems and ecological benefits.

1.6 The aim of this interim policy is to support agile working within the organisation and deployment of different workstyles. This policy focusses on the location of where members of staff may work, either at their own request or as a requirement of the needs of the organisation. This policy 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.

1.7 It is accepted that not all jobs/employees may be suitable for agile working. Some jobs are intrinsically not suitable to working from home (e.g. receptionists, POD staff and other staff whose role requires them to be office based) and some proposed arrangements may not be considered safe and secure for these staff members.

1.8 Agile working should be available to employees where appropriate. Whether requested by an employee or identified as appropriate by a line manager, the manager should consider each situation on its own merits, applying the principles of fairness and consistency whilst ensuring that the overriding needs and other requirements can be appropriately met.

1.9 This policy provides a framework for consistent and fair practice on the issues to be taken into account when considering agile working arrangements.

1.10 This policy applies to all employees of the ICB. This includes office holders and staff on honorary contracts, bank contracts or a joint contract with the ICB and another

employer. This policy does not apply to independent contractors (including agency staff) working on a contract for services basis.

1.11 The ICB follows good NHS business practice and as outlined in the Counter Fraud and Bribery Policy, it has robust controls in place to prevent fraud and bribery.

1.12 It is the employees' responsibility to ensure they work the hours that have been agreed with their employing ICB. Not working their contracted hours could constitute an offence of fraud. If this is believed to be the case, a referral will be made to the Counter Fraud Specialist for investigation in accordance with the Counter Fraud and Bribery Policy and may lead to criminal proceedings being commenced.

This policy sets out how each role is defined in terms of agile working. Every role will be classified as either: Fixed, Requiring Travel or Agile. The status of the role therefore determines where the post holder may or should undertake their duties. For roles that are classified as either Agile or Requiring Travel this policy provides employees with a framework to facilitate the agreement of their working arrangements with their line manager in consideration of business need. In some circumstances employees may be requested to work in a different way.

2. PRINCIPLES

2.1 Agile working is based on the concept that work is an activity that we undertake, rather than a place that we go to. Agile working allows organisations to work smartly and to take advantage of the opportunities available as a result of technology and situations where employees travel as a requirement of their role.

2.2 It is acknowledged that not all positions or individuals will be suited to working in this way. Where agile working arrangements are deemed suitable, it is important that the line manager and the employee agree the operational arrangements for the post, including arrangements for communication, support and housekeeping rules.

2.3 Appropriate levels of working from home are determined on an individual basis and must take account of the kind of work that is being delivered for a particular post and the overall context of the needs of the team.

2.4 If an employee wishes to use their home to undertake work activities then this is not an automatic right, but only with the prior agreement of their line manager. The continuation of agile working will always focus around the needs of the service being met.

2.5 Employees should note that any buildings used that are not their contractual base are for temporary usage only and must not be seen as somewhere that can be created as a main or permanent base. When working from home, the individual's current work base will remain their contractual base (i.e. for travel claim purposes).

2.6 The ability to work effectively across the different locations is supported by agile technology and is what offers a number of the efficiency benefits, with less travel and down time (e.g. between meetings) and with the ability to access critical information wherever (either via smartphone or laptop) allowing employees to continue to work efficiently regardless of location.

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

2.8   Line managers and employees should agree housekeeping rules (e.g. covering items and issues listed in Section 5 below) and employees must ensure that they are working within these agreed rules and abiding by the various ICB Employment and Health and Safety policies.

2.9   Regardless of the workstyle, managers should continue to support their employees and both parties will be responsible for maintaining good working relationships.

2.10   Employees will still be expected to be present at their base for all business critical and other team/organisational needs as determined by their manager, in line with paragraph 7.6 below.

2.11   If agile working is being considered for existing employees by managers, (not at the employee's request), any arrangements should bear in mind the requirements of the organisation, the job role and the individual needs of the person within the role. It is advisable that early consultation takes place with the employees concerned, and where there is disparity between employees and the line manager on the arrangements for agile working, HR should be contacted for advice.

2.12   Training and support will be provided to all line managers in the implementation and application of this policy.

2.13   For further information and guidance, managers should contact the HR team.

3.   RESPONSIBILITIES

Manager responsibilities

3.1   Considerations for the manager may include:

- Where an individual is working to a particular work pattern agreed under the Flexible Working Policy, or has applied to do so, the manager needs to consider whether there would be any impact on the work pattern agreed or requested by their current or intended Agile Working arrangement (e.g. would home working by an individual within a job share arrangement impact on the working arrangement of the job share partner if they are office based?). Where the implementation of changes under this policy is likely to impact on the application of the Flexible Working Policy for an employee, the line manager should seek advice from HR. Whether the business needs of the ICB can be best met if an agile working arrangement were to be agreed.
- Where there may be any health and safety implications, consulting the ICB's Health & Safety advisor and undertaking assessments such as risk assessments and Display Screen Equipment (DSE) assessments as appropriate. Where potential Information Governance (IG) implications are identified the Information Governance Lead should be contacted for advice.
- Whether there are any other risks associated with agile working, for example, risks to equipment and the ICB's obligations in relation to General Data Protection Regulation (GDPR) in line with IG requirements. Where risks are identified, the line manager and employee should discuss whether these can be adequately mitigated to ensure that the ICB continues to comply with any legal or other obligations.
- Consider if Wellbeing Assessment and Action Plan needs to be completed – found within the ICB's Managing Absence Policy
- Whether any additional equipment may be required and whether this is financially feasible.
- Whether the employee will be adequately contactable. As a minimum staff should be contactable by email and telephone.
- Ensure that they are familiar with the Agile Working Policy and their obligations in

relation to the management of this policy.
- Attend any ICB training provided on the application of this policy and any updates.

Employee Responsibilities

3.2 Employees are expected to:
- Maintain an awareness and compliance with the ICB's Agile Working Policy;
- Comply with Health & Safety Legislation or recommendations, including job specific training, and co-operate with any workplace assessments arranged to support the employee in maintaining their attendance;
- Attend meetings with the line manager, either face to face or virtually, as required during the application of this policy.
- Ensure they work the hours that have been agreed with their employing ICB, whether working from their contractual base, their home or another location agreed with their line manager.
- Where agile working arrangements are deemed suitable, to work with the line manager to agree the operational arrangements for the post, including arrangements for communication, support and housekeeping rules.
- Work within the housekeeping rules agreed with their line manager, ensure they abide by the various ICB Employment and Health and Safety policies.
- Attend their contractual work base for all business critical and other team/organisational needs as determined by their manager.

Human Resources Responsibilities

3.3 Key responsibilities for HR include:

- Ensuring the Agile Working Policy is kept up to date, in accordance with any developments in legislation;
- Providing training to managers and staff with respect to the application of this policy as required;
- Advising managers at all stages in relation to the policy and its associated procedures;

4. PROCEDURE

4.1 Consideration of Workstyles

Either on reviewing or creating a position, following receipt of a request from an employee, or addressing an emergency situation (e.g. a pandemic, adverse weather conditions or fire affecting work premises etc.) the line manager will assess which workstyle will work best to ensure effective and efficient working. This assessment should take account of the nature of the individual's job in terms of the options from where it may best be undertaken, and the ability of the individual to undertake their job from a particular location. Once the working arrangement has been agreed and implemented, it is further recommended that a review of the arrangements is undertaken after a at least 3 months, although any issues may be raised by either the employee or manager at any time. Where an individual disagrees with the assessment, and is unwilling to work in line with the agile working arrangement required by the manager, the employee may appeal as outlined under Section 18 of this policy.

The principles of each workstyle are set out below and should be used to categorise a role. In addition, appendix 1 provides guidance on assessing suitability for home-enabled workstyles (4.1.2 and 4.1.3 below).

4.1.1 Fixed (Location based):

- Spends most of their time working in the office

- May have specific individual equipment and/or furniture needs to be able to perform their role and work effectively
- Do not have an option to work from home either because the employee cannot work at home for personal reasons, or the nature of their job does not allow it to be performed at home.
- The role requires specific equipment that is fixed in one location
- The role does not require the post holder to travel to different sites
- The role cannot be undertaken away from the designated work place

4.1.2 Requirement to travel (as part of the role):

- Has the ability to effectively deliver their work utilising space across a range of ICB buildings
- There is a requirement for attending face-to-face meetings or other similar events and/or delivering business across a range of internal and external sites
- Have the option and ability to work compliantly from any site or location where suitable and secure network access is available.

4.1.3 Combination (working in a variety of ways):

- The job role is adaptable to working in a number of ways and can work compliantly from any site or location.
- There may be a requirement to attend meetings whether that is face to face or virtually.
- The role does not require access to specialist equipment or access to information only available at specific locations or this is only required on occasion and the inability to access this would not interfere with the post holder's ability to perform their role.

All employees working in home enabled workstyles may have specific agile equipment needs to be able to perform their role and work effectively.

It is essential that all working arrangements, for example availability/working hours and disposal of confidential waste, are fully discussed and agreed between all relevant parties before an employee commences working in a new workstyle. It is essential that an employee working from home is able to maintain confidentiality of documents, computer files etc. when the house is occupied by others.

5. GOOD PRACTICE *(relates to 4.1.2 and 4.1.3 as above)*

5.1 A set of good practice rules should be drawn up and agreed (see appendix 3).

These should include items such as:
- appropriate data storage on network drives not on desktop or C drives
- secure systems of working, including the secure use of laptops etc.
- secure storage of equipment, documentation etc.
- appropriate use of 'office' equipment for personal tasks
- moving equipment
- health and safety arrangements, including accident reporting
- hours of work
- sickness absence reporting
- lone working system
- booking leave
- consideration if a Disclosure & Barring Service (DBS) check is required
- secure disposal of work related documents

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

6.   COMMUNICATION

6.1   Managers need to ensure that communication protocols are put in place to ensure that all information is openly and frequently shared and that all employees remain briefed on corporate and team developments.

6.2   Managers also need to consider mechanisms for communication and networking between team members and with other relevant parts of the organisation.

6.3   During times of remote working employees and line managers should maintain dialogue regarding workload and well-being. Employees should notify their line manager of concern when they arise, in order to arrange necessary support where possible and appropriate.

7.   HOURS OF WORK AND AVAILABILITY

7.1   Although agile working allows for greater flexibility, it is essential to plan and agree a work pattern for the manager and colleagues to be able to contact them.

7.2   The ICB is mindful that when staff are working from home due to a pandemic or other similar circumstance they may also be 'juggling' childcare, home-schooling and other dependant requirements. Therefore staff are urged to agree with their line manager the hours of work that fits the needs of the organisation whilst taking account of their individual circumstances and responsibilities.

7.3   The hours of work should be agreed, where possible, in advance allowing employees who are using their homes to work to be able to separate their working and home lives.

7.4   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.

7.5   Managers can request employees to attend meetings at different venues, the office or virtually, as required or appropriate. Where face to face meetings are held e.g. during a pandemic, then all attendees must ensure they abide by the relevant national and local guidance relating to office working.

8.   CONTRACT OF EMPLOYMENT

All employees of the ICB have the same contractual rights no matter what their workstyle is and will have the same terms and conditions except where specifically varied, e.g. in relation to place of work. The contract of employment must include additional clauses covering place of work, hours, travelling expenses and confidentiality. Any variations to existing contracts of employment must be mutually agreed.

8.1   Sickness

The ICB's Absence Management policy applies to all employees regardless of their workstyle. Managers are responsible for ensuring that arrangements for sickness absence reporting

within their service area are in place and must agree reporting arrangements with their employees.

Return to work discussions must be held with individual employees and their manager following every absence. This meeting can take place on a face to face basis, via Teams and other virtual platforms or over the telephone.

8.2 Performance Management

8.2.1 Induction

It is essential that all employees have a structured and full induction programme within their first weeks as described within the ICB's Recruitment and Induction Policy, which must be followed.

8.2.2 Training

Regardless of an employee's working arrangements, regular training and development opportunities, including team development must be made available to all employees. Where possible, Teams or other virtual platforms can be utilised for delivering training and development opportunities to minimise any unnecessary travelling.

8.2.3 Performance and Development Reviews

Managers need to agree measurable outcomes with all of their employees, and what constitutes effectiveness for their team/directorate. This should cover issues as productivity; quality of work; objectives; priorities and timeliness. Targets set should be realistic and achievable. These will need to be considered and reviewed by the manager at regular periods. Appraisal processes for all workstyles should be the same.

As with training and development opportunities, an employee's career development should also not be adversely affected by their working arrangements. The ICB's Performance and Development Review Framework procedures apply to all ICB employees, regardless of their workstyle.

8.3 Disclosure & Barring Service (DBS) checks

If an employee's workstyle changes and they start to work in different locations then consideration needs to be given as to whether the change in workstyle requires them to have a DBS check. For example, if an employee starts to use a location such as a Primary care centre in which they may come into contact with vulnerable people, then they may require a DBS check if they do not already have one.

8.4 Travel Expenses

The rates of allowances are set out in Section 17 of the Agenda for Change Terms and Conditions Handbook and claims for expenses and subsistence allowance can be made as appropriate, details of which can be found in the ICB's Travel and Expenses policy.

Travel time between the designated office base and home is non-reimbursable.

8.5 Normal Designated Base

An employee's contractual base will not change as a result of a change to their work pattern, including working from home. It is important that all employees manage their travel and limit it in order to achieve the environmental benefits of agile working.

9. EQUIPMENT, INSURANCE AND LEGAL REQUIREMENTS

9.1 Equipment

The ICB will supply equipment and software needed to enable an employee to work effectively in their workstyle. For example, the roll-out of Microsoft Teams to all ICB staff has provided the ability to make and receive calls and send messages.

Equipment provided for the fixed (Location based) workstyle will be:

- Fixed desktop computer, laptop and monitor which can sit in a docking station on the desk.

  The agile kit provided for all flexible workstyles will be:

- Standard laptop computer where applicable
- Laptop peripherals i.e. plug in mouse, keyboard, required for home use will be available only on request.
- Desk/ chair/ office equipment dependent on a DSE risk assessment

9.2   With regards to initial and replacement laptop carry cases, the line manager will assess how much time the employee is out of the office and travelling from location to location as to whether a non-standard laptop carry case is needed.

9.3   For guidance, if an employee is only travelling between the office and home in their car, a trolley case would not normally be provided. Where an individual believes they need a trolley case to transport equipment between sites, they should raise this with their line manager, who will determine the equipment required by undertaking a DSE assessment.

9.4   It is acknowledged that equipment may eventually need replacing, however employees must ensure that they maintain all equipment, for example, not overloading laptop carry cases.

9.5   Employees requiring adaptations or adjustment with regards to equipment will continue to be assessed on an individual basis.

9.6   Computer equipment must not be used by anyone other than the employee (e.g. members of the family, friends etc.).

10. INSURANCE AND LEGAL REQUIREMENTS

10.1 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 either 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 Member 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 Member 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. 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.

10.2   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.

10.3 Public Liability Insurance

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

11.0 SECURITY, DATA PROTECTION AND CONFIDENTIALITY OF INFORMATION

11.1 In order 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.

11.2 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.

11.3 Those employees who work from home are required to meet all of 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.

11.4 As a minimum the Data Security Awareness mandatory training module must be completed on an annual basis. New members of staff must complete this training within the first two weeks of joining the ICB.

11.5 Employees have a duty of care to take all reasonable steps to safeguard all equipment from loss or damage as per point 10.2.1.

11.6 All Staff should be reminded not to print confidential information un;ess exceptional circumstances apply.

11.7 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.

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

11.9 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.

12. HEALTH AND SAFETY

12.1   Health and Safety regulations need to be applied in the home in exactly 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.

12.2   A DSE Self-Assessment must be completed before working from home and at regular intervals thereafter (a minimum of 1 year cycle).

12.3   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.

12.4   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, unless under exceptional circumstances, and for unavoidable reasons, meetings cannot take place either face to face in the office or virtually. Any meeting required to take place at home must be authorised by the line manager.

12.5   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.

12.6   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.

12.7   A generic guide of topics to be considered in the risk assessment can be found in appendix 4 – Working from Home - Self Risk Assessment checklist.

12.8   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.

12.9   Employees must complete a DSE risk assessment to confirm the suitability of the equipment being used. The DSE risk assessment can be found on the ICB intranet and a copy should be retained in the employees personnel file. The DSE assessment should be conducted on an annual basis or if the equipment changes.

12.10 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.

12.11 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.

13. PLANNING A HOME WORK AREA

When an employee is planning to work from home, it is important that the work area is planned giving thorough consideration to:

13.1 Desk and Chair Requirements

The desk and chair used when working from home must conform to Health & Safety Regulations. If the ICB is providing equipment (where relevant) as part of the Home enabled workstyles, it will satisfy these requirements.

13.2 Display Screen Equipment (DSE) requirements

The requirement is to ensure that screens and keyboards are positioned correctly in relation to working posture. For example, the eyes should be level with an area between the top of the display and the top of the monitor casing, normally at a distance of 450mm - 750mm.

It is the employee's responsibility to notify the ICB of any changes to their home office environment or personal health that may affect their Health and Safety. Any changes require a review of the Health and Safety risk assessment.

14. DATA PROTECTION

14.1 In applying this policy, 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".

15. EQUALITY STATEMENT

15.1 In applying this policy, the ICB will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic. An equality impact assessment can be found at the end of this document.

16. MONITORING AND REVIEW

16.1 The policy and procedure will be reviewed periodically by Human Resources in conjunction with the ICB Governing Body. Where review is necessary due to legislative change, this will happen immediately.

17. COUNTER FRAUD AND CORRUPTION

17.1 The ICB is committed to reducing fraud in the NHS as it diverts valuable resources away from patient care. Therefore, consideration has been given to the potential for fraud and corruption to occur in relation to this policy and what action should be taken.

The ICB will, where there is a suspicion of fraud and/or where fraudulent information may have been provided, investigate the matter in line with the ICB's Counter Fraud and Bribery Policy and Disciplinary Policy.

Any concerns over deliberate misapplication of the policy should be reported to:

> ICB's Counter Fraud Specialist or Chief Finance Officer
> Tel: National Fraud and Corruption reporting line on 0800 028 40 60
> Online at http://cfa.nhs.uk/reportfraud

18. APPEALS

18.1 If an employee wishes to appeal against a decision made in relation to the application of this policy they may do so by submitting their appeal in writing, outlining their grounds for appeal, to their manager within 14 days of the relevant decision affecting them.

18.2 The appeal arrangements will be those outlined in Section 9 of the Flexible Working Policy.

Appendix 1 – Agile Working in the Context of the Covid-19 Pandemic

Background and Context

Up to March 2020, although home working was widely undertaken by staff able to do so, this was on an occasional, ad hoc basis, and the majority of work time was spent by all staff in office environments, either at their own base or other NHS premises.

However, the Covid-19 Pandemic required home working, and other forms of Agile Working, quickly to become the 'new norm', linked to changes to NHS provision in line with a letter dated 17th March 2020 from the NHS Chief Executive and Chief Operating Officer. Through access to laptops and other IT equipment, as well as to Teams and other communication software, enabling widespread homeworking, ICB managers and staff made rapid adaptations to their working arrangements. Within 2-3 weeks, the traditional balance, pattern and numbers of people working within the ICB offices compared with those working from home had been reversed.

These changes were made as part of the initial national response to the pandemic. This was followed immediately by the combined efforts of the ICB and local healthcare providers to establish 'Mutual Aid' arrangements, culminating in over sixty clinically qualified staff transferring temporarily to help the provider organisations in coping with the rising demand resulting from the increase in infections.

Further national direction has been issued to all NHS organisations, as the effects of Covid-19 and the national response to the pandemic have evolved. Treatment capacity has gradually been redeployed to enable non-Covid19 urgent services to 'step up', as well as releasing capacity to increase routine non-urgent elective care, whilst maintaining the ability to meet current and potential numbers of Covid-19 cases.

Whilst the future remains uncertain, the letter dated 29th April 2020 from the NHS Chief Executive and COO stated, "We should also take this opportunity to 'lock in' beneficial changes that we've collectively brought about in recent weeks. This includes backing local initiative and flexibility; enhanced local system working; strong clinical leadership; flexible and remote working where appropriate; and rapid scaling of new technology-enabled service delivery options such as digital consultations".

ICB 'Next Steps' at August 2020

Therefore, the review and drafting of the Agile Working Policy is not only timely, and its guidance clearly relevant to the current unprecedented situation faced by all ICB employees, but it is also likely to remain a key HR policy for the foreseeable future. The policy therefore has been given an 'Interim' status to ensure it is reviewed within at least the next 12 months, a much earlier timescale than the standard period of 3 years.

In August 2020 the ICB's Restoration Project Team developed the following 'Next Steps' plan, which will include the review by each team of the working arrangements for each team member. This may include continued working from home for many staff, potentially for a prolonged future period, (it should be noted that contractual work bases will continue as current in line with the Travel Expenses Policy), as well as the possible return to office working, at least on an occasional or fixed part time basis, for some staff.

The full plan is as follows:-

- **Each Team to draft a strategy for their teams**. The strategy should incorporate the new working arrangements for each team if applicable, coupled with an **updated Business Continuity Plan**.
- Ensure the strategies deliver sufficient staff engagement in the form of virtual huddles, virtual 1:1's and other innovative ways of keeping in touch with staff.
- **Agile Policy is being developed by HR** to accommodate the new working arrangements.
- **Review feedback such as 'providing work mobile phones for staff** who do not currently have them'
- **Clarify the future provision of MS Teams**. This tool has been invaluable during this period
- Undertake a Lessons Learned exercise with a focus on communication, IT, review of meetings and benefits of WFH to work-life balance.

This policy is therefore a requirement of the Restoration Plan, and has been drafted in part to meet the needs arising from addressing Covid-19. However, it is also intended to be 'fit for purpose' in providing the necessary guidance and process arrangements relating to Agile Working within the ICB, in the anticipated 'post-Covid' world.

Estates Team Advice

Locally, work has been undertaken by adapting the cleaning regime to enable the continued safe working of those teams such as POD, CAPT, CICC and RSS where this is required to maintain services. Until 31st March 2021, staff not within these teams, required to come into the office will need to book a hot desk, and a limited number of bookable hot desks have been made available at each of ICB sites. Advice has also been issued by the ICB's Estates service regarding the availability and use of equipment.

This includes the roll-out of updated DSE forms across the ICB by the Estates team, who have issued a communication to staff confirming that once additional or required equipment has been designated to anyone, a second DSE will be required to ensure they are fully compliant. Further advice on this and the provision of equipment can be obtained via CRWNICB.Estates@warwickshirenorthccg.nhs.uk and the following subject line should be used:
COMPLETED DSE – NAME – FURTHER ACTION REQUIRED/ NO FURTHER ACTION REQUIRED.

At the end of the form there is a section for comments, in this box please state what you believe your requirements to be, the equipment you already hold belonging to the ICB, where possible please state the asset number(s). This will be on a sticker usually beginning with CRGGC or WNICB.

Appendix 2 - Assessing suitability for working from home - Points to consider

LINE MANAGER

- What proportion of the employee's work is done alone or as part of a team?
Are there alternative methods of doing their tasks that might facilitate working from home?
- What proportion of the employee's work could be done working from home?
- Are current work practices and processes appropriate for working from home - if not, can they be changed with team agreement?
- Will the employee require access to specific equipment, tools, materials or documents in order to work? Are there practical and cost problems with this requirement? Can this equipment be provided?
- Does the employee manage any other team members and if so how will this occur if the employee works from home?
- How much technical or other support does the employee provide to their team?
- Can the IT requirements be met?
- How will office cover be maintained?
- How can confidentiality of information be maintained?
- Will service delivery be impaired during normal working hours?
- How much does the employee want to work at home or at a base?

EMPLOYEE

- Am I able to work on my own with only phone and e-mail contact and video conferencing to fall back on?
- Will I miss the support of working within a team?
- Am I able to be self-motivated enough to work from home?
Will I be able to organise my work within my hours and allow work not to disrupt my home life outside working hours?
- Am I able to accommodate personal circumstances to accommodate my work?
- Am I prepared to check my working environment to ensure it continues to be a confidential and safe working environment?
- What arrangements will I need to make for regular contact with my manager?
- Do I have the space needed to work at home? If not, how can this issue be overcome?
- Do I have the necessary IT supporting equipment to allow me to undertake my task?
- Am I able to work free from distraction and can undertake my role effectively?
- What proportion of time would I like to spend working at base and home?

Appendix 3 - Good Practice checklist

Point	Comments	Agreed
How will you ensure that data is secure when working: • From home • In another NHS building		☐
How will you ensure that your documents and your agile equipment are safe when in transport and when stored?		☐
How will you move equipment about safely?		☐
You must report any accidents that take place should they affect your ability to work; are you clear on the accident reporting procedure?		☐
There are health and safety requirements for both the ICB as an employer and you as an employee. Are you clear on your requirements as an employee? You should diarise your time and ensure that your colleagues know where you are. If you are going out on a visit please log a call with a colleague.		☐
Your hours of work remain the same unless agreed with your line manager.		☐
Sickness absence reporting arrangements remain the same as if you are in the office.		☐

You are still required to book annual leave in the same way.		☐
If you are working in a different building you must discuss this with your line manager to establish if a DBS check is required.		☐

Further comments:

Employee……………………………………………………. Date:

Line manager…………………………………………….. Date:

Appendix 4 – Working From Home - Self Risk Assessment Checklist

This form will be used to assist your line manager to ensure that your working conditions at home comply with current best practice.

Name:	Date of completion:
Address where assessment was undertaken:	**Job Title:** **Team:**

Security of Information	Yes	No	Comments
Is your home as secure as you can make it from intruders?			
Are all the windows closed when you leave your home?			
Are other people in your accommodation able to access the area where you will be undertaking ICB business? If so, please provide details in the comments section.			

Confidentiality	Yes	No	Comments
Are laptop and confidential files secure when not in use?			
I have procedures in place to ensure that family members or others who come into my home do not have access to confidential information e.g. not being overheard while on the phone or access to written or electronic information.			
Are your passwords and PIN numbers kept secure and not divulged to anyone?			
I can confirm that no confidential data will be stored on the hard disk of my personal computer.			
I can confirm that I will not transport any confidential data on an unauthorised and/or non-encrypted storage devices (PC Hard Drives, Memory sticks or CDs)			
I will ensure confidential documentation is disposed of appropriately.			

Fire	Yes	No	Comments
Is the work area tidy?			

	Yes	No	Comments
Are waste materials regularly disposed of?			
Are exit routes clear?			
Do you have an escape plan?			
Is a smoke alarm fitted? Alarms should be tested regularly.			
Do you have a suitable fire extinguisher readily at hand?			
Have you been trained how to use it safely?			

Electrical Equipment (either ICB's or your own but used for ICB work)	Yes	No	Comments
Any apparent damage? Cracked casing, missing screws etc.			
Any evidence of overheating? Look for discolouration			
Any obvious damage to leads or plugs?			
Are the cables secure in all plugs?			

Slips Trips & Falls (Work areas)	Yes	No	Comments
Are floor coverings sound and without defects?			
Are walkways clear of tripping hazards e.g. trailing cables?			
When seated at your desk can you move your legs & upper body together without twisting?			

Working Environment	Yes	No	Comments
Is the temperature comfortable?			
Is the ventilation comfortable?			
Do you have adequate lighting?			

Manual Handling	Yes	No	Comments
Do you carry out any abnormal Manual Handling activities?			
Have you completed the ICB Manual Handling course?			

Display Screen Equipment	Yes	No	Comments
Do you use a screen for more than an hour a day on a regular basis?			
Are you aware of the ICB's policy on eye tests?			

Accidents/First Aid	Yes	No	Comments
Do you know the procedure for reporting any accidents or work related illness?			
Do you have a first aid kit available when working at home?			

If you have answered NO to any of these questions you must discuss with your line manager who will seek advice from a health and safety representative.

Any other comments you have regarding your working environment, please list here:

Signature:…………………………………………………………..

Job Title:……………………………………………………………

Date:…………………………………………………………………

Appendix 5 – Working from Home - Health and Safety requirements

Chair

The chair you use must satisfy the following requirements:

- Allows easy freedom of movement
- Height adjustable
- Seat back adjustable in both height and tilt
- Seat depth which allows a gap between edge of seat and back of knees when seated with spine fully supported
- Seat width and distance between armrests (if applicable) greater than hip breadth
- 5 point castors (5 wheels on star shaped base)
- Lumbar support (curve above base of back)
- Upper back support
- Back rest shape that is convex at lumbar, concave at upper back
- Armrests are height adjustable or removable to prevent obstruction with the desk (if applicable)
- Padded back rest and seat pad
- Adjustments that are easy to understand and use
- Stable

NB: a manual spindle (not gas lift) should be used if you are over 121 kgs (19 stone).

Desk

The desk you use must satisfy the following requirements:
- Desk height 720mm (+ / - 15mm)
- Minimum dimensions 600mm x 1200mm
- Minimum clearance for lower body under desk 680mm (from floor to underside of desk)
- Monitor/ keyboard/ self in straight line when seated
- Stable

Monitor

- Can be placed at a suitable viewing distance (450mm to 750mm)
- Stable image
- Brightness adjustable
- Contrast adjustable
- Swivel and tilt adjustable
- Top of the screen on the same plain as your eye level

NB: when working at a laptop for periods longer than one hour, you must use either a monitor or a laptop riser which raises the screen to eye level.

Keyboard and Mouse

- In good working order
- Tiltable keyboard

NB: when working at a laptop for periods longer than one hour, you must use an external keyboard and mouse.

Equality Impact Assessment

Directorate		Team		Name of lead person	

Piece of work being assessed

Aims of this piece of work

Date of EIA		Other partners/stakeholders involved	

Who will be affected by this piece of work?

Single Equality Scheme Strand	Baseline data and research on the population that this piece of work will affect. What is available? Eg population data, service user data. What does it show? Are there any gaps? Use both quantitative data and qualitative data where possible. **Include consultation with service users wherever possible**	Is there likely to be a differential impact? Yes, no, unknown
Gender		
Race		
Disability		
Religion/ belief		
Sexual orientation		
Age		
Social deprivation		
Carers		
Human rights		