

CHESTERFIELD BOROUGH COUNCIL

AGILE WORKING GUIDANCE

This document applies to all Council employees who have been identified as able to work flexibly:

- Posts which are not suitable for agile working i.e. where the employee needs to be in a fixed location to do their job

CONTENTS

1. INTRODUCTION
2. OBJECTIVES
3. DEFINITION
4. MINIMUM STANDARDS
5. GUIDANCE
6. MANAGING AGILE WORKING
 - Sickness Absence
7. EMPLOYEE GUIDANCE
 - Flexi-time
 - Allowances
 - Equipment
 - Travel Expenses
 - Insurance
8. INFORMATION GOVERNANCE
 - Security of Equipment
 - Security of Information
9. FURTHER INFORMATION
10. ADDITIONAL RELEVANT POLICIES

1. **INTRODUCTION**

'Agile working' enables employees to work from a variety of locations to best serve the customer and the service. Agile working allows the council to deliver its services in the most cost effective manner whilst providing greater flexibility for employees in how they work, subject to business need and manager approval.

The degree of work agility will depend on the service being delivered and the individual employee role. In most cases a service will have a 'core' location or series of 'core' locations. Managers are required to identify and maximise the agile working of their employees. In support of the delivery of the service, employees will be able and are encouraged to work in a number of ways. Typical examples include:

- Working from the core location or designated contractual workbase
- Working from a council office desk anywhere in the Borough
- Working from home
- Working from customers' premises
- Working from designated partners' premises (eg district councils)

Working arrangements should always be discussed and agreed between the manager and the employee to ensure that arrangements are beneficial to the customer, the council and the employee. However, managers are encouraged to enable staff to maximise agile working. Working arrangements should be reviewed on a regular basis through one to ones/supervisions to ensure they are working effectively.

2. **OBJECTIVES**

The aim of this guidance is to support agile working across the council and to enable managers and employees to maximise the potential of agile working.

3. **DEFINITION**

Agile Working is an alternative work arrangement for employees. It allows employees to conduct some or all of their work at an alternative worksite away from the employer's typically-used office.

The agile working concept can be applied to a variety of alternative work environments. The work location might be:

- An employee's home
- A 'hot-desking' facility
- A traditional office or satellite office located closer to the employee's home
- Any other acceptable location

Agile Working schedules can vary and are subject to management approval. They may be:

- Regular / recurring (for example, at least 3 days per week)
- 1 or 2 days a week
- Less than once a week, but at least once a month

In addition, Agile Working may be a reasonable adjustment for employees with disabilities.

4. MINIMUM STANDARDS

- Agile working should enhance services to the customer and enhance the overall service being delivered.
- Agile working should maintain or enhance individual employee performance.
- Employees will be provided with the tools and facilities to work in an agile way and carry out their job role fully.
- Managers should set appropriate and realistic targets and outputs for employees who are working in an agile way.
- Managers should continue to manage day-to-day performance of their team members.
- Employees working in an agile way should maintain regular contact with their manager.
- Managers should ensure that mechanisms are in place to maintain regular communications with their team.
- Employees must adhere to the Council's Health & Safety Policy

5. GUIDANCE

This guidance has been designed to signpost managers and employees to the relevant information and policies and to give guidance to ensure that agile working is successful.

6. MANAGING AGILE WORKING

Managers should ensure employees working in an agile way are supported appropriately. Employees who have not previously worked in an agile way may feel isolated as they may not necessarily sit with their manager and/or team members.

Employees and managers therefore need to ensure good communication and agree clear communication lines and methods. This includes arrangements for employees to report sickness absence.

Managers need to ensure employees are briefed on team and corporate issues in a timely way. Employees and managers should also put arrangements in place for team contact and communication. Agile working can result in less face to face contact between colleagues and the following strategies can improve communication links:

- Email updates
- Regular management contact
- Telephone contact
- Project reviews
- Regular team meetings
- Regular one to one meetings

Clear and realistic objectives need to be agreed which will enable performance to be managed in terms of outputs rather than inputs. This requires the manager and the employee to have clarity of role, understanding of expectations and effective objective setting. The manager and the employee should discuss and agree issues such as productivity, quality of work and service standards.

Managers and employees will agree "housekeeping rules" which will include:

- Arrangements for backing up computer data
- Secure systems of work included shared electronic filing

- Secure storage of equipment and documentation
- Personal use of office equipment
- Health and Safety arrangements including accident reporting
- Hours of work
- Sickness absence reporting
- Lone working
- Booking annual leave
- Telephone routing/message handling
- Arrangements for printing and post
- Business journey planning to minimise travel

Sickness Absence

If an employee calls their line manager asking to work from home as they are not feeling well the manager needs to consider whether this is appropriate. Chesterfield Borough Council's general stance is that if an employee is not well enough to be in the office, they are also not fit to work from home.

7. EMPLOYEE GUIDANCE

Flexi-time

Employees choose when to begin and end work. They are required to work during the agreed core hours unless otherwise agreed by their line manager in advance and must work the agreed number of hours during each 4 week period.

Employees must complete flexi-sheets each day to show all hours worked, absences and breaks taken. Employees must send their flexi-sheet promptly to their line manager at the end of each 4 week period.

Allowances

Payments are not applicable where employees work from home as part of agile working. Where an employee works from home on an occasional basis as part of agile working, the council will not pay any office allowances, install broadband or pay for any heating/lighting costs.

Equipment

Employees will be provided with the relevant equipment to enable them to do their job effectively eg laptop, mobile phone, etc.

Employees who have been provided with specialist equipment in the office as a result of workplace assessments e.g. footrests, specialist chairs, keyboards etc will only be provided with further such equipment following your DSE Assessment and where appropriate advice from Occupational Health.

If it has been agreed that employees will work at home as part of a reasonable adjustment due to a disability, then arrangements may need to be made to provide the relevant equipment at home.

Travel Expenses

Where any journey commences or finishes at the employee's home, the full address must be given. In these circumstances, the mileage claimed should be that which is additional to that which would be undertaken in normal travel to/from the normal place of work (except for out of hours call outs etc). If in doubt, consult your Line Manager.

Insurance

IT equipment provided by the council as part of an agile working arrangement can be covered by the council's insurance policy, but only the hardware, and providing its value is more than £1,000 and that the details are notified to the Insurance Office.

Employees working at home as part of agile working are covered by the council's Employer's Liability Policy only in as far as the Council can be seen to be in breach of duty of care. Any accidents must be reported immediately in accordance with the council's guidelines.

8. INFORMATION GOVERNANCE

Employees should familiarise themselves with the council's Health & Safety Policy and IT policies. Further information and advice on these policies, procedures and guidance can be found on the intranet (see links below).

Any breaches of these policies may lead to an employee being subject to the council's Disciplinary Policy. Security of equipment and information are particularly important when employees are working in an agile way.

Security of Equipment

Equipment provided by the council for work purposes such as laptops, mobiles and memory devices must be kept secure. Laptops and equipment not in use should be kept secure.

When working at home, efforts must be made to secure equipment by ensuring they are out of sight of windows and doors to deter thieves.

Employees should take all reasonable steps to safeguard equipment from loss or damage. Laptops should not be left unattended in vehicles.

Security of Information

Employees have a personal and professional responsibility to keep information safe and to be aware of confidentiality regardless of their working environment. The data protection section of the ICT Policy should be read prior to the commencement of agile working.

Security of Employees

There may be instances where employees are required to work alone where help is not immediately available and where they could be exposed to higher risks from their work, equipment or surroundings. Working in these circumstances should carry no greater risks than any other form of working. The Lone Working Code of Practice details a range of agreed generic control measures and procedures to safeguard employees whilst carrying out their day to day lone working duties.

9. FURTHER INFORMATION

For further information and guidance managers should contact HR.

10. ADDITIONAL RELEVANT POLICIES

Flexible Working Policy

<http://cbcportal/HumanResources/Policies%20%20Procedures/Flexible%20working%20policy.pdf>

Homeworking Policy

<http://cbcportal/HumanResources/Policies%20%20Procedures/Homeworking%20Policy.pdf>

Health & Safety Policy

<http://cbcportal/HealthSafety/Safety%20Policy/Forms/AllItems.aspx>

IT Policies

<http://cbcportal/InformationPolicies/Documentation/Forms/AllItems.aspx> and <http://cbcportal/ICT/SitePages/Home.aspx>

Lone Working Code of Practice

[???? to be confirmed once on intranet](#)