

# Agile Working Policy and Procedure

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 an agile and blended working environment.

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## Version Control and Summary of Changes

Version number	Date	Comments (description change and amendments)
1	May 2016	New policy
2	October 2017	Review of policy following implementation of Agile Working within the Trust and to integrate with the Remote and Mobile Working Policy.
3	May 2022	General review & refresh of expired policy and ensuring alignment with Trust's new blended working principles.  Specific sections updated:  7.1 Health & wellbeing 7.3 Desk booking process 8 GDPR 9.1 Health & Safety requirements 9.2 Data Protection, Security and Confidentiality of Materials 10.0 Information & equipment security
4	June 2023	FAQs added as appendix 6  Definition of an agile worker updated in respect of designated bases.

### For further information contact:

Human Resources

### Equality Statement

Leicestershire Partnership NHS Trust (LPT) aims to design and implement policy documents that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. It takes into account the provisions of the Equality Act 2010 and promotes equal opportunities for all. This document has been assessed to ensure that no one receives less favourable treatment on the protected characteristics of their age, disability, sex (gender), gender reassignment, sexual orientation, marriage and civil partnership, race, religion or belief, pregnancy and maternity.

### Due Regard

LPT will ensure that Due regard for equality is taken and as such will undertake an analysis of equality (assessment of impact) on existing and new policies in line with the Equality Act 2010. This process will help to ensure that:

- Strategies, policies and procedures and services are free from discrimination.
- LPT complies with current equality legislation.
- Due regard is given to equality in decision making and subsequent processes.
- Opportunities for promoting equality are identified.

Please refer to due regard assessment (Appendix 8) of this policy.

### Definitions that apply to this Policy

<b>Agile Working</b>	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. This could be from a Trust building, within the community, client sites, 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.
<b>Flexible Working</b>	Flexible working is the term used to describe the different ways in which staff can change their working pattern including part time hours, job sharing, annualised hours and term time only working as some examples.
<b>Blended working</b>	Blended working has been defined as a way of working that combines on and off-site working, as well as flexibility in when, and for how long, workers engage in work-related tasks. While it encompasses the elements of flexible working, blended working goes beyond this; it is concerned with the impact that work flexibility has on work-life balance.
<b>Mobile Devices</b>	A mobile device is a portable computing device such as a smartphone or tablet computer.
<b>Work Styles</b>	The different work styles describe and define the mobility and flexibility of location for each individual member of staff.
<b>Homeworking</b>	Home working is the term used to describe when an employee uses their home as a base to complete work from.
<b>Touchdown space</b>	A touchdown space is an area where an LPT employee can work from their laptop quickly and efficiently, while offering adequate internet access. It can be a private room, lounge, conference room or collaborative area. A touchdown space allows employees to quickly respond to an email or call in between meetings or tasks
<b>Hot desking</b>	A hot desk is a desk that can be used by any employee to complete work from as is not occupied by a “fixed” employee. However, “fixed” employees’ desks can be used as hot desks if the employee is not using the desk e.g. due to a non-working day or being on annual leave.
<b>Due Regard</b>	Having due regard for advancing equality involves: <ul style="list-style-type: none"> <li>• Removing or minimising disadvantages suffered by people due to their protected characteristics.</li> </ul>

- |  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.</li><li>• Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.</li></ul> |
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## **1.0. Purpose of the Policy**

The agile working policy sets out a supportive framework which enables staff to work in a different way, which can include blended working. The Trust introduced the blended working principles (appendix 1) in August 2021.

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 when working agilely.

This policy also addresses information security and confidentiality requirements for staff who work may work agilely e.g.:

- 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 or educational premises
- Use mobile devices in the course of their work.

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

- accessed using the Firefly Wi-Fi from over 400 locations across LLR
- accessed via the Internet using a secure remote access (VPN) solution
- facilitated by secure encrypted devices (smart phones/ tablets/ hardware encrypted laptops configured for use with Firefly)
- Used to provide secure access to information and also to facilities such as conference calling; secure electronic communications.

## **2.0. Summary and Key Points**

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. This could be from a Trust building, within the community, client sites, home working and hot-desking.

Blended working is a working pattern which combines on and off site working, as well as flexibility in when, and for how long, workers engage in work-related tasks.

Agile and blended working provide staff with the opportunity to choose how and where they undertake their roles by introducing an element of choice which will ensure that the needs of the service user are best met. However, it must be noted that there is no expectation for staff to work from home. It has been recognised that personal circumstances or personal preferences may influence an employee's decision with regards to home working although these staff may be expected to adopt other elements of agile working or blended working. In such cases where an individual does not want to work at home, other elements of agile working must still be considered.

## **3.0. Introduction**

Leicestershire Partnership NHS Trust (the "Trust") embraces blended working approaches.

Agile and blended working across the Trust releases financial and productivity gains for the organisation, and provides an enhanced working environment for staff, as well as improving service delivery. Agile working also links to the Trust's sustainability plan; placing emphasis on the importance of sustainable economic growth and the health and

well-being of both staff and service users. The benefits of improved work life balance and reduced travel make a direct contribution to this strategic priority.

Although the nature of several of the roles within the Trust cannot be classed as totally agile, there is considerable scope in many cases for some form of agile or blended 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.

All staff should act in accordance to our Trust leadership behaviours for all and be able to evidence adherence in situations that involve adverse weather. A fundamental approach to developing our Leadership behaviours for all is our ability to both give and receive feedback in a positive and insightful way. The feedback method is based on defining; Context, Understanding, Behaviour and Effect (CUBE).

#### 4.0 Who can access Agile or blended working?

All Trust staff are eligible for agile and blended working with the following exceptions:

- Inpatient Services
- Staff Identified as Fixed Workers
- Staff with a condition or disability which limits their ability to undertake agile working (Not all staff with a disability/underlying condition will fall into this category and advice can be sort from Occupational Health if required).

The matrix below defines the 2 broad definitions for Trust staff. The exact approach to be taken for each member of staff and team will need to be agreed between teams to ensure that service needs are met and, where possible, meets individual preferences for blended working:

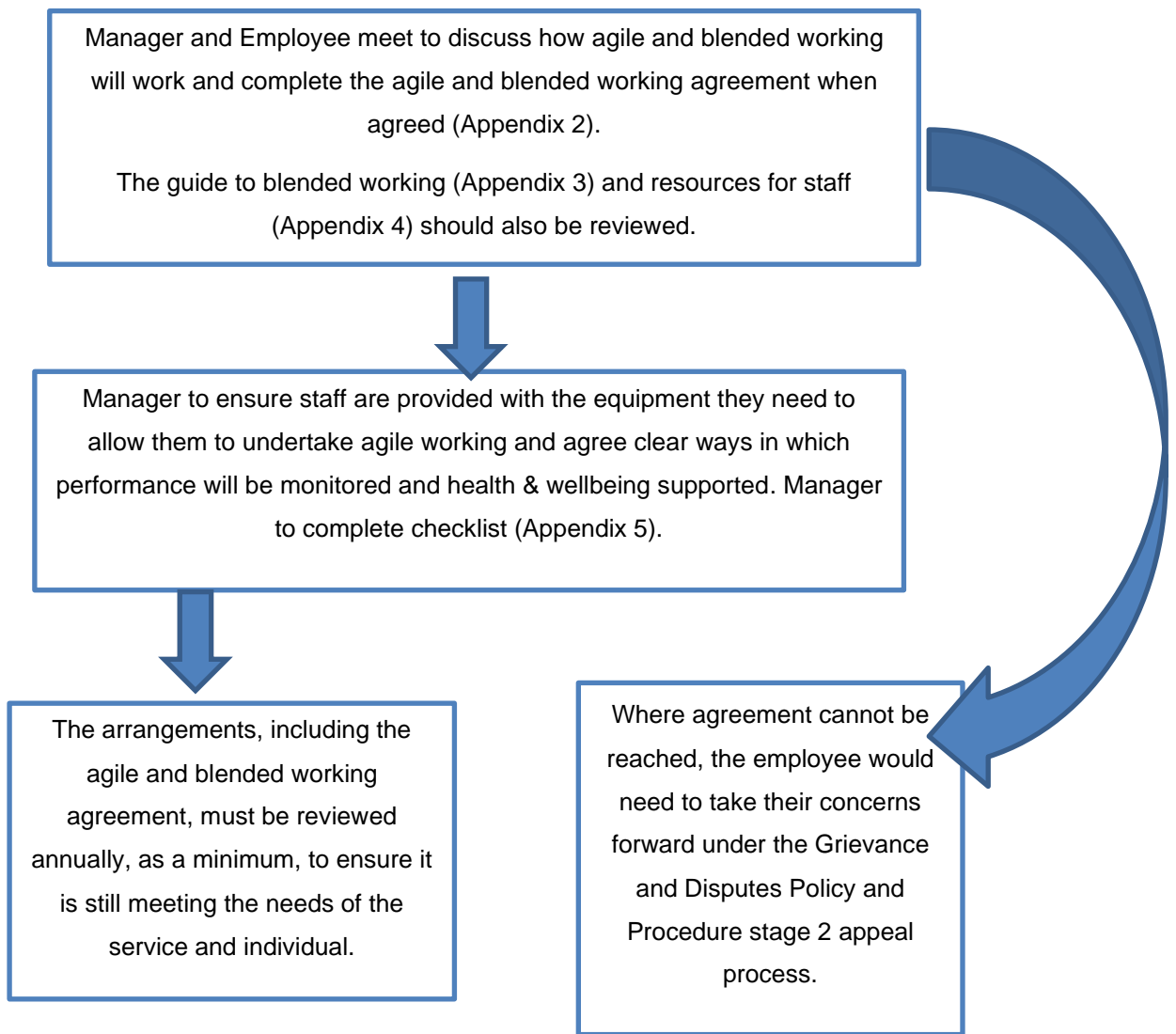
<u>Agile/Blended workers</u>	<u>Fixed Workers</u>
<ul style="list-style-type: none"> <li>• Spend most of their time working away from a fixed Trust base</li> <li>• May travel across trust/non trust sites</li> <li>• If clinical, carry out assessments in patient / service user homes</li> <li>• Workload is not location dependent</li> </ul>	<ul style="list-style-type: none"> <li>• Spend most of their time working at a fixed location (circa. 90% of time)</li> <li>• Do not have an option to work from other locations</li> <li>• Example Job Roles - Receptionist, Single Point Access (SPA) Worker</li> </ul>

*(Additional considerations and processes must be in place for Homeworkers and information regarding this can be accessed through the Trust's Flexible Working Policy and Procedure, to ensure a consistent approach to home working is embedded across the Trust).*

After consultation and assessment between the individual and relevant line manager, where the individual is identified as agile, an agreed way of working should be implemented. The agile and blended working agreement (appendix 2) will need to be completed to ensure that staff and managers are clear about requirements, including the support for health and wellbeing of staff.



The flow chart below sets out the process:



## **5.0 The Benefits of agile and blended working**

Undoubtedly, the key corporate benefits are a reduction in costs and increase in productivity at the same time as supporting staff health and wellbeing.

### **For the Trust agile and blended 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 agilely, 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.

### **For staff agile and blended 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 a temporary problem where travel to the office is not possible.
- Reduce the time spent travelling to a specific base or between meetings 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.

## **6.0 The Principles of agile and blended working**

In order for agile and blended working to become successfully embedded within teams, an agreement must be reached between the staff member and manager with regards to the logistics of the blended working arrangement.

When considering the practicalities of agile and blended working, both parties must be mindful of the following principles:

- Some options may not be operationally practical for certain jobs.
- Operational feasibility and quality standards, including Health and Safety, Information Governance, legislative and security of equipment requirements, must not be compromised.
- Contractual changes to terms and conditions of service 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.

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

Although agile and blended workers will not always work standard office hours (unless the role dictates this), it is essential to plan and agree a work programme for others (e.g. the manager, the rest of 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. The hours of work must be agreed in advance allowing employees who are using their homes as part of their blended working arrangements, to have a right to privacy out of hours and be able to separate their working and home lives.

The ability to work 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.

**Employees must note that the ability to work from home is not a substitute for childcare or similar carer responsibilities, except in an emergency where usual arrangements have been impacted by e.g. childminder illness. It is the staff member's responsibility to ensure adequate provision is in place, should they choose to work from home.**

## **7.0 Support for agile and blended working**

Information in the following section covers the following:

- Health & wellbeing
- Hot desks and Agile Space
- Clear Desk Principles
- Desk Booking
- Front Line Service Provision
- Designated Bases for Travel Claims
- Supervision Arrangements
- Pregnant Workers
- Student Placements

### *7.1 Health & wellbeing*

As well as the practical support for agile and blended working outlined in this policy, it is important that staff health & wellbeing is supported when working in an agile or blended manner. The Trust has many resources on staff net e.g. virtual meetings best practice, healthy working day guidance to support staff. Training is also available e.g. Leading Remote Teams for Managers.

All staff and managers should ensure that agile and blended working supports the seven elements of the NHS health & wellbeing model:

- Improving personal health and wellbeing
- Professional wellbeing support
- Data insights
- Environment
- Managers and leaders
- Fulfilment at work
- Relationships.

Teams and managers will need to ensure that social connections and team working are supported for all staff who are working in an agile or blended manner. It is reasonable for managers to request that all staff attend a physical workplace on a regular or ad hoc basis to support team cohesion and service provision.

### *7.2 Hot desks and Agile Space*

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 banks of hot desks should be used by visiting staff or alternatively individuals should approach a team member to ask if they may work from a free desk within that team.

Staff must remember that they can work from any Trust location and managers and staff must ensure colleagues feel comfortable when 'touching down' at temporary desks and zones.

Agile spaces have been identified within the Trust and details can be found on Staffnet.

### *7.3 Clear desk principles*

Every desk is a potential hot desk and as such should not contain any personal belongings such as photographs, plants, mugs etc. All desks should be clear except for any IT equipment located on the desk. This includes desks allocated to 'fixed' workers, as they should be clear and available for use by other staff during periods of absence such as annual leave, sickness or non-working hours. For further guidance please refer to the Clear Desk Clear Screen Policy within the Trust's Information Security Policy.

### *7.4 Desk booking*

Desks in agile spaces must be booked in advance using the booking system, where applicable.

Tutorials are available on Staffnet, with both text and images showing a step by step approach, to access the website or mobile application. Once you have gained access to the booking system, you may also find work colleagues and suitable desk space, with the right IT kit.

The desk booking system will allow you to book a space to work safely. The software has many features for example: booking a desk with the specific equipment you need whilst in the office, or the ability to view which colleagues are in on that day, to promote collaborative working.

There will be a minimum desk set up at each work station. This will include a desk riser, USB Keyboard, USB Mouse, Universal dock (which works with all generations of laptop) a single monitor and DSE chair. Additional equipment may be made available with a current Occupational Health Assessment.

Guidance notes provided will be sent automatically by email with your desk booking confirmation, via the link on Staffnet. It is important you review these each time you attend the office, as they are reviewed and updated in line with National and NHS COVID-19 health and safety advice.

### *7.5 Front line service provision*

Agile or blended working must not affect the provision of services and therefore managers must ensure that they have systems in place to maintain suitable presence, as required and to monitor the level of available front line staff on duty at any one time.

Service provision and responsiveness should also inform blended working boundaries and any agreements related to working from home. As such it is essential to plan and agree a work programme and communicate this with the rest of the team through the use of Outlook diaries or clinical ledgers so that all are aware of an individual's working patterns, current location and contact arrangements. Hours of work must be agreed in advance allowing employees the right to privacy out of hours enabling them to separate work and home time. Developments in technology will lead to developments in the support available for lone workers and these should be introduced and monitored in line with the Lone Working Policy.

#### *7.6 Designated Bases for Travel Claims*

The criteria for an employee to change their base locations is primarily intended to support those colleagues whose roles require them to frequently (on average for at least half of the days in their working week with multiple moves throughout a working day/shift) work from multiple different locations within the Leicester, Leicestershire, & Rutland (LLR) geographic area, in order to undertake their normal work activities.

If you are an agile worker and your current base is causing issues with operational efficiency and effectiveness, it may be appropriate to request a change. However, any request to change base must be agreed upon between you and your line manager.

For staff who meet the above criteria there is an option to work from alternative locations to allow for improved efficiency and a more effective service. In these cases the staff may be given a designated base for travel claim purposes. The criteria for defining a designated base is a health or care building which has access to the Firefly WiFi network which an agile worker could realistically touch down at to enter data upon an Electronic Patient Record system. The designated base would be the first site that the agile worker would pass on their natural commute to their normal geographical patch of work once they cross the boundary of that patch, however if they cover the entire County then it would be the nearest site to their home.

#### *7.7 Supervision Arrangements*

Managers and staff should explore opportunities for both formal and informal management and clinical supervision and agree any changes to the current format prior to commencing blended working. Line management supervision should be a forum for discussing performance against pre-agreed performance management outcomes and discuss any concerns related to blended working practices as well as an opportunity to discuss additional support and training opportunities.

The ongoing health & wellbeing of staff should be monitored through regular review of blended working arrangements by managers. Managers should allow opportunities to meet virtually via Microsoft Teams where appropriate but also ensure staff have access to support and supervision in a face to face setting.

#### *7.8 Pregnant Workers*

New and expectant mothers may be impacted by the adoption of agile and blended working within the Trust. The ability to have greater control over the management of their workload both in terms of appointment/meeting management, and the ability to work agilely could positively support staff during pregnancy and during their return to work following maternity leave.

Conversely, it should be acknowledged that staff may see an increased moving and handling risk associated with carrying both IT and clinical equipment and therefore some

elements of blended working may be sacrificed during this period. Changes should be agreed with their manager.

The law requires employers to assess workplace risks for all employees and take practical action to control those risks (Management of Health & Safety at Work Regulations 1999). In addition employers must take particular account of risks to new & expectant mothers. These risks may come from display screen equipment use, driving at work, moving and handling and other health and safety issues outlined in the New and Expectant Mothers risk assessment which can be found on Staffnet.

### *7.9 Student Placements*

Supporting high quality education for students is a core element of the Trust's business and the organisation supports staff to develop and demonstrate a positive culture in which students can learn.

Agile and blended working should not compromise a student's ability to learn whilst on placement or the capacity for students within a service. It is inappropriate and outside of Trust policy to allow the student to work alongside colleagues in their homes. Being shadowed by a student should not pose significant problems for teams when it comes to agile and blended working, providing suitable working arrangements are in place to manage such situations. Students also need to learn about how their future working patterns will incorporate more use of digital and remote working.

Where there is a service requirement to undertake working from home, suitable alternative arrangements need to be made for the student. This could include providing students with equivalent mobile devices to their supervisors/mentor/assessor to ensure they continue to receive high quality learning experiences.

It may in some circumstances be more suitable for team members to give up this element of blended working completely while undertaking the role of mentor.

## **8.0 Impact on Employment**

Consideration must be given to the legal implications associated with Blended working. Below summarises the key points, please refer to the Flexible Working Policy for more details.

It is essential that managers consult with Human Resources when a significant change is made to an employee's working arrangement e.g. the move to full time home working. Advice can then be given on the impact of the working pattern according to current legislation.

Blended working can be advantageous to those with caring responsibilities and those with medical problems or disabilities, particularly when considering reasonable work adjustments, in accordance with the requirements of the **Equality Act (2010)**. (See the Trust's Reasonable Adjustments Policy). However, individuals must be mindful that as previously outlined, blended working is not a substitute for childcare arrangements.

**The Working Time Regulations** which places restrictions on working excessive hours came into force on 1 October 1998 and must be considered in respect of Blended working. (See the Trust's Working Time Regulations Policy and Procedure).

**The Flexible Working Regulations**, enacted through the Employment Rights Act 2002, gives all employees a statutory right to apply for flexible working. The implementation of Blended working therefore supports this Act.

The Trust as data controller for staff, member and service user person identifiable information, must comply with six, legally enforceable, principles of good practice for all processing under Data Protection legislation (Data Protection Act 2018, UK GDPR). Please refer to the Data Protection & Information Sharing policy.

Managers must be mindful that careful consideration and additional processes may need to be put in place if one or more the following apply:

- Burden of additional costs on service and/or individual
- Detrimental effect on ability to meet Service User demands
- Inability to reorganise work among Existing Staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Insufficient levels of activity required during the periods the employee proposes to work
- Detrimental impact on performance
- Planned structural changes.

Blended working is a benefit to employees and as such, should not impact on the staff member's terms and conditions of employment. Employees will retain their contractual terms, including base of work, and all mileage claimed will be in line with NHS Terms and Conditions of Service.

## **9.0 Managing the risks associated with agile and blended working**

While the ability of the Trust to have assured, secure remote access facilities can provide the opportunity for the increased development of agile and blended working practices, it also gives rise to the potential for increasing risk in some areas. These include:

1. Health and Safety (including risk associated with the home environment)
2. Data Protection, Security and the confidentiality of materials
3. Flexible working arrangements and performance management
4. Allocation of equipment
5. Insurance arrangements.

The risks associated with the agile and blended working issues above will be mitigated by the procedures outlined in this section and the appendices of this policy.

### **9.1 Health and Safety (including risk assessment of the home environment)**

The Health and Safety at Work Act etc.1974 (HASAWA) places specific duties on employers, self-employed people and employees with employers having a duty to protect the health, safety and welfare of their employees.

In addition, staff and managers who work from home have individual responsibilities under Health and Safety regulations.

Staff have an individual responsibility to assess all workspace (agile/hot desk and home working environments) that they use and at each location following the Trust DSE principles, set out in the assessment process. and therefore the DSE assessment

eLearning course explains these principles to support staff to undertake the assessment process following a step-by-step guide. This training is included in the Trust's Mandatory Training offer and is available on U-Learn.

Additional reasonable adjustments and DSE equipment will be provided by the Trust when identified through the DSE assessment process, following the DSE principles for agile, hot desking and home working. These will need to be agreed by the local DSE assessor/ manager/ Health and Safety compliance team and funded by the service.

Managers and staff need to agree on a number of Health and Safety practicalities and assess the potential risks when working agilely, hot desking and working from home, encompassing the work activity and the different environments, including but not exclusive to:

- Lone Working
- Personal Safety
- Moving and Handling
- Safety and security of buildings and assets
- Fire
- Working from home environments, staff wellbeing, regular contact, communication and assets
- DSE
- Security
- Information Governance.

Portable Appliance Testing (PAT) - Managers will be advised 28 days in advance of a scheduled PAT which ensures they have sufficient time to notify staff that all equipment (including agile/home working IT equipment) must be brought to an appropriate base for testing. It is a manager's responsibility with the support of their staff, to ensure all electrical team equipment is tested on an annual basis.

Additional DSE guidance for blended working and staff wellbeing advice for home working is available on Staffnet.

## **9.2 Data Protection, Security and Confidentiality of Materials**

### *9.2.1 Confidentiality issues*

Confidential information does not just refer to information containing personally identifiable details, information relating to the business dealings of the Trust may also be confidential. Staff must ensure that they avoid holding confidential information agilely as far as possible and where it is unavoidable, it should be the minimum amount to enable them to complete their duties.

The risks associated with a particular employee working occasionally from home will depend on the nature of the work, the type of records used, the access required and the employee's home circumstances.

Each employee must take responsibility for the confidentiality of any records held agilely (either in paper or electronic form) and for their transportation. Any paper documents must be disposed of according to Trust policies (and at a Trust site) and staff must not print documents and take 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 regard to Data Protection regulations.



Ideally paper diaries should not be used, but where they are, staff are reminded that they have a responsibility to ensure that no person identifiable information is held in their paper diary. Please refer to the 'Guidance on the Use of Work Diaries and Associated Recording Workbooks', which can be found on the staff intranet.

The manager will need to satisfy themselves that the risk associated with agile and blended working have been adequately dealt with and this policy and procedure should be read in conjunction with the Trust's Information Lifecycle and Records Management Policy.

### 9.2.2 *Security issues*

Personal confidential information held either in paper formant or on electronic devices such as computers, mobile phones, tablets, encrypted memory sticks (SafeSticks) must be held securely, whether being accessed at base, from another Trust site or-agilely (including at home).

Managers must ensure their staff:

- Know their responsibilities under Data Protection Regulations and the Trust's Information Risk & Security policy.
- Never leave a computer with personal confidential information on screen.
- Never leave your computer 'logged on' when unattended.
- Ensure that rooms containing computers and other equipment, are secure when unattended, with windows closed and locked and blinds or curtains closed.
- For staff who may work from home occasionally, home security must be at the same level as at work.
- If using the telephone, MS Teams or other service to communicate with others ensure the environment is appropriate to maintain confidentiality and security of the information discussed including away from other members of the household
- Only agreed persons should be present in confidential Teams meetings.
- Do not hold person identifiable information on non-trust electronic devices.
- Ensure equipment and other materials not retained securely on LPT premises are not left in cars overnight and are instead secured in the individual's home.
- Paper health records should not be removed from Trust premises except under exceptional circumstances, when they must be tracked to the user and never left unattended.

### 9.2.3 *E-mail, Internet and Intranet Facilities*

Use of these facilities is encouraged, including approved Apps, subject to certain conditions as described in the Trust's Social Media and E-communications Policy. In particular, facilities may not be used for the viewing, receipt or distribution of material that might be considered offensive, that breaches copyright or other legislation or that might bring the Trust in to disrepute for any reason. Trust facilities may not be used for business purposes, other than legitimate Trust business. Access to the Internet, other than for legitimate Trust business, is prohibited except during off-duty hours (i.e. before or after your shift, or during official breaks).

When working agilely, 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.

Failure to adhere to Trust policies may lead to withdrawal of the facility and/or disciplinary action being taken.

### **9.3 Performance Management Arrangements**

Managers need to agree measurable outcomes with all of their staff, and what constitutes effectiveness for their service areas. This should cover such issues as productivity; quality of work; service standards and timeliness. These will need to be considered and reviewed by the manager at regular periods.

The most effective way of monitoring the work of a blended working employee is to concentrate on their outputs rather than traditional methods including hours present at base. This relies on collaborative working through the agreement and regular monitoring of clear, realistic and achievable performance targets and indicators.

Both outcomes and behaviours must be monitored in order to understand progress and development with staff. Consideration should be given to:

- Measurable outcomes (deliverables)
  - What are they?
  - How to gather the data?
  - How often to review?
  - How to review?
- Behaviours (statement of values)
  - What are they?
  - How to gather the data?
  - How often to review?
  - How to review?

Where concerns regarding an employee's performance are identified then the blended working arrangements will be reviewed with immediate effect by the manager and can be suspended whilst the performance issues are addressed in line with the Trust's Supporting Performance Policy.

### **9.4 Allocation of Equipment**

Each agile and blended worker will be allocated the appropriate IT equipment to enable them to perform their role. Specialist equipment will be provided to individuals should a Display Screen Assessment deem this necessary however, this equipment will be provided at the place where they predominantly work and not across multiple sites. Consideration will be given to duplicate purchases as part of the Reasonable Adjustments Policy to allow staff with a diagnosed disability to access the benefits of blended working.

All members of staff are personally responsible for the safe use of equipment provided by the Trust; any loss or damage to equipment must be reported immediately to their Line Manager, raise an eIRF and reported to the LHIS service desk. All equipment must be returned to the Trust prior to an employee leaving their employment.

### **9.5 Insurance, Mortgage and Tenancy Arrangements**

As with using a vehicle for business purposes there may also be insurance implications if staff choose to work occasionally from home. If the individual and manager both agree to the inclusion of home working within the employee's blended working arrangements, then the individual must contact their insurance company to confirm there are no restrictions on

their domestic policy. 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. Information and Equipment Security**

The following section provides information and equipment security requirements.

- Multi Agency Settings
- Authorisation
- NHS Equipment
- Non NHS Equipment
- Physical Security
- Backup
- Maintenance
- Accounting and auditing

### **10.1 Multi Agency Settings**

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
- Sharing must be in line with the Caldicott principles.
- Sharing with non-NHS agencies should be supported by an Information Sharing Agreement.

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. Staff should confirm with line management the accepted practice on site but be mindful of the following:

- Trust Clear Desk and Clear Screen Policy must be adhered to
- Screens must be angled towards the health bank of desks and away from others
- Use Ctrl Alt Delete pressed together to lock your screen from unauthorised view
- Keep a cover sheet handy to cover personal confidential data (pcd) on your desk from unexpected visitors
- Collect confidential printouts in a timely fashion and store securely
- Keep paper records locked away when not needed.

### **10.2 Authorisation**

Use of information processing equipment capable of storing data outside of this organisation, for work purposes, including laptops, tablets and phones, memory cards and devices that use them (e.g. projectors, digital cameras, digital recorders) will be risk assessed, controlled and authorised. (Ref. Information Security Policy Part 2 *Section 4.7 Access Control Policy*). Those working in an agile manner must use NHS supplied equipment.

### **10.3 Risks**

When agile working the risks increase in relation to:

- Loss and theft of equipment and data and including removable media
- Disclosure of confidential information to unauthorised persons
- Access to confidential information by unauthorised persons
- Insecure disposal of confidential information

Risk assessments should recommend the most secure solutions for the proposed user activity (Contact the LHS service desk for support). In co-located sites and touch down spaces, such risk assessments and mitigations will be in place. Contact your line manager if in doubt.

#### **10.4 Use of non-NHS owned (e.g. user owned) equipment**

The use of Non NHS equipment, in exceptional circumstances only, must be undertaken in accordance with the Information Security and Risk Policy (section 6.5). The policy is available on Staffnet.

#### **10.5 NHS equipment**

- NHS equipment will be identifiable to a particular user. Laptops are registered via the Landesk System. Mobile devices are registered via Airwatch or alternatively, via the Organisations own records (including billing systems).
- It is the responsibility of the user to obtain authorisation from their line manager to remove equipment, software or information from their main place of work.
- Refer to the **Malware Control** (including anti-Virus) and the Regulation of Software policy for guidance on the use of software/mobile code and the approvals required.
- LHS supplied smart devices and remote access mechanisms (VPN), meet Trust standards (relating for example to cryptography, malware protection, remote disabling erasure or lockout, as appropriate).
- The Trust adopts a self-insuring approach to its IT equipment. Where agile equipment is damaged or lost, the costs of rectification/replacement will be discussed with the individual user and associated budget holder.
- Limited personal use of NHS provided portable equipment and software is permitted but must conform to the rules regarding private work described in Trust Policy (Information Security Policy Part Two, Detailed Requirements, Section // Private Work).
- Use of digital voice or image recording equipment must comply with the Trust Policies relating to voice and image recordings and to the encryption of removable media.
- Use of smart devices for electronic messaging must comply with the Trust Internet and e-Communications Policy.
- Staff must not connect Trust IT equipment directly to the internet without using the Trust secure VPN solution to ensure that data held on the equipment and on the Trust network is not compromised.
- Where a user changes role or leaves the organisation, laptops and PCs will remain the responsibility of management until a new user request re-registers the equipment to a user. Where equipment is not allocated to a user for a three month period, the LHS service desk should be alerted to avoid any licensing implications.
- It is a management responsibility to confirm, for leavers and at change of post, that no sensitive data has been stored on equipment before permitting its onward use. Where sensitive data has been stored, an incident request will be raised with the Service Desk, and the device submitted for re-imaging.
- Staff must ensure that equipment which is rarely or sporadically used is attached to the network for a minimum of 2 hours per month to permit the latest security updates

to take place. NHS Devices held at home, whether used for VPN or as standalone devices, must be brought in and linked to the network on a regular basis.

- Where a user changes role or leaves the organisation, mobile device equipment will be surrendered to line management and a transfer form submitted as appropriate.
- A cancellation form, available on the LHMIS portal, will be completed for mobile device equipment at end of life, and the device returned for recycling.

## **10.6 Physical Security**

### **10.6.1 Transport of IM&T Peripheral Equipment, Software and Information**

Personal confidential information transferred or in transit, or held on removable devices must be encrypted. Use an approved mechanism:

- An encrypted laptop
- a hardware encrypted memory stick
- secure zip and encryption of data files on other removable media
- the [Secure] email option.

Unencrypted personal confidential information held on laptops or removable media must be reported to the Trust Head of Data Privacy or to the LHMIS Service Desk.

Employees will be aware that the security of equipment, software and information carried and used off site is their own responsibility and that they are liable to disciplinary action up to and including dismissal if they fail in these responsibilities.

- When travelling, users must not leave equipment, software, or information (including manual records, removable media; digital pens) unattended at any site including, on public transport or, in a car (unless locked in the boot).
- Equipment should not be stored in car boots overnight.
- Manual records should be carefully stored; cases should be fastened, preferably locked.
- Where possible, when travelling on foot or by public transport equipment should be hidden or disguised.
- It is inappropriate to work on patient related data or other sensitive information when travelling (for example by train/plane).
- Access to equipment, software or data (including manual records/ removable media) should be by authorised personnel only.
- Guard against breaches of confidentiality when using a mobile telephone.
- Protect equipment and information appropriately from exposure to the elements or to strong electromagnetic fields.
- Taking Trust equipment abroad or attempting to access NHS systems from abroad is strictly prohibited and is blocked by our network boundary controls. This is due to cyber security threats emanating from foreign states and to ensure Trust staff do not breach local statutory provisions (e.g. encryption laws, data protection, etc).

Any breach of security must be reported immediately to the LHMIS Service Desk, the Trust using the incident reporting process and to the line manager (e.g. equipment or information loss or theft).

### **10.6.2 Use of IM&T Peripheral Equipment, Software and Data when Off-site and at Home**

'Off-site' working covers a wide variety of environments (including home) and co-located work with partner agencies. Every effort should be made to operate in the most secure way possible. This is particularly true with the handling of sensitive data whether electronic

or paper based. The same discipline over the use and disclosure of this information must be exercised as if the work were being done in a controlled office/clinic environment.

- When working at home, work life and domestic life must be kept separate. Designate a particular space in the home for the duration of that work period. Permit access to this space but ensure the documents and equipment found there are left alone.
- Before any information, particularly paper-based, is taken off-site to work on, ensure that the information will not be required on-site or out of office hours.
- Working off-site is intrinsically less secure than a controlled office or clinical environment. Information may be lost or stolen; and members of the public, or at home, members of the family and visitors, also present a threat to information security. In co-located environments partner agencies may follow different standards which may also pose a threat. Access controls (previously described) and the following physical controls should be applied:
  - Log off from or lock equipment when leaving it, even if only for a few minutes. Authorised password protected screensavers must be used.
  - Store manual records securely; cases, or the home office, or filing cabinets should be locked at all times when not in use (even for short periods). Keys should be held securely. Adhere to the Records Management Policy and Strategy.
  - Portable equipment or removable media should be placed in a secure cabinet when not being used, and passwords/ pin numbers held separately, and the cabinet key held securely. If dedicated storage is not available when at home, as a minimum, store equipment and media out of sight.
  - Guard against breaches of confidentiality when using the telephone.
  - When working at home, position equipment away from sight, ground floor windows, and sources of heat or dampness (e.g. radiators or water pipes). Ensure that all is secure before leaving the house.
  - When working off-site; whether for support or healthcare purposes (e.g. in a patient's home) ensure that data is not displayed to unauthorised persons.
  - When working off site in clinics, schools, offices, or houses (excluding one's own home), equipment, software or data (including manual records), should not be left unattended.
  - Your service may identify locations for dedicated storage where appropriate.

## **10.7 Backup and Continuity**

It is the responsibility of the user to backup data on a regular basis to prevent the loss of critical information. At home or off-site the VPN secure solution is preferred. Where there is no network link (i.e. VPN cannot be used), this should be done to Trust supplied encrypted memory stick. It is recommended that data be loaded to a networked server or system when on Trust or co-located premises as soon as is practicable to mitigate against data loss.

If the portable system is used for processing patient clinical records then the user must ensure that any changes made are recorded in the main clinical record as soon as possible.

Smart devices: do not back up to any non-NHS equipment  
iOS devices: install iTunes on your NHS PC/Laptop for regular iTunes backup of your iOS device when it is attached to the PC using the provided USB cable. The backups are encrypted and stored on the local PC.

Agile working is largely supportive of the Organisation business continuity plan:

- Encourages staff to make use of the Wireless connectivity available across LLR. Wireless connectivity is the preferred access mechanism in case of site or systems failure (VPN being costed for day to day rather than for emergency usage)
- Reduces the reliance of some staff upon fixed base working so reducing the serious loss of site scenarios (though these remain significant for in-patient sites), and enabling flexible work patterns of its staff.

Agile working though, in making staff increasingly reliant upon device connectivity, is vulnerable in the case of loss of connectivity or non-availability of devices such as could be presented by a successful cyber-attack. There is a requirement to ensure that the equipment is attached directly to the network for a minimum of 2 hours per month to ensure that the LANDesk recognises the device and it receives all the relevant security updates.

Services will develop downtime procedures for ensuring communications (e.g. regarding future booked appointments) for agile dependant services.

## **10.8 Malware Control (including anti-Virus) and the Regulation of Software**

HIS will ensure that appropriate anti-virus software has been installed on Trust servers and is maintained up to date. Users are responsible for logging into the network regularly to ensure that their portable equipment anti-virus protection is maintained.

Take measures to reduce risks when obtaining software and downloading files or opening e-Communications.

When obtaining files from or via external networks staff will first ensure that NHS equipment is appropriately logged onto the NHS network either by local login to the hardwired or wireless network, or via VPN login. This to ensure that access to unauthorised web sites is prevented and that files are automatically checked.

Ensure smart device security by accepting supplier security patches and software updates

## **10.9 Maintenance**

All waste documentation, printouts and removable media should be returned in a timely manner to a building where Trust waste disposal procedures are in place and the usual disposal procedures followed. If you are co-located with a partner agency, confirm the expected procedures with your line manager.

## **10.10 Accounting and Audit**

Software and information held on portable equipment is subject to the same audit procedures as equipment and systems used on-site. This also covers information and data stored on removable media or on staff owned equipment.

## **11. Duties within the Organisation**

11.1 The Trust Board has a legal responsibility for Trust policies and for ensuring that they are carried out effectively.

11.2 Trust Board Sub-committees have the responsibility for ratifying policies and

protocols.

11.3 Directors and Heads of Service are responsible for ensuring consistent application and fair of this policy and procedure within the Directorates.

11.4 All Managers and Team Leaders are responsible for:

- Their own and staff member's adherence to this policy.
- To annually review the Blended working arrangements for staff within their area of responsibility, in line with the policy and guidance.
- To ensure that all staff within their area of responsibility receive a copy of the policy and guidance, with an Agreement Form being completed and retained for staff members where appropriate
- To ensure the concepts of managing by outcomes have been successfully explained to all staff within their area of responsibility and appropriate methods to monitor output have been mutually agreed.
- To ensure flexibility, openness and constructiveness in relation to discussions and agreements about Blended working with staff within their area of responsibility, whilst remaining focused on the needs of the service.
- To ensure all staff aware of their responsibility to adhere to the Trust's existing policies linked to Blended working.
- To undertake risk assessments with staff that are required to support Blended working.
- To ensure staff continue to undertake mandatory and role essential training relevant to their post including attending face to face training

11.5 Responsibility of Staff:

- To ensure they are familiar with the content of this document.
- To comply with all conditions contained within this document, for example regarding confidentiality, data protection, health and safety, working hours etc, in a reasonable, constructive and appropriate manner.
- To have joint responsibility with their manager in agreeing their level of agility and how they will carry out their role in a more agile way.
- To ensure flexibility, openness and constructiveness in relation to discussions and agreements about Blended working with their manager, whilst remaining focused on the needs of the service.
- To adhere to the Trust's Blended working housekeeping rules
- To adhere to the Trust's policies linked to Blended working.
- To liaise with their manager for advice or clarification as required.
- To report to the Trust immediately, any loss, theft or damage to Trust IT equipment or the loss of confidential information.
- Raise any concerns arising from agile working arrangements, including health, safety, wellbeing and information governance issues
- Ensuring that when working agilely that they are contactable via telephone, email and Microsoft Teams
- Ensuring their outlook calendar is up to date and can be viewed by the line manager and appropriate colleagues at all times
- To attend all face to face training including mandatory and role essential required for the post.



## 12. Review and Revision Arrangements

This policy will be reviewed on a regular basis in line with HR processes.

## 13. Dissemination and Implementation

This document can be found on the intranet. Given the geographical spread of the Trust the only way to ensure staff access the current version is that it is only available on the intranet.

The implementation of the Agile working policy will be supported by all managers of staff, together with advisors within the Corporate Support Services such as Human Resources, Performance and Information, Health & Safety, Estates and Facilities etc.

## 14. Monitoring Compliance and Effectiveness

Ref	Minimum Requirements	Evidence for Self-assessment	Process for Monitoring	Responsible Individual / Group	Frequency of monitoring
7	Application of this policy to be consistently applied to all staff (new and existing)	Section 4, pages 7 – 8 Appendix 1 and 2	Number of grievances	Strategic Workforce Committee	Ad hoc sample checks
7	Number of approved applications for Blended working formally made in accordance with the procedure	Section 4, pages 7– 8 Appendix 1 and 2	Monitor the increase in successful applications / decrease in unsuccessful applications	Strategic Workforce Committee	Ad hoc sample checks
7	Number of non-approved applications for Blended working formally made in accordance with the procedure	Section 4 pages 7 – 8 and Appendix 1 and 2	Monitor the number appeals	Strategic Workforce Committee	Ad hoc sample checks
7	Employee uptake of Blended working arrangements	Section 4, pages 7 – 8 and Appendix 1 and 2	Staff Opinion survey	Strategic Workforce Committee	Annual

## 15. References and Related Policies

The Trust's Agile working policy has been developed in line with guidance issued by the NHS Litigation Authority and with reference to model documents used in other Trusts and Local Authorities and must be read in conjunction with:

- Flexible Working Policy
- Data Protection, Caldicott and Confidentiality Policy
- Information Lifecycle and Records Management Policy
- E-Communications Policy

- Information Security Policy
- Lone Working Policy
- Display Screen Equipment Policy
- Risk Management Strategy
- Health and Safety Policy
- Reasonable Adjustments Policy
- Supporting Performance Policy.

## Principles for Blended Working – V3

### Blended VS Flexible Working

Blended working builds on the concept of flexible working. Flexible working is an umbrella term used to describe a number of different working patterns that fall outside of traditional hours, such as working from home, working compressed hours, part-time and job sharing. In contrast, blended working has been defined as a way of working that combines on and off-site working, as well as flexibility in when, and for how long, workers engage in work-related tasks. While it encompasses the elements of flexible working, blended working goes beyond this; it is concerned with the impact that work flexibility has on work-life balance.

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#### LPT will:

- Enable staff to adopt a blended working approach where work can be done either at home or in the work place where service delivery supports this,
- Enable teams to determine the blended working approach that best meets the needs of their team and delivery of their service.
- Provide staff with the equipment they need to enable blended and safe working – ensuring reasonable adjustments are made where required.

#### Line managers will:

- Work with teams to develop a blended working approach that balances the needs of service/team/individual.
- Regularly check-in with staff in relation to their health and wellbeing as a priority.
- Provide regular supervision for individual staff members – either in-person or remotely.
- Support staff in staying connected through regular team meetings/team. development sessions are arranged – either in person or remotely.
- Facilitate informal networking opportunities.

#### As members of staff we will all:

- Be flexible in our ways of working to meet service needs, i.e. attending work physically, as required.
- Value one another and work together to develop a supportive working environment.
- Ensure we have the basics to undertake our work whether we are on/off-site and access support when needed.
- Adhere to Trust policy and guidance inc. undertaking DSE assessments and IG requirements all times.

#### General points:

- It is recognised that services/roles will be able to support a blended working approach to a greater or lesser degree and this will not be the same across teams/services/directorates.
- Teams are expected to work together to agree an approach to working that meets service needs and, where possible, meets individual preferences for blended working.
- The Trust empowers teams to develop an approach which works best for their service, team and patients.
- LPT will not mandate that every staff member must spend a defined amount of time in the office where it has been demonstrated that productivity, service delivery and team cohesion has not been impacted or reduced as a result of working in a blended way.

To view the range of blended working guidance, please click on the link: [Your Working Life \(leicspart.nhs.uk\)](https://leicspart.nhs.uk)

Appendix 2

## The agile and blended working agreement form

Name \_\_\_\_\_

Job Title \_\_\_\_\_

Manager \_\_\_\_\_

The completion of this form confirms that the above-named member of staff, together with their line manager, have properly considered all issues relevant to agile and blended working as detailed below. Once completed, this form enables the above-named member of staff to receive 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 manager in the individual's staff file and will be reviewed on an annual basis.

Trust managers must ensure that the requirements of the Flexible Working Regulations 2003 are met (as outlined within the Trust's Flexible Working Policy) and that the above named has read both the Agile Working Policy. Advice should be sought from Human Resources if required.

Trust systems to be accessed				
Home Working applicable?				
Review Date				
Criteria	Yes	No	Date	Additional Comments
<b>General</b>				
Have the general and team / service benefits of agile and blended working been explained and understood?  Please state if blended or agile working has been agreed.	<input type="checkbox"/>	<input type="checkbox"/>		
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?	<input type="checkbox"/>	<input type="checkbox"/>		
Has health & wellbeing been discussed, including what trust resources and support is available?				

Has the requirement to attend meetings face to face, as required, been discussed?				
<b>Criteria</b>	<b>Yes</b>	<b>No</b>	<b>Date</b>	<b>Additional Comments</b>
How will communication between the manager and member of staff be maintained and have the hours for telephone contact been agreed? <i>Managers and staff must ensure that the working time regulations are not breached by the arrangement.</i>	N/a	N/A		Please give details.....
How will performance be measured and outcomes monitored?	N/A	N/A		Please give details.....
Given the fact that agile and blended working enables the working from various locations rather than purely at a designated base, have all the suitable locations been identified and discussed?	<input type="checkbox"/>	<input type="checkbox"/>		
Has the restructuring of day-to-day tasks to align with agile and blended working principles been discussed and explained? (E.g. reduced travel enabling increased volume of home visits etc.)	<input type="checkbox"/>	<input type="checkbox"/>		
Has the travel claim process been explained and agreed where applicable?	<input type="checkbox"/>	<input type="checkbox"/>		
Has the allocation and use of IT and other equipment been discussed? Discussion should cover DSE requirements when working at home.  <i>Can record details about what they are to receive to support the transition to Blended working</i>	<input type="checkbox"/>	<input type="checkbox"/>		
Have any training needs been identified?  <i>If so, provide details of what they are.</i>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Criteria</b>	<b>Yes</b>	<b>No</b>	<b>Date</b>	<b>Additional Comments</b>
Have annual review arrangements been made? (Usually at 1:1s or supervision)	<input type="checkbox"/>	<input type="checkbox"/>		
Has the absence reporting procedure for the department been shared with the individual and the importance of	<input type="checkbox"/>	<input type="checkbox"/>		

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 an HR or Occupational Health if needed.	<input type="checkbox"/>	<input type="checkbox"/>		
Have arrangements been made to ensure the safe storage of records and equipment when not in use?  <i>E.g.: ensuring equipment is not stored in cars overnight</i>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>The section below is only to be completed if occasional homeworking is to form part of the individual's formal Blended working agreement</b>				
<b>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 working at home?	<input type="checkbox"/>	<input type="checkbox"/>		
Have arrangements been made to ensure connectivity to the Internet?	<input type="checkbox"/>	<input type="checkbox"/>		
Is the post holder aware of all health and safety issues and have all the appropriate assessments been completed?	<input type="checkbox"/>	<input type="checkbox"/>		
Has the employee made their insurance company aware of arrangement?	<input type="checkbox"/>	<input type="checkbox"/>		

**I have read and understood the Trust policies in relation to Information Governance and I understand that I am responsible for the equipment and information which I hold/use away from the workplace.**

**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 I have received the necessary information and guidance relating to agile and blended Working and am ready to adopt the new working principles as outlined in the agile Working Policy and associated documentation.**

**Additional Comments**

.....

.....

.....

.....

.....

.....

.....

<b>Signed (Employee)</b>			
<b>Date</b>			
<p>I am satisfied that the above named has undertaken the necessary steps relating to the pre-implementation stage of Blended Working and I therefore sign off this member of staff in readiness for receipt of IT equipment:</p>			
<b>Signed (Manager)</b>			
<b>Date</b>			
<b>Date for review of Agreement :</b>			
<b>No later than</b>			

## Appendix 3

### A Guide to Blended working

The list below provides a sound reference point for a comprehensive list of tips for staff who work in a Blended way:-

- **Manage by what is produced:** - Managers will need to focus on deliverables and results instead of presence and need to find other ways of checking that employees are engaged and on track. There is an expectation of increased productivity with Blended working and a collaborative way in achieving such results. Remember that there are a hundred visual cues that managers usually use every day to check whether an employee is ok and understands what they need to do. Managers will need to identify ways to compensate for this visual feedback and this can be addressed through the management of an individual's productivity and engagement. Conversely, staff will be missing out on the visual cues that tell them that their work is valued. When in the office, the fact that managers smiled or said thank you when they delivered a report, for example, may have added to their sense of motivation. So remember that teams also needs managers to confirm that their work is valued and give them positive feedback.
- **Communicate well:** - Make sure that the lines of communication stay open and that team members and managers communicate regularly when people are working away from base. This could include speaking on the phone, planning in regular face to face time and the use of WhatsApp messenger or Microsoft Teams. Look out for early warning signs that 'Blended working is not working' for a particular employee and take action (revisit their Agreement Form in the first instance). Don't always rely on email. If colleagues speak on the phone or meet face-to face, they are more likely to pick up any issues or worries and it will also be easier for the Blended worker feel they can raise any concerns informally. Communication is the key skill to master if you are to make a success of Blended working.
- **Additional training for some people:** - Provide clear instructions and guidance as to exactly what work is required, as well as clear deadlines. In some cases, employees may benefit from specific training in time management techniques in order to increase personal productivity. In addition, ensure staff are confident with the technology they are provided with and revisit any areas of concern.
- **Trust employees:** - Managers need to develop a culture where employees are trusted and their individual expertise is valued. Be aware of the importance of keeping in touch with staff; however, trusting them to manage their time and workloads effectively removes the tendency to micro-manage.
- **Actively encourage teamwork and social interaction:** - If some or all of the team are Blended workers it is more important than ever that you have regular catch ups and therefore attendance at team meetings is expected unless individuals are on leave. Use time together to share key messages, as well as clarifying overall departmental objectives, but also to allow the team to support each other. Managers are responsible for communicating the overall vision and this will help the team feel motivated and see where their role fits in. The use of WhatsApp Messenger and Microsoft Teams can also be valuable resources to increasing



communication between team members when there is less opportunity for face-to-face interaction.

- **Change the culture of the working environment:** - The fixed employees who are office based may feel resentful of the increased freedom the Blended workers appear to have. Make sure that they know why Blended working has been put in place and consider how their own roles may need to change to complement the staff who are Blended workers.
- **Be clear about what's expected:** - If managers need their Blended staff to be available, to be called or emailed at a particular time, make it clear in advance. If there is no reply to a call, others should not assume that the employee is not working. Expect that the employee will not always be at the end of the phone; unless it has been made clear in advance that this is expected. It is also important to specify any other expectations that managers and colleagues have in advance whilst being about the expected productivity gains. Then the employee will have a clear framework to work within.
- **Recognise that people have a life outside work:** - It is crucial that Managers make sure that their team understands that they are not expected to be on 24 hour call, if they are working under Blended principles. They should make full use of the 'Off' buttons on their computer and mobile phone. Therefore it is important for managers and staff to agree working arrangements in advance so that clear boundaries between work and private life can be maintained.
- **Lead by example:** - Managers can work in a Blended way and show others how well it can work (this also allows them to also enjoy the advantages of Blended working and benefit from a better work life balance).
- **Lead well, manage sparingly:** - Set overall goals and objectives, be clear about required outputs. Staff should immediately begin to see improvements in their work life balance which will then contribute to an increase in productivity for the team, service and Trust.
- **Support:** - Managers should be aware that some staff may be uncomfortable with change and the loss of a permanent desk and the reduced face to face contact with colleagues may have a detrimental impact. They will need extra support during the transition period to get used to the new way of working. Both managers and employees should engage in joint problem solving and troubleshooting to ensure that the Blended working arrangements work effectively. Both parties are responsible for maintaining good working relationships.
- **Clear desk principles:** - Every desk is a potential hot desk and as such should not contain any personal belongings such as photographs, plants, mugs etc. 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.
- **Healthy Habits to be considered**
  - Controlling your environment i.e. put your phone on silent if you are focusing on a particular piece of work, don't feel you have to respond to emails immediately unless urgent, consider noise cancelling headphones and make sure others in the team know when and where you are and when is best to contact you.

- Stick to your contracted hours (don't ignore the working time directive) even though you are able to work those hours more flexibly across the day. You may wish to consider delivering work in chunks, make sure you take regular breaks from your desktop/laptop, unsure you agree when you are not at work with your manager e.g. no work activity beyond 10pm till 8am next day.
- Recognise that face to face team meetings help in ensuring team development but also allows better sharing and team dynamics improving the quality of deliverables.
- Engage in the use of WhatsApp Messenger and/or Microsoft teams and ways of keeping in touch with colleagues when not having as much face-to-face interaction.
- Ensure that you are aware of all the agile space and touch down space that is local to your geographical area of work so that you can use the most appropriate space for the task in hand and to ensure that you are working in the most efficient way possible.
- Utilise your Outlook diary so that your team and manager can clearly see where you are and when you will be available to be contacted.

## Resources for Staff

The Trust has developed several quick reference guides that are available on Staffnet under 'Your Working Life'.

The reference guides are updated as and when new information is available and includes resources on:

- VPN
- Tethering
- How to use your Smartphone
- WhatsApp Messenger
- Wi-Fi App

## Manager's Checklist

The following actions must be undertaken to ensure that an individual is fully prepared for Blended working. For each team member:

- Manager to arrange initial meeting to discuss the suitability for Blended working.
- If home working is applicable, an agreement must be reached between the manager and employee in respect of the suitability and the extent of the home working proposal.
- Ensure health & wellbeing support has been discussed
- Completion of the eLearning modules:
  - Information Governance (introduction)
  - Information Governance (refresher), if applicable
  - DSE Assessments.
- Ensure individual has read the Agile Working Policy .
- Manager to set the review date.

## Appendix 6

### **Supplementary guidance for employees and line managers on the 'Agile Working Policy & Procedure', in respect of changes to work base locations.**

We have received a number of enquiries regarding the correct interpretation of the Trust's Agile Working policy, and to support colleagues in the application of the policy we are providing some additional guidance and examples below:

The criteria for an employee to change their base locations is primarily intended to support those colleagues whose roles require them to frequently (on average for at least half of the days in their working week with multiple moves throughout a working day/shift) work from multiple different locations within the Leicester, Leicestershire, & Rutland (LLR) geographic area, in order to undertake their normal work activities.

If you are an agile worker and your current base is causing issues with operational efficiency and effectiveness, it may be appropriate to request a change. However, any request to change base must be agreed upon between you and your line manager. Additionally, any designated base must meet the criteria outlined in the policy, such as having access to the Firefly WiFi network and being on your natural commute route. It's important to discuss your reasons for the request with your line manager and work together to find a suitable solution.

Where an employee's role would meet the Policy criteria for an 'agile worker', there may be circumstances where their contractual base location is some distance from their home address, and they will be undertaking business required travel to sites that fall closer to home address than their current contractual base location. This will mean that they cannot currently claim some or all of costs of business required travel to these sites.

The employee may request to their line manager (using the application process contained within the Agile Working Policy & Procedure), that their base location is changed to a 'designated base' within the LLR geographic area (and if more limited, within their role specific designated 'patch' ), which is closer to their home address than the location of their current contractual work location. The designated base must be an NHS property with 'Firefly' WiFi connectivity, from which the worker may securely access LPT's online systems required for undertaking their role.

Additional business required travel to locations beyond the designated base, may then be claimed via LPT's normal expenses system, and may allow for improved efficiency in service provision.

## **Frequently Asked Questions**

### **Q: What is an Agile Worker?**

The trust policy identifies agile/blended workers as colleagues who: spend most of their time working away from a fixed Trust base, may travel across trust/non trust sites, if clinical, carry out assessments in patient / service user homes, have a workload that is not location dependent.

After consultation and assessment between the individual and the line manager, where the individual is identified as agile, an agreed way of working should be implemented.

### **Q: How is a designated base defined?**

A: A designated base is defined as a health or care building that has access to the Firefly WiFi network, which an agile worker could realistically touch down at to enter data upon an Electronic Patient Record system. The base must be located within the Geographic area which the employee's role covers (which may be more limited than the whole of the LLR geographic area).

In the case of an agile worker this location would be the first suitable (under policy criteria) site within the geographic area covered by their role, that is passed on their 'daily commute' travel, required to undertake normal work activities. This location could therefore become a designated base location, assuming it meets the criteria outlined in the policy and has been agreed with your line manager in line with the Agile Working policy/procedure application process.

### **Q: What does "normal commute" route mean?**

A: "Normal commute" route refers to the regular path that an agile worker takes to get to their primary work location. In the case of an agile worker this location could be the first

suitable (under policy criteria) site within the geographic area covered by their role, that is passed in travel required to undertake normal work activities.

**Q: How should my contractual base be determined if since COVID-19 I work from home for the majority of the time but when I do travel, I go to sites across LLR for meetings, but not one specific site? i.e. I use agile desks / meeting rooms and do not currently have a primary work location or normal commute route.**

The majority of our services have a designated team base. During the COVID-19 pandemic some of our sites temporarily closed however the majority of these are now open and operational. A small minority of sites are still closed and in these circumstances leadership teams should be working to identify a new team base to enable and support team cohesion, identity and service provision.

**Q: I work in the community services in north Leicestershire. I live in Leicester city. My current base is Coalville HC. I often undertake patient visits on my way into base that I cannot currently claim mileage for. Groby medical centre has Firefly. Can I alter this to be my designated base?**

A: Yes, as this would be within the geographic boundaries that your role covers, and part of your normal commute, that you would pass to get to your place of work.

**Q: I work in the community services in north Leicestershire. I live in Market Harborough My current base is Coalville HC. St Luke's Hospital has Firefly and is nearer to my home. Could this be considered as an appropriate designated base?**

A: No, this would not be considered appropriate as the designated base should be part of the geographical area your role covers, and the first site within that area that you would pass on your normal commute from home to work.

**Q: I am based at Loughborough Hospital and undertake my normal work activities from this location. I live in Lutterworth. Can I change my designated base to Fielding Palmer Hospital and then claim business miles to Loughborough Hospital?**

A: No, the intention of applying a designated base is to allow staff whose normal work requires regular travel to multiple locations across a defined geographic area, to be based from a location that they could 'touch down' in to complete work, with internet access, and which would be part of the normal commute. Changing the base in this circumstance would result in the staff member claiming business miles for part of their commute which would fall foul of HMRC's rules on business mileage.

**Q: I undertake a Community based role, and my normal work activities involve me traveling to undertake client meetings at a number of GP surgeries within East Leicestershire. My current work base is an LPT office in the far East of the County, but there are several GP surgeries that my role covers that are closer to my home than my current base location. Can I request that my designated base' is changed to be the closest of these sites to my home address?**

A: Yes, so long as the proposed location meets to criteria for a designated base, and your manager approves the change via use of the Policy's application process, then your designated base may be changed to the closest site within your role's geographic area.

**Q: My contractual base is County Hall, and I undertake a support function role which requires occasional travel to other LPT sites to attend meetings. The type of work I undertake could also be undertaken from my home or any other LPT office location with secure WiFi access. There are several LPT sites that are closer to my home address than County Hall. Can I change my designated base to the closest LPT site to my home address?**

A: No, as there is no Trust requirement for you to frequently attend work from other locations in order to undertake your role, and as such you would not be considered to be an 'agile worker'. As there is no organisational requirement for the move of your contractual base, your base would remain unchanged. You may through the agreement with your line manager adopt a blended working approach, which may provide you with a greater degree of flexibility by reducing the need to travel to your contractual base for an agreed element of your working week.



## Appendix 7

### The NHS Constitution

The NHS will provide a universal service for all based on clinical need, not ability to pay. The NHS will provide a comprehensive range of services.

<b>Shape its services around the needs and preferences of individual patients, their families and their carers</b>	✓ <input type="checkbox"/>
<b>Respond to different needs of different sectors of the population</b>	✓ <input type="checkbox"/>
<b>Work continuously to improve quality services and to minimise errors</b>	✓ <input type="checkbox"/>
<b>Support and value its staff</b>	✓ <input type="checkbox"/>
<b>Work together with others to ensure a seamless service for patients</b>	✓ <input type="checkbox"/>
<b>Help keep people healthy and work to reduce health inequalities</b>	✓ <input type="checkbox"/>
<b>Respect the confidentiality of individual patients and provide open access to information about services, treatment and performance</b>	✓ <input type="checkbox"/>

## Appendix 8

### Stakeholders and Consultation

#### Key individuals involved in developing the document:

Name	Designation	
Sharon Murphy	Director of Finance and Performance	All members of the Transforming Working Lives Group
Gemma Barfoot	Head of Corporate PMO	
Kamy Basra	Associate Director of Communications	
Lisa Bonser	Service Lead MHSOP	
Audrey Carr	Admin Development and QA Manager	
Val Dawson	Staff Side Lead	
Jonathan Hames	Deputy Programme & Training Manager	
Leanne Hawkes	Interim Director of 360 Assurance	
Sarah Holliehead	Head of Procurement	
Alicia Humphreys	Systems Optimisation Facilitator	
Karin Kaiser	Business Support Manager	
Sally Kapasi	Admin Support Manager	
Bernadette Keavney	Head of Health and Safety Compliance	
Sharon Kidd	Family Service Manager Administration	
Alison Kirk	Patient Experience and Involvement Lead	
Sam Kirkland	Head of Data Privacy	
Christian Knott	Health and Safety Advisor	
Girish Kunigiri	Consultant Psychiatrist and CCIO	
Claire Lacey	Programme Manager	
Pauline Lewitt	Freedom To Speak Up Guardian	
Adam Lovack	Property Officer	
Nicola Manson	Admin Support Manager	
Fiona McNamee	Head of Organisational Development	
Dan Norbury	Head of Employment Services	
Alison O'Donnell	Head of Education, Training & Development	
Chris Poyser	Deputy Director of Finance and Procurement	
Rachel Preston	Mental Health Practitioner	
Anne Senior	AD Contracts, Planning and Workforce Bureau	
Claire Taylor	Senior HR Business Partner	
Helen Walton	Head of Facilities	
Kirsty Whatmore	Senior HR Business Partner	

#### Circulated to the following individuals for update:

Name	Designation
Claire Taylor	Head of Operational HR
Sam Kirkland	Head of Data Privacy
Samantha Roost	Senior Health Safety & Security Advisor
Chris Biddle	Cyber Security Manager
Fiona McNamee	Head of Organisational Development
Claire Lacey	Project Manager, Transforming Working Lives

## Due Regard Screening Initial Screening Template

Section 1			
Name of activity/proposal		Agile working policy and procedure	
Date Screening commenced		25 <sup>th</sup> April 2022	
Directorate / Service carrying out the assessment		Transforming Working Lives Committee	
Name and role of person undertaking this Due Regard (Equality Analysis)		Sharon Murphy	
<b>Give an overview of the aims, objectives and purpose of the proposal:</b>			
<b>AIMS:</b> The aim of the policy is to provide staff with the opportunity to request Blended working practices that suit their work life balance.			
<b>OBJECTIVES:</b> To ensure that the policy is in line with current legislation			
<b>PURPOSE:</b> To bring the policy up to date with Trust Strategy and ensuring it provides clear guidance to staff on what opportunities are available under Blended working.			
Section 2			
Protected Characteristic	Could the proposal have a positive impact Yes or No (give details)	Could the proposal have a negative impact Yes or No (give details)	
Age	Yes – Potential of positive impact on all protected characteristics, as this policy applies to all staff.	Yes, as the Trust may refuse on the requirements for delivering Trust services. There is mitigation in place to reduce the negative impact such as using the Reasonable Adjustments Policy	
Disability	As above	As above	
Gender reassignment	As above	As above	
Marriage & Civil Partnership	As above	As above	
Pregnancy & Maternity	As above	As above	
Race	As above	As above	
Religion and Belief	As above	As above	
Sex	As above	As above	
Sexual Orientation	As above	As above	
Other equality groups?	As above	As above	
Section 3			
<b>Does this activity propose major changes in terms of scale or significance for LPT? For example, is there a clear indication that, although the proposal is minor it is likely to have a major affect for people from an equality group/s? Please <u>tick</u> appropriate box below.</b>			
Yes		No	
High risk: Complete a full EIA starting click <a href="#">here</a> to proceed to Part B		Low risk: Go to Section 4.	√

## Section 4

**If this proposal is low risk please give evidence or justification for how you reached this decision:**

The policy and procedure is low risk, as the Trust has enhanced its flexible working offer in addition to the existing flexible working policy to ensure it is in line with the changes in legislation and supports staff further in their request for work life balance.

**Signed by  
reviewer/assessor**

*Clayton*

**Date** 06/05/22

*Sign off that this proposal is low risk and does not require a full Equality Analysis*

**Head of Service Signed**

*S. Murphy*

**Date** 10/05/22


## Appendix 10

### Training Requirements

#### Training Needs Analysis

<b>Training Required</b>	YES	
<b>Training topic:</b>	Information Governance DSE E-Learning	
<b>Type of training:</b> (see study leave policy)	<input type="checkbox"/> Mandatory (must be on mandatory training register)	
<b>Division(s) to which the training is applicable:</b>	<input type="checkbox"/> Adult Mental Health & Learning Disability Services <input type="checkbox"/> Community Health Services <input type="checkbox"/> Enabling Services <input type="checkbox"/> Families Young People Children <input type="checkbox"/> Hosted Services	
<b>Staff groups who require the training:</b>	All	
<b>Regularity of Update requirement:</b>	Annual update	
<b>Who is responsible for delivery of this training?</b>	E-Learning	
<b>Have resources been identified?</b>	Yes	
<b>Has a training plan been agreed?</b>	Yes	
<b>Where will completion of this training be recorded?</b>	<input type="checkbox"/> uLearn	
<b>How is this training going to be monitored?</b>	Through the Training, Education & Development Group (TEDG)	

## DATA PRIVACY IMPACT ASSESSMENT SCREENING

<p><b>Data Privacy impact assessment (DPIAs) are a tool which can help organisations identify the most effective way to comply with their data protection obligations and meet Individual's expectations of privacy.</b></p> <p><b>The following screening questions will help the Trust determine if there are any privacy issues associated with the implementation of the Policy. Answering 'yes' to any of these questions is an indication that a DPIA may be a useful exercise. An explanation for the answers will assist with the determination as to whether a full DPIA is required which will require senior management support, at this stage the Head of Data Privacy must be involved.</b></p>		
<b>Name of Document:</b>	Agile Working Policy and Procedure	
<b>Completed by:</b>	Sharon Murphy	
<b>Job title:</b>	Director of Finance	<b>Date:</b> 10 May 2022
<b>Screening Questions</b>	<b>Yes / No</b>	<b>Explanatory Note</b>
1. Will the process described in the document involve the collection of new information about individuals? This is information in excess of what is required to carry out the process described within the document.	N	
2. Will the process described in the document compel individuals to provide information about them? This is information in excess of what is required to carry out the process described within the document.	N	
3. Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information as part of the process described in this document?	N	
4. Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	N	
5. Does the process outlined in this document involve the use of new technology which might be perceived as being privacy intrusive? For example, the use of biometrics.	N	
6. Will the process outlined in this document result in decisions being made or action taken against individuals in ways which can have a significant impact on them?	N	
7. As part of the process outlined in this document, is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For examples, health records, criminal records or other information that people would consider to be particularly private.	N	
8. Will the process require you to contact individuals in ways which they may find intrusive?	N	
<p><b>If the answer to any of these questions is 'Yes' please contact the Data Privacy Team via <a href="mailto:Lpt-dataprivacy@leicspart.secure.nhs.uk">Lpt-dataprivacy@leicspart.secure.nhs.uk</a></b></p> <p><b>In this case, ratification of a procedural document will not take place until review by the Head of Data Privacy.</b></p>		
<b>Data Privacy approval name:</b>		
<b>Date of approval</b>	16/05/2022	