



Ways of Working Policy

Report by the Director for Digital & Resources

1.0 Summary

- 1.1 This report seeks approval of the Adur & Worthing Councils Ways of Working Policy.
- 1.2 The proposed new Adur and Worthing Councils Ways of Working Policy is attached as Appendix 1, and would replace the Joint Policy on Working Practices (Appendix 2) and the Joint Office Environment Practicalities Policy (Appendix 3).

2.0 Background

- 2.1 The current Joint Policy on Working Practices was agreed in March 2013 and the Joint Office Environment Practicalities Policy was agreed in July 2013.
- 2.2 The organisation is currently reviewing all the HR policies and this policy has been reviewed as part of Phase 2 of that policy review project.
- 2.3 The policy applies to all staff at Adur and Worthing Councils.

3.0 Proposals

- 3.1 The aim of this policy is to set out the standards for working arrangements to benefit the Councils, their staff and the customers.
- 3.2 It sets out the types of work styles and the logistics and considerations regarding each option.
- 3.2 The changes to the policy and the rationale for those changes are detailed in Appendix 4.

4.0 Legal

- 4.1 The Ways of Working Policy is not a contractual policy and therefore does not form part of the terms and conditions of employment.

5.0 Financial implications

5.1 There are no direct financial implications arising from the policy.

6.0 Recommendation

6.1 The Joint Staff Committee is recommended to approve the Ways of Working Policy, with an implementation date of 1st April 2019

Background Papers:

Adur and Worthing Councils current Joint Policy on Working Practices is available at [Joint Policy on Working Practices](#) and the Joint Office Practicalities Polciy is available at [Joint Office Environment Practicalities Policy](#)

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Schedule of Other Matters

1.0 Council Priority

1.1 To enable the Councils' staff to understand the standards set for working arrangements, which should benefit the Councils, themselves and their customers.

2.0 Specific Action Plans

2.1 Matter considered and no issues identified.

3.0 Sustainability Issues

3.1 Matter considered and no issues identified.

4.0 Equality Issues

4.1 The Equality Impact Assessment for the policy is attached as Appendix 5.

5.0 Community Safety Issues (Section 17)

5.1 Matter considered and no issues identified.

6.0 Human Rights Issues

6.1 Matter considered and no issues identified.

7.0 Reputation

7.1 Matter considered and no issues identified.

8.0 Consultations

8.1 Unison have been consulted with and have agreed the policy.

9.0 Risk Assessment

9.1 Matter considered and no issues identified.

10.0 Health & Safety Issues

10.1 Matter considered and no issues identified.

11.0 Procurement Strategy

11.1 Matter considered and no issues identified.

12.0 Partnership Working

12.1 Matter considered and no issues identified.



ADUR & WORTHING
COUNCILS

Ways of Working Policy

1.0 Overview

- 1.1 This policy applies to all staff of Adur and Worthing Councils. It sets out the standards for working arrangements to benefit the Councils, their staff and customers.
- 1.2 This policy has been developed from a position of trust acknowledging that all staff members work hard and our ways of working should support us in achieving the best outcomes for the residents of Adur and Worthing.
- 1.3 All members of staff have the duty of familiarising themselves with the Ways of Working Charter outlined in point 10 of this policy ensuring understanding and complying with the standards set out. Non-compliance will be dealt with under the disciplinary policy.
- 1.4 All employees have the responsibility for adhering to this policy. Individual areas of responsibility are:
- **Corporate Leadership team** – overall responsibility for ensuring that working arrangements are managed appropriately in accordance with Council policies and publishing/promoting the adoption of this policy across the Councils.
 - **HR team** - reviewing this policy to ensure it is effective.
 - **Managers** – the day-to-day management of working arrangements, ensuring staff under their supervision comply with working time regulations, ensuring they comply with the Ways of Working policy, the Ways of Working Charter, responses to flexible working requests and ensuring compliance with this policy.
 - **Employees** - familiarising themselves with, and ensuring that they comply with the Ways of Working policy and adhering to the Working Time Regulations with respect to weekly working hours and rest breaks.
- 1.5 This policy should be interpreted in accordance with the Equalities Act 2010 and shall be applied fairly and consistently to all staff.

2.0 Work Styles

- 2.1 All Adur and Worthing staff are assigned one of the below 'work styles' deemed suitable for their role.

- 2.2 **Fixed Work-style** - The fixed worker will be one who works from a single office location. Staff will work from any desk designated for fixed workers unless they have an exceptional reason for staying at the same desk as agreed with their manager (i.e. specialist equipment that cannot be moved).
- 2.3 **Flexible Work-style** - A flexible worker will be one who works from a variety of locations in order to meet the obligations of the role in an efficient and effective manner. This flexible work style aims to reduce the amount of travel and its detrimental time and environmental impact. The locations of work may be any of the council's sites and are subject to appropriate risk/data security assessments, other locations agreed in advance, such as the worker's home or other designated Council building. Staff will be able to work from any desk designated for flexible workers specific areas will be available for flexible workers. Discussion between employees and their line manager may take place to ensure the needs of the service are being met.
- 2.4 **Mobile Work-style** - A mobile worker may be a member of staff who has to undertake on-site inspections and other field based work from any location to meet the obligations of the role in an efficient and effective manner using, where appropriate, portable technology to support the works. This includes those workers who are based at one of the Council locations, but do not require a desk. If a mobile worker is going to work at other locations, such as the worker's home or a designated Council hub, this should be agreed in advance with the line manager.

3.0 Changes to Work Styles

- 3.1 Flexible or mobile working arrangements may be suspended for short periods for operational reasons e.g. to cover staffing in the office or specific project.
- 3.2 Flexibility including the option to work from home will normally cease where:
- (a) Staff are receiving support for performance management.
 - (b) Staff that have a formal warning under the disciplinary procedure.
 - (c) Staff are receiving temporary close supervision in order to obtain data on work output .
 - (d) Where advice from Occupational Health indicates that home working is not appropriate.
 - (e) Where the needs of the service cannot be met through home working.
- 3.3 The Councils reserve the right, at any time, to reconsider the work-style under which a member of staff works, in line with the procedure available on the intranet.
- 3.4 A manager may also discuss and review arrangements for working from home where an individual's working pattern is having an adverse impact on other team members. This may include people coming into work for operational needs.

- 3.5 A pattern of work agreed by a manager can be as detailed or general as the manager determines, at their absolute discretion, to ensure that the needs of customers and the service are met as ensuring clarity for the member of staff.
- 3.6 For any formal requests to contractually change working patterns, please see the Flexible Working policy available on the intranet. Where a contractual arrangement applies and the work style requires reconsideration this will be undertaken in consultation with the individual.

4.0 ICT and other equipment

- 4.1 The Councils will ensure that staff are given the appropriate equipment, defined by the work-style and as necessary to ensure service delivery.
- 4.2 If a flexible or mobile worker is unable to access appropriate ICT systems from their place of work (if not in a Council office) they must communicate this position immediately to their line manager and work on something that does not require IT or come into the office/another location where they can access IT.
- 4.3 If faults arise on Council equipment when working at an external location, it is expected that the member of staff will bring the device to the IT Service Desk.
- 4.4 ICT policies apply to all workers, wherever they may be working. Staff members are expected to maintain the same standards of security of information, system security and security of equipment regardless of their location of work. This includes the Councils' policies on the Data Protection Act , GDPR and the Freedom of Information Act.
- 4.5 Flexible and mobile workers who transport equipment (e.g. laptops, mobile phones) should not, as far as practicable, leave this unattended in vehicles. This applies to sensitive paper records, which should only be taken from Council offices where required for work and should be kept secure and never left unattended. Confidential waste must be disposed of in the appropriate bags/bins at a Council building. For further information, see the Information Security Policy. (LINK)
- 4.6 The line manager will ensure that all equipment supplied is returned to the Councils when the member of staff leaves their employment or moves post, or at such other time as may be required by the Councils.
- 4.7 Working from home requires a working connection to the internet. If any member of staff does not have a suitable desk or chair at home, it will be up to the line manager to consider whether they are in a position to loan these items of furniture for the purposes of flexible or mobile working. If the manager is not in the position to loan the items required, the individual can choose to invest in the necessary equipment that will enable them to work from home or can choose to come into their designated office to work.

5.0 Working from home and care for dependants

- 5.1 Employees are trusted to work from home in an environment that is free from distraction. As such, individuals are not permitted to work from home whilst undertaking any child/dependant care or carer's responsibility which would prevent them from working at usual productivity.
- 5.2 Abuse of this rule will be dealt with under the disciplinary policy and procedure.
- 5.3 Managers may require their staff to confirm their dependant care arrangements where these apply.

6.0 Health and safety and risk assessment

- 6.1 Line managers have a responsibility to ensure that a health and safety risk assessment is undertaken for each member of staff in relation to the work-style, practices and location of their work.
- 6.2 A health and safety checklist is available on the intranet and must be completed by the line manager prior to an individual commencing working from home or at a non-council location.
- 6.3 Staff have a responsibility for implementing any actions identified in order to reduce/mitigate risks to make their work environment safe. The line manager should take reasonable actions to ensure the member of staff has implemented any actions identified.
- 6.4 Line managers should review health and safety on a regular basis and it should be discussed frequently during one to one meetings. Where there are concerns, appropriate advice should be sought. This may include staff being assessed by a trained workstation assessor/Occupational Health practitioner to outline specific equipment needed (e.g. special computer mouse, or a specific type of chair).
- 6.5 For any accidents that occur in the workplace (which includes the home or any temporary workplace if the accident is work related), the member of staff should report this to their manager. In these circumstances, the line manager should inform the Safety and Resilience team immediately and (if this was not done at the time of the injury) complete an Incident Report Form based on the information given.
- 6.6 Where staff are visiting clients/sites etc., the line manager and individual must ensure that an appropriate lone working risk assessment is undertaken and appropriate measures implemented in line with the Councils' Lone Working Policy.

7.0 The Office

- 7.1 It is important that teams are contactable during the hours that members of the public or a colleague could need to contact the team. The line manager will ensure appropriate cover in the office to ensure the needs of the service are met. Our Customer Contact Centre receives

telephone calls from customers between 0900 and 1700 Monday to Friday, so line managers will ensure that their teams log onto soft phones at the start of each day and that phone cover is maintained until 1700, including at lunchtimes. Line managers will also ensure that their teams provide and update phone numbers, including mobile numbers, in corporate telephone directories and that team hunt groups are updated whenever a change to the team occurs.

- 7.2 Each flexible/mobile worker will be allocated a designated building, which is deemed to be their place of work when not working from home or at other locations. Each team is allocated a 'zone' – an approximate area where team members can work together.
- 7.3 The Councils will provide staff with appropriate work stations and equipment at their designated buildings. This includes limited filing space in team zones. Managers are responsible for deciding what is stored in these units but it should typically be files and resources that are accessed regularly. The Councils have a Document Retention Policy that should be referred to when storing or archiving any papers.
- 7.4 When working in the designated building, the flexible/mobile worker will be required to use whichever convenient workstation is available. No worker has the right of exclusive use of a particular workstation apart from if a member of staff has been allocated a fixed workstation.
- 7.5 Workstations should be cleared before a worker leaves the office for any period in excess of three hours (including overnight) and materials should not be stored on the nearby floor, window sills or tops of cupboards as this could give the impression that a workstation is in use. Items left on workstations will be removed and/or disposed of. Workstation dividing screens should not be used to display materials; any materials attached to them may be removed and disposed of to enable effective hot desking.
- 7.6 All kitchens will be kitted out appropriately for staff use. As such, staff are not permitted to have personal kettles/microwaves/toasters/fridges/appliances in their zones.

8.0 Paper-light practices

- 8.1 It is expected that there is limited need for staff to work with paper documents. Printing should be minimised whenever possible and paper documents should be scanned and filed electronically as soon as possible.
- 8.2 Work related documents should not be stored in personal lockers. These documents should be stored electronically or filed in a prescribed location so that they are accessible by other members of staff if required.
- 8.3 No printing must be made in colour unless absolutely necessary and any printing of over 50 pages should be sent to Arun District Council as it is less expensive for the Councils and does not hamper other workers requiring the use of the printer/scanner.

9.0 Insurance and liability

- 9.1 Staff are covered by the Councils' insurance policy for employer's liability and personal accident in the same way whether they are office based staff or not.
- 9.2 Equipment supplied to flexible/mobile workers is covered by the Councils' insurance arrangements, providing it is used for work purposes only, and in line with the manufacturer's instructions.
- 9.3 It is the responsibility of those who work from home to contact their own insurance company, landlord and/or mortgage provider to advise that they will be working from home.
- 9.4 The Councils will not reimburse any increase in insurance premium, utility bills or the payment of Council Tax.

10.0 Ways of Working Charter

- 10.1 This charter outlines expectations of working. Underlying all these expectations is the principle of respect for colleagues, recognising the unique skills and qualities each and everyone brings to the organisation.

10.2 All staff agree to:

- Take care of their health, making sure they have completed a DSE workstation assessment.
- Be contactable on their phone and emails when working regardless of their place of work.
- Ensure their contact details are up-to-date on the staff directory and in their email signature, including mobile phone numbers where applicable.
- Keep calendars up-to-date with location and meeting details.
- Attend meetings, training and provide office cover where needed.
- Wear their ID card and ask to see another person's ID if they enter a secure area at the same time and are not wearing any identification.
- Record their hours of work (electronically where possible) and ensure their manager has access to their timesheet.
- Take action to mitigate any risks outlined in any Health & Safety or lone working assessments.
- Abide by information and equipment legislation, such as, but not limited to, the Data Protection Act 2018 / GDPR, Freedom of Information Act 2000, Article 8 of the Human Rights Act 1998, The Computer Misuse Act 1990, The Protection of Freedoms Act 2012 and The Regulation of Investigatory Powers Act 2000.
- Abide by IT and Information Governance policies and take all steps possible to ensure confidentiality regardless of where they work.
- Make use of the express meeting rooms to reduce office noise and not distract colleagues.
- Bring in any IT equipment to an Adur & Worthing building for it to be PAT tested annually.
- Report any accidents which take place during work time (regardless of location) to their manager.
- Not use mobile phones in a situation that could cause risk (i.e. when driving or walking).

APPENDIX 1

- Not use mobile phones, when having sensitive work related phone calls, in locations where you may be overheard.
- Wherever possible, not leave any Council IT kit or paperwork in their car.
- Not personalise any space in their team zone.
- Treat their colleagues and workspace with respect - this means:
 - Not eating smelly food at their desk
 - Cleaning any desk/meeting room they use before leaving so it is tidy & clean for the next person
 - Ensuring they leave the kitchen tidy after using it (i.e. putting mugs in dishwasher/washing up)
 - Scanning large documents at quieter times of day to not block others from using the printer
- Support paper-light practices by printing as little as possible.
- Scan paper documents wherever possible to cut down on physical storage space needed.
- Recycle any paperwork no longer needed in the confidential recycling bins provided.
- Reduce printing expenses by always printing double-sided (in black and white where possible) and by sending any printing over 25 pages to Arun District Council.
- For any meeting over an hour, use a bookable meeting room, not an express meeting room where possible.
- Store any small specialist equipment in their personal locker when not using it.

10.3 Additionally managers agree to:

- Have one to one meetings at least quarterly with those they manage, regardless of working style. This is to check in with their well-being, discuss work issues and monitor performance towards objectives.
- Regardless of work location, give the team regular feedback and put in place ways of communicating with them (e.g. bulletins, team briefs, team meetings).
- Monitor the hours their team work to ensure they comply with working time regulations.
- Ensure health and safety and lone working assessments are done with all team members who are flexible or mobile workers.
- Ensure all their team have completed a DSE workstation assessment.
- Ensure IT kit is returned to the IT team when a member of staff leaves their team or the organisation ensuring that document ownership is correctly reallocated.
- Determine how filing space is allocated in their team zone and take responsibility for arranging regular 'clear out' days to reduce the amount of paper stored.
- Ensure staff complete all mandatory e-learning training.
- Determine and review working patterns and practices in the team with fairness.
- Ensure work styles and practices are used to enhance business performance.

Date agreed by Joint Staff Committee:

Date policy formally adopted:

Date for review: 3 years from formal adoption of policy (date)

Adur District Council
Worthing Borough Council

Joint Policy on Working Practices

(Appendix D)

1. Agreed by Management Team - 08-01-13 and 05-02-13
2. Agreed by Unison - 09-01-13 and 05-03-13;
3. In effect - 09-01-13 as amended 19-03-13

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1. Purpose

- 1.1 This document sets out the procedure and standards for working arrangements in the District Council of Adur and the Borough Council of Worthing. It builds on existing flexible working provisions but shifts the emphasis from separate 'working arrangement' policies to an integrated approach, which will better benefit the Councils, their employees and customers.
- 1.2 Introducing new ways of working is seen as an opportunity to increase process efficiency and productivity as well as improved availability of the services delivered. This policy will therefore allow Executive Heads of Service to consider the appropriateness of new working styles and implement them where there are demonstrable and significant benefits, which can include:
- (a) improved service delivery through smarter working practices thus benefitting both business and customer needs;
 - (b) increased productivity;
 - (c) improved efficiency resulting in a reduction of costs;
 - (d) increased job satisfaction and a more motivated and productive workforce;
 - (e) helping to aid the retention of skilled and experienced employees, whose personal circumstances change and who would otherwise have to give up work;
 - (f) achievement of work life balance for employees;
 - (g) generate savings in accommodation in terms of both space and costs, especially when planning office moves;
 - (h) offer a solution to a temporary problem, e.g. employees may be unable to travel to the office, but could provide continuity by working from home for a period;
 - (i) reduce unnecessary travel and hence environmental damage.

2. Definitions

- 2.1 'Executive Head of Service' - for the purposes of this policy shall mean the Executive Head of Service or the successor and any person to whom the Executive Head of Service has delegated their responsibilities under this policy.
- 2.2 Fixed Work-style - The worker will be one who works from a single location. (No additional posts shall be allocated as fixed – home posts and no additional staff shall be permitted to work as fixed-home prior to June 2013.) Staff will work from any desk designated for fixed workers.
- 2.3 Flexible Work-style - A flexible worker will be one who works from a variety of locations in order to meet the obligations of the role in an efficient and effective manner, reducing the amount of travel and its detrimental time and environmental impact. The locations of work may be any of the corporate offices and subject to appropriate risk/data security assessments, other locations agreed in advance, such as the worker's home or a designated Council hub. Staff will be able to work from any desk designated for flexible workers.

- 2.4 Mobile Work-style - A mobile worker may be an employee who has to undertake on-site inspections and other field based work from any location to meet the obligations of the role in an efficient and effective manner using, where appropriate, portable technology to support the works. Work-style. This includes those workers who are based at one of the Council locations, but do not require a desk. These workers may, for example, work in Leisure and Refuse teams.
- 2.5 This policy does not cover the 'occasional home worker', who works at home on an informal and ad-hoc basis, by agreement of their line manager to complete a specific report or project.

3.0 Statutory Requirements

- 3.1 The statutory requirement for flexible working was introduced on 6 April 2003. The Employment Act 2002 introduced a right for employees who have 26 weeks or more continuous service with their employer and whose children are less than eight years old (or 18 if the child has a disability), to make a written request for changes to their working pattern. This includes the hours they are required to work, times and place of work. This Act was further reinforced by the Flexible Working Regulations, 2009, which came into effect on 1 April 2009 and supports parents with responsibility for children up to the age of 16 years.
- 3.2 The current legislation does not provide an automatic right to work flexibly, as there will always be circumstances when it is not possible to accommodate an employee's desired work pattern, but is a forum to open up discussion between Executive Heads of Service and employees.
- 3.3 The Councils recognise the value of flexible working options and has already adopted an approach which expands the statutory rights to all employees. Flexible working initiatives already in place include:
- (a) job-sharing;
 - (b) compressed working weeks/fortnights;
 - (c) term-time only arrangements;
 - (d) part-time working; and
 - (e) flexible retirement.
- 3.4 Further information on the above flexible working options and others can be found in the <http://adc/intranet/adc/hr/index-job-issues.htm> or <http://wbcintranet/personnel/policies/forms/allitems.aspx> which is on the Councils' intranets. If you do not have access to the intranet, a copy can be obtained from the Human Resources Team.
- 3.5 This policy will build on these existing arrangements, whilst also providing a more integrated approach, which will benefit the Councils, their employees and customers.

4. Applicability

- 4.1 It should be interpreted in accordance with the Equalities Act 2010 and shall be applied fairly and consistently to all employees regardless of gender, race, colour, marital status, national or ethnic origin, nationality, disability, sexual orientation, age, religion, status or number of hours worked.

5. Roles and Responsibilities

- 5.1 The Chief Executive, as Head of Paid Service, has overall responsibility for ensuring that working arrangements are managed appropriately in accordance with agreed policies.
- 5.2 The Executive Head of Corporate & Cultural Services is responsible for publishing and promoting the adoption of this policy across the Councils.
- 5.3 Managers, under the overall direction of the Executive Heads of Service, are responsible for:
- (a) the day-to-day management of working arrangements; and
 - (b) ensuring compliance with the published working standards, procedures, working practices and technological changes.
- 5.4 All employees are responsible for familiarising themselves with, and ensuring that they comply with the Councils' policies, procedures and standards.

6. Principles

- 6.1 By 1st April, 2013, Executive Heads of Service will identify and assess which posts within their Service Groups are suitable for each type of working. The assessment will determine whether the job is considered 'fixed', 'flexible' or 'mobile' (see Section 2 for definitions). In assessing the suitability of posts, amongst other considerations, Executive Heads of Service will ensure that the needs of the customer and the service are met.
- 6.2 Employees whose jobs are defined as 'mobile' or 'flexible' working will be required to transfer to the appropriate work style, except that no current employee will be compelled to work from home. Job descriptions are to include the work-style for the post.
- 6.3 Employees who transfer to flexible working arrangements will do so on a permanent basis or until operational arrangements are redefined. The Councils will retain the right to reconsider the appropriateness of posts which are subject to flexible or mobile working arrangements where services are not being delivered as originally anticipated.
- 6.4 All Employees will be required to sign an appropriate working personal plan/agreement.

6.7 The rollout and implementation of this policy will be on a phased basis to ensure adequate resources and IT support is available. All employees will be required to familiarise themselves and/or undertake training in back-office or document management systems where required, to enable effective flexible working.

7.0 Procedure for approving work-style arrangements

7.1 The Executive Head of Service will determine which work style is allocated to each post taking account of the criteria set out in Appendix A. It is open to the Executive Head of Service, at any time, to reassess the post.

7.2 Each employee will be notified of the outcome of the above assessment.

7.3 Save in exceptional circumstances, employees will commence the new working style as soon as reasonably practicable after they have been notified of the Executive Head of Service's determination above.

7.4 Save in exceptional circumstances, which can relate to the employee, new employees will accept the post on the basis of the allocated workstyle.

7.5 The Executive Head of Service will meet individual employees, as necessary, to discuss the implications of transferring work-styles, e.g. whether they have a suitable location at home for working and will ensure that they have access to the Adur District Council and Worthing Borough Council Joint Policy on Working Practices and any associated guidance. Human Resources or ICT can provide further information or answer specific queries.

7.6 Once the work style for the post has been determined, the following should be noted:

- (a) Normal conditions of service applicable to the post will continue to apply, including access to training and arrangements for personal development review;
- (b) An employee's base, i.e. normal place of work, will remain unchanged unless otherwise agreed;
- (c) The working arrangement, as agreed in the personal plan which is set out in Appendix B, will be reviewed after 3 months to ensure it is working both for the employee and the Councils. The arrangement will then be reviewed at regular, agreed intervals;
- (d) This Personal Plan/Agreement reflects the changes to the terms and conditions of my employment on commencement of the agreed work-style arrangements. All other terms and conditions remain the same.

7.7 In exceptional circumstances an employee whose work style has been determined to be fixed-home or flexible, including working from home, may have the post re-designated as flexible without working from home or fixed-office. Such circumstances may include where the employee, for practical reasons, can no longer work from home. The decision will be made by the Executive Head of Service.

8.0 Exclusions from flexible working

8.1 The following employees will normally be excluded from working from home:

- (a) Employees who are subject to formal support arrangements for under performance;
- (b) Employees who are subject to a formal warning under the Disciplinary Procedure for a breach of this procedure or other relevant terms of their contract;
- (c) Employees who are subject to temporary close supervision in order to obtain quantitative or qualitative data on work output; or
- (d) Where advice from Occupational Health the style of work is not appropriate.

8.2 Flexible or mobile working arrangements may be suspended for short periods for operational reasons, after consultation with affected employees, e.g. to support emergency planning matters.

9.0 Hours of work

9.1 The standard working week is 37 hours,

9.2 Executive Heads of Service will, in consultation with employees, determine the appropriate working patterns for employees, ensuring that the needs of customers and the service are met.

9.3 A pattern of work can be as detailed or general as the Executive Head of Service determines, at their absolute discretion, to be necessary to satisfy themselves that the needs of customers and the service are met.

9.4 It is anticipated that unless there are changes to a service then employees will have no less flexible working arrangements than are available on 1st February 2013, with regard to the opportunity to work additional hours and claim one day's flexitime.

9.5 Once a pattern of work is agreed, the employee will be expected to be available at those times (when at work) for contact both by e-mail and telephone. They should also be available to attend the office for meetings.

9.6 Hours worked must be recorded electronically and submitted every 28 days.

9.7 All employees have a responsibility to adhere to the Working Time Regulations (WTR) with respect to weekly working hours and rest breaks. Advice is provided by Human Resources. Executive Heads of Service are to monitor the number of hours employees are working flexibly to ensure that WTR are not breached.

9.8 ICT support will be available from 08:00 to 18:00hrs Monday to Friday.

10.0 Sickness

10.1 The Council's Sickness Absence Policy applies to staff under all work styles.

11.0 Contact and cover

11.1 All employees should be contactable during their working hours by colleagues, clients and customers as appropriate.

11.2 Officers should ensure that their contact details are available on the appropriate Council's system.

11.3 All employees are to keep their Outlook calendars (or other appropriate system) up to date with their location and times of meetings and make them available to all users.

11.4 Employees will be required to attend meetings, training, seminars etc. as appropriate to their employment, and to provide reasonable cover for absent colleagues at the request of their line manager.

12.0 Management of performance

12.1 Executive Heads of Service must put in place arrangements to ensure that the performance of each employee can be managed effectively without continuous, direct supervision, in accordance with the Core values for employees and the Adur and Worthing Managers Standards. (Appendix C).

12.2 When employees are working under a variety of work-styles, effective performance management and regular contact is critical and therefore needs to be well planned and formalised. To do so, managers should consider their arrangements, which should include:

- (a) Regular update meetings with the employee to discuss work issues, including progress towards objectives. These should occur at least once every calendar month and give the manager and the employee the opportunity to raise any matters of concern;
- (b) Regular feedback from customers and other data on work output (where appropriate);
- (c) Effective communication mechanisms, such as bulletins, team briefs, team meetings etc; and
- (d) Arrangements for monitoring working hours to ensure the employee is not working too few or too many hours.

12.3 The arrangements for 12.2 will be set out in the employee's personal plan.

13.0 ICT systems failure and communications

- 13.1 If a fixed-home, flexible or mobile worker is unable to access appropriate ICT systems from their place of work, if not in the office, then they must communicate this position immediately to their line manager.

14.0 Working from home and care for dependants

- 14.1 Employees working from home must confirm their dependant care arrangements with their Executive Head of Service where these apply. Home working must not be seen as a substitute for other childcare/dependant care arrangements, and employees working from home shall not do so whilst in charge of, or providing care or supervision to, children/other dependants requiring care and supervision.

15.0 Equipment

- 15.1 The Council will ensure that staff are given the appropriate equipment for their work style. ICT equipment requirements will be defined by the work-style and the nature of the work.
- 15.2 Maintenance of Council equipment will be carried out, by the Council, on a regular basis. If faults arise on Council equipment, it will be expected that the employee will bring the device into the Support Centre, where possible. It is accepted that this may not always be appropriate; therefore, employees must allow access to their home for such work to be carried out.
- 15.3 All staff are to ensure that they use any equipment supplied to them in accordance with Council policy.
- 15.4 The Councils' policies on data security must be complied with at all times.
- 15.5 The Executive Head of Service shall put in place appropriate arrangements to ensure that all equipment supplied is recorded and returned to the Councils when the employee leaves their employment, or at such other time as may be required by the Councils.
- 15.6 There may be occasions when circumstances beyond the homeworker's control means that work cannot be carried out, for example, a powercut or a breakdown of equipment. It is expected that in such instances, the homeworker should continue to work on something that does not require IT. However, where this is not possible, or the interruption of the power supply is for long periods or there is prolonged noise from local building work or other such distractions, then it would be expected that the employee comes into the office to work.
- 15.7 The current ICT policies apply to all workers wherever they may be working.
- 15.8 If any employee does not have a suitable desk or chair at home, it will be up to the line manager to consider whether they are in a position to loan these items of furniture for the purposes of flexible or mobile working.

16.0 Expenses and costs

16.1 The Councils will reimburse or pay for the following costs:

- (a) The Councils shall provide appropriate telephony equipment and will pay for such calls, made in the course of the Councils' business, from such equipment.
- (b) It is recognised that domestic broadband access is increasingly common and where high levels of connectivity or security are not required, employees will normally be requested to provide and pay for their own broadband access via an internet service provider. However, due to some types of Council services requiring very high levels of security (e.g. Benefits and Council Tax), the Councils will provide those relevant employees with a managed broadband line/hub, that the Councils will pay for. There may be other circumstances where a broadband allowance will be payable to the employee. Such allowances will be determined on a service by service, or case by case, basis in consultation with the IT Section and with the approval of the EHoS. If an allowance is agreed, a fixed amount per month will be paid by the Councils. It should be noted that the standard costs of broadband will be determined by an average of the current leading internet provider. This will be reviewed periodically to ensure amounts paid are consistent with the current market costs and the amount may decrease/increase periodically;

16.2 If there is the occasion to make an authorised business journey, the current arrangements for claiming travel and subsistence allowances apply when starting from the office base. However, there will be occasions when the following changes, as listed below, will need to be applied due to not starting or finishing work from the office base:

- (a) Travelling to a location directly from home or returning home from a location other than the office. Some business journeys will involve travelling to a location directly from home without visiting the office and some journeys will involve returning home at the end of the working day without visiting your office. In both of these cases, the Councils have decided to apply the 'lesser than rule' to ensure that some mileage is payable for these journeys. This is to recognise that you are travelling in the most efficient way, rather than making an unnecessary journey to your office just to claim the mileage. Unnecessary journeys waste everyone's time and cause unnecessary congestion and environmental damage;
- (b) Therefore, if you make a journey from home, directly to a location other than your office base, for that part of the journey, you can claim whichever is the lesser of either:
 - (i) The actual mileage that you travelled from your home to the location, or
 - (ii) The mileage that you would have claimed if you had travelled from your office base to the location.

- (c) Whilst if you travel from a location directly to home rather than to your office base, for that part of the journey, you can claim whichever is the lesser of either:
 - (i) The actual mileage that you travelled from the location to your home; or
 - (ii) The mileage that you would have claimed if you had travelled from the location to your office base.

- (d) Multiple journeys from home and returning to home. Some employees, particularly mobile workers, may not regularly go to their designated office base, but still make multiple journeys from home and returning home. In terms of mileage claims, the 'lesser rule' is applied to the journey from home to the first business location only. All other journeys are then claimed at actual mileage rate. This would include the journey from the final business location to the post-holder's home. However, if the post-holder travelled from the final business location to their designated office (before going home), the journey from the office to home is not classified as claimable mileage;

- (e) Example:
 - (i) Journey 1 is home to Site A - lesser rule applies;
 - (ii) Journey 2 is Site A to Site B - actual mileage claimed;
 - (iii) Journey 3 is Site B to Site C - actual mileage claimed;
 - (iv) Journey 4 is Site C to Site D - actual mileage claimed;
 - (v) Journey 5 is Site D to home - actual mileage claimed.

- (f) Note - if Journey 5 is travel from Site D to designated office base - actual mileage would be claimed for this part of the journey, but then the onward journey from the office base to home is not claimable.

16.3 If an employee is a fixed-home worker, then the office base is their home.

16.4 The Councils will not reimburse for the payment of Council Tax.

17.0 Health and safety and risk assessment

17.1 Most of the regulations made under the Health and Safety at Work Act 1974 apply to employees working at home, as well as to employees working on Council premises.

17.2 Executive Heads of Service have a responsibility to ensure that a health and safety and risk assessment is undertaken for each employee in relation to the work-style, practices and location of their work.

- 17.3 Appendix D provides a health and safety checklist which must be completed in respect of all employees prior to them commencing working from home under the fixed-home, flexible or mobile work style.
- 17.4 The checklist for health and safety should be completed by or on behalf of the Executive Heads of Service. Employees have a responsibility for implementing any actions identified in order to reduce/mitigate risks to make their work environment safe. Executive Heads of Service will take all reasonable actions to ensure that the employee has implemented any actions identified.
- 17.5 Executive Heads of Service should be reviewing health and safety on a regular basis and it should be discussed frequently during supervision meetings. Where there are concerns, appropriate advice should be sought.
- 17.6 Executive Heads of Service will be trained to undertake health and safety assessments.
- 17.7 Any accidents where they occur in the workplace (which includes the home or any temporary workplace if the accident is work related), are to be reported to the Executive Heads of Service as normal and recorded in accordance with the Council's accident reporting procedures.
- 17.8 Employees with particular needs will be assessed by a trained workstation assessor/Occupational Health. Recommendations will be made about specific equipment needed (e.g. special computer mouse, or a specific type of chair).
- 17.9 Additionally, electrical equipment supplied by the Councils should be regularly tested, in line with the annual frequency at the employees designated office location. It shall be the employee's responsibility to ensure that equipment is brought into the designated office for testing.
- 17.10 Where employees are visiting clients/sites etc., the Executive Head of Service must ensure that an appropriate lone working risk assessment is undertaken and appropriate measures implemented. This should include provisions to ensure the employee makes frequent contact with their office, usually after each visit and in line with the Councils' Lone Working Policy.
- 17.11 Employees must never use handheld mobile phones or e-mail devices whilst driving or walking. (See also the policy on Mobile phone usage).

18.0 Office environment

- 18.1 Each flexible/mobile worker will be allocated a designated building, which is deemed to be their place of work when not working from home or at other locations.
- 18.2 The Councils will provide employees with appropriate work stations and equipment when in their designated buildings.

- 18.3 When working in the designated building, the flexible/mobile worker will be required to use whichever convenient workstation is available. No worker has the right of exclusive use of a particular workstation.
- 18.4 Work stations should be cleared before a worker leaves the office for any period in excess of two hours and materials should not be stored on the nearby floor, windowsills or tops of cupboards as this could give the impression that a work station is in use. Items left on workstations will be removed and/or disposed of. Workstation dividing screens should not be used to display materials; any materials attached to them will be removed and disposed of. [See also the Joint Policy on Office Environment Practicalities for more detail]
- 18.5 All staff should ensure that they have read, understood and comply with the Joint Policy on Office Environment Practicalities as agreed by Management Team on 5th February 2013 and any amendments to it.

19.0 Security and confidentiality

- 19.1 Employees who are working away from the office must maintain the same standards of security of information, system security and security of equipment that would apply in the office.
- 19.2 Employees should be aware of their responsibilities for confidentiality under the Data Protection Act and the Freedom of Information Act. These apply to all employees. Sensitive records should be kept secure and not left unattended.
- 19.3 Flexible and mobile workers who transport equipment, e.g. laptops, mobile phones, handheld e-mail devices and/or confidential information should not, as far as practicable, leave this unattended in vehicles. For further information, see the Information Security Policy.

20.0 Liability

- 20.1 Employees are covered by the Councils' insurance policy for employer's liability and personal accident in the same way whether they are office based employees or not.
- 20.2 Equipment supplied to flexible/mobile workers is covered by the Councils' insurance arrangements, providing it is used for work purposes only, and in line with the manufacturer's instructions.
- 20.3 Workers who work from home should contact their own insurance company to advise that they will be working from home. This does not usually result in an increase in premium, particularly if such changes are made at the time of renewal. The Councils will not reimburse any increase in premium in the unlikely event that this should occur.
- 20.4 If an employee is working from home, he or she should advise mortgagees or landlords, if rented, that they intend to work at home. However, using a room or part of a room to work in would not require planning permission. Working from home should not affect Council Tax liability.

21.0 Change in circumstances

- 21.1 The Councils reserve the right, at any time, to reconsider the work-style under which an employee works.
- 21.2 Executive Heads of Service are responsible for reclaiming equipment where an employee leaves or moves posts in order for it to be reallocated to the next post-holder.

Executive Head's checklist for assessing the work-style for a post and post-holder

Title of post

The Job

1. Would there be adverse effects on costs or the level and quality of service if provided through flexible or mobile working arrangements?
2. Does the job contain a high degree of written rather than manual work?
3. Is the work performed on an individual basis, or with clearly defined areas of individual work, e.g. project work, research and report writing, policy work, analytical work, case work, administrative tasks?
4. Does the work have clearly defined objectives that are not subject to sudden change of priorities?
5. Does the work have performance management indicators?
6. Does the work require frequent input from other employees?
7. Does the work require frequent use of centrally provided facilities?
8. Does the work have clear laid down procedures and methodology, which does not require close supervision and guidance?
9. Would a flexible or mobile working arrangement result in an increase in workload for other employees within the team?
10. Are there are other factors including technical, regarding the job which need to be taken into account? Please specify

Any other comments:

Adur District Council and Worthing Borough Council

Work-style Agreement

Name

Post

Fixed / Flexible / Mobile Working Personal Agreement (Delete as appropriate)

1. Introduction

Following the recent agreement for you to work flexibly, this Personal Plan confirms those arrangements, including how you will operate and your acceptance of the terms and conditions outlined in the working policy.

Personal Details

Name:

Post:

Work-style:

Home working address / location:

Home telephone number:

Mobile telephone number:

Line manager:

Line manager's post:

Work-style commencement date:

Date of first review (after 3 months):

Frequency of subsequent reviews:

Comments:

--

2. Expenses and costs

In line with the conditions set out in the Councils' policy, you will receive the following financial allowances:

Item for Allowance	Total Amount Payable	Method & Frequency of Payment

3. Health & Safety

All

3.1 Communication

Effective health and safety management relies on good communications between both parties.

Are you happy with the arrangements in place for communications?

Yes No

3.2 Risk Assessment

A risk assessment specific to your work-style must be completed. A range of hazards should be assessed, such as electrical equipment, manual handling, general work related equipment, working with VDU, general environment etc. Other general issues such as new and expectant mothers, first aid, RIDDOR, Lone Workers Policy should be addressed.

(a) Has a risk assessment been completed and signed off? Yes No

(b) Date of reviews for next 12 months (every 6 months).

3.3 Equipment provision and maintenance

All equipment identified within the inventory list, should be safe and suitably maintained, i.e. (PAT) tested.

(a) Is all equipment safe and suitably tested, where appropriate? Yes No

3.4 Information

Has the following information been issued:

- | | | |
|---------------------------------------|------------------------------|-----------------------------|
| (a) Lone Working Policy | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| (b) Corporate Health & Safety Policy | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| (c) Joint Policy on Working Practices | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| (d) Information Security policies | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

3.5 Incident Reporting

Any incidents affecting the worker's safety need to be communicated to the line manager and recorded as normal. These include accidents, near misses or aggressive situations.

3.6 Working Time

The Working Time Regulations apply.

Are you fully aware of the Working Time Regulations and do you understand the restrictions? Yes No

3.7 Working with VDUs

The use of VDUs is covered by the Health & Safety (Display Screen Equipment) Regulations 1997.

Has a VDU assessment been completed? Yes No

3.8 Working Area

Flexible / Home / Mobile workers only

Please confirm the specific area that has been agreed as the work area at home.

Are there any further associated areas in connection with the above that may be an issue?

3.9 General comments

All

4.0 Hours of work and contact cover

All

It has been agreed that my hours of work under the terms of the policy will be as follows:

Number of Hours per week	Type of Work-style	Location of Work	Nominated Days
e.g. 30 hours	Fixed (Home)	Home - see address	Monday, Tuesday, Thursday and Friday
e.g. 7 hours	Fixed (Office)	Office	Wednesday
Total number of hours to work per week			

Worklife balance arrangements including dependant care arrangements

Flexible / Mobile / Home workers only

Details of worklife balance/dependant care arrangements agreed as part of my work-style are as follows:

Contact meetings with line manager:

I will meet with my line manager as detailed below:

5.0 Equipment provided for work-style

Flexible / Mobile / Home workers only

The following equipment has been recorded as being provided to me/installed/deposited at my homeworking address as specified above:

Item of Equipment	Purpose of Use	IT Asset Number

The equipment will be used in accordance with the Councils' policy.

It should be noted that IT support is available from 08:00 to 18:00 hrs Monday to Friday.

6.0 Personal Plan/Agreement to Work-style

This Personal Plan/Agreement reflects the changes to the terms and conditions of my employment on commencement of the agreed work-style arrangements. All other terms and conditions remain the same.

Signed (Employee):

Signed (Executive Head of Service)

Date:

An electronic copy of this Personal Plan/Agreement, once signed, must be sent to the HR Team, by the Executive Head of Service, so that the details are recorded on the employees HR file.

Comments:

Here are the set of values and behaviours

<p>Agile - Embracing & supporting change</p> <ul style="list-style-type: none"> • Responds positively to change and has a 'can do' outlook. • Constantly looking to improve what we do. • Keeps up to date with job knowledge and undertakes learning and development. • Learns from others and help other people learn. 	<p>Caring - Well being</p> <ul style="list-style-type: none"> • Looking after each other's well being • Bringing a friendly, positive approach to work • Delivering the best possible outcome focussed service to our customers • Responds to customers positively, promptly and with courtesy.
<p>High Performing - Performance focus</p> <ul style="list-style-type: none"> • Committed to the work of our teams and of the Councils • Carries out work with quality and accuracy in mind. • Focused on the clear goals we need to achieve • Making efficient and effective use of resources • Constantly striving to deliver best possible 'value for money' 	<p>Together – Team working & effective communication</p> <ul style="list-style-type: none"> • Actively building good working relationships within and across teams where appropriate. • Offers help and co-operates with others to get the job done. • Ensuring everyone knows what they need to know and hear it from the right source • Being open and transparent about what we are doing • Committed to two-way communication

The Adur and Worthing Manager Standards

<p>Mandatory training standards</p> <ul style="list-style-type: none"> • Performance Management (including PDRs) • Recruitment and Selection • Risk Management • Stress Management • Finance for budget holders • Sickness Absence monitoring • Grievance, Disciplinary & Capability Proceedings • Health and Safety 	<p>Other minimum core competencies and skills (where appropriate)</p> <ul style="list-style-type: none"> • Coaching staff • Managing change • Managing staff who work remotely • Report writing • Presentation skills • Having that difficult conversation • Commercial awareness and acumen
---	--

Behaviour Standards

<p>Caring Evidence of</p> <ul style="list-style-type: none"> • Understands customer needs • Regular 1-1s with staff (at least quarterly) • Gives recognition, praise and feedback to staff 	<p>High Performing Evidence of</p> <ul style="list-style-type: none"> • 100% completion of PDRs • Performance against PDR Action Plan monitored • Effective budget management and control
--	---

<ul style="list-style-type: none"> • Promotes and delivers a safe and healthy environment • Effective sickness absence management • Completion of job evaluation work • Supports new staff through induction and probation actions 	<ul style="list-style-type: none"> • Manager and staff attend mandatory training • Report writing is completed in timely fashion
<p>Agile Evidence of</p> <ul style="list-style-type: none"> • Actions from service reviews implemented • Staff in their team have the right skills & knowledge to do their job and deal with change • Reviewing ways to improve how we work and/ or do things differently 	<p>Together Evidence of</p> <ul style="list-style-type: none"> • Regular team meetings and attendance (at least quarterly) • Communicating the Councils Vision, Priorities and Service Objectives • Attendance at manager/ staff conferences and staff briefings. • Commitment to working in partnership

In addition for Senior Managers

<p>Skills</p> <ul style="list-style-type: none"> • Leading the change process and people through change • Building personal resilience • Fostering innovation & commercial acumen • Developing 'political' awareness 	<p>Other Behaviour Standards e.g.</p> <p>High Performing</p> <ul style="list-style-type: none"> • Delivery of financial efficiency targets <p>Together</p> <ul style="list-style-type: none"> • Engage with Members to enhance two way communications and keep relevant Members briefed
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Home/Teleworking Health and Safety Assessments - Notes

Adur District and Worthing Borough Council have a legal duty to all their employees and others who may be affected by the activities of their employees. In particular, the Health and Safety at Work Act (HASAWA) places a duty on employers, the self-employed and employees, to provide and maintain a safe place and systems of work.

Under the Management of Health and Safety at Work Regulations employers are required to carry out a risk assessment of the work activities of their employees; this includes those who are employed as home/teleworkers. The Council's Home/Teleworking Policy provides a definition of these.

Assessment Form

The attached Assessment Form must be completed and agreed by both the employee and the relevant Executive Head of Service before an employee can start home/teleworking.

The employee must undertake to provide information to the best of their knowledge and advise their manager if any of the information provided changes at any time. It is recommended this assessment be reviewed annually.

Any matters that are considered to be unsatisfactory should be referred to the Senior Corporate Safety Officer for advice before home/teleworking can be authorised.

The employee will hold a copy of the completed form and a copy placed on their personal file held by Human Resources.

Home/Teleworking Risk Self-Assessment Checklist

(To be completed by Employee)

Name	
Home/Teleworking Address	
Type of work to be carried out	
Date of Assessment	

Workplace and Work Equipment

		Yes / No / N/A	Comments / further information
1.	Is a room or space specifically set aside for the work?		
2.	Is heating and lighting adequate for the work to be carried out?		
3.	Is there adequate space and facilities for the safe storage of work and materials?		
4.	Is the workspace free of tripping hazards e.g. trailing cables, worn floor covering, etc?		
5.	Has the council provided work equipment? (Please list / give details)		
6.	Has a DSE Risk Assessment been completed? (If yes, please attach a copy)		
7.	Has DSE Risk Assessment training been carried out?		
8.	Are the arrangements for emergency exit from the workplace satisfactory?		
9.	Are there systems in place that give warning of fire situations?		

Electrical

10.	Is the electrical equipment provided by the Council inspected regularly by a competent person?		
11.	Are the plugs correctly fused and cables in good condition?		
12.	Are extension leads in good condition?		
13.	What is the age of the house wiring? (Please state if known)		

Substances

14.	Does the work involve the use of any chemicals/substances? (If yes, please state which ones)		
15.	If so, has a COSHH Assessment been carried out?		

Manual Handling

16.	Does the work involve manual handling?		
17.	Has a Manual Handling Assessment been carried out? (If yes, please provide a copy)		
18.	Has Manual Handling Risk Assessment training been carried out?		
19.	Are there any children, dependent people or animals in the house that could cause a hazard or are likely to be affected by the work?		
20.	Has sufficient information, instruction and training been given? If yes, which areas have been covered?		
21.	Is the employee a new or expectant mother?		
22.	Does the employee consider himself or herself to be disabled with any particular requirements?		

Lone Working / Personal Security

23.	Will the employee be required to work alone for long periods of time?		
24.	Is there access to a telephone?		
25.	Will the home/teleworker be making site visits or making home visits to the public?		
26.	Is there a system in place for calling help in an emergency, either in the home or when making site visits or visiting the public?		
27.	Have arrangements been put in place for regular contact with managers and colleagues?		

First Aid and Accident / Incident Reporting

28.	Has the employee been given a travelling first aid kit that is suitable for treating minor injuries?		
29.	Has the employee been given information about the accident/incident report system?		

Have any other concerns about Health and Safety been raised? **Yes / No**

If yes, please note your concerns below or attach a separate sheet.

Adur District Council
Worthing Borough Council

Joint Office Environment Practicalities Policy

Agreed by JONG: 12-02-13

Agreed by Management Team: 16-07-13

Date to be Reviewed: 12-02-15

Contact: Human Resources Section

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1. Purpose

This document sets out the procedure and standards for office environment working arrangements in the premises of the District Council of Adur and the Borough Council of Worthing. Initially this is aimed at Portland House and Worthing Town Hall but can be adopted in full or in part by other locations as appropriate.

Introducing New Ways of Working is seen as an opportunity to increase process efficiency and productivity as well as improved availability of the services delivered. This policy will therefore allow limited space under new arrangements to work efficiently for all employees.

To be successful, New Ways of Working needs to cement a change of culture within the organisation. All staff should to adhere to the policy in order for New Ways of Working to work in an optimum manner.

2. Definitions

‘Executive Head of Service’ - for the purposes of this policy shall mean the Executive Head of Service or the successor and any person to whom the Executive Head of Service has delegated their responsibilities under this policy.

Fixed Work-style - The worker will be one who works from a single location. (No additional posts shall be allocated as fixed – home posts and no additional staff shall be permitted to work as fixed-home prior to June 2013.) Staff will work from any desk designated for fixed workers.

Flexible Work-style - A flexible worker will be one who works from a variety of locations in order to meet the obligations of the role in an efficient and effective manner, reducing the amount of travel and its detrimental time and environmental impact. The locations of work may be any of the corporate offices and subject to appropriate risk/data security assessments, other locations agreed in advance, such as the worker’s home or a designated Council hub. Staff will be able to work from any desk designated for flexible workers.

Mobile Work-style - A mobile worker may be an employee who has to undertake on-site inspections and other field based work from any location to meet the obligations of the role in an efficient and effective manner using, where appropriate, portable technology to support the works. This includes those workers who are based at one of the Council locations, but do not require a desk. These workers may, for example, work in Leisure and Refuse teams.

‘Zone’ –approximate area where each department’s workers stations are located

3. Applicability

It should be interpreted in accordance with the Equalities Act 2010 and will be applied fairly and consistently to all employees regardless of gender, race, colour, marital status, national or ethnic origin, nationality, disability, sexual orientation, age, religion, status or number of hours worked.

4. Roles and Responsibilities

The Chief Executive, as Head of Paid Service, has overall responsibility for ensuring that working arrangements are managed appropriately in accordance with agreed policies.

These policies are to be incorporated into the Working Practices policy document prepared by the Executive Head of Corporate and Cultural Services and agreed by all parties.

Managers, under the overall direction of the Executive Heads of Service, are responsible for:

- (a) the day-to-day management of working arrangements; and
- (b) ensuring compliance with the published working standards, procedures, working practices and technological changes.

All employees are responsible for familiarising themselves with, and ensuring that they comply with, the Councils' policies, procedures and standards.

Accommodation will be managed centrally by the Business Services Manager. The Town Hall and Portland House will be expected to absorb any growth in the future through the adoption of flexible working styles rather than acquisition of new accommodation. The basis of space planning will be the current number of Full time Equivalents (FTE`s) employed not headcount.

5. Principles

This Policy applies to all staff working in the Town Hall or Portland House at any time whether they be 'Fixed', 'Flexible' or 'Home' Workers

The rollout and implementation of this policy will be on the move back into Portland House and Town Hall as refurbishment work is completed. Ahead of these moves there will be adequate resources and IT support made available. All employees will be required to familiarise themselves and/or undertake training in back-office or document management systems where required, to enable effective Office Environment working.

The Councils` will seek to adopt the standards becomingly increasingly common and accepted in both central and local government generally. The Town Hall will have a target of 12 sq metres NIA (Net Internal Area) per workstation and Portland House will have a target of 10 sq metres NIA per workstation.

The capacity within the buildings to accommodate increased numbers of workstations will be used to absorb growth in headcount up to the recommended 10/12 sq m per workstation norms.

6. Clear Desk Policy

For flexible working to achieve the targets of worker to workstation ratio there is a need to introduce the sharing of workstations. This cannot be achieved by a worker leaving work and or personal items when they are away from desk for an extended period of time (including

overnight). This could give other workers the impression that a desk is not free when it is. Leaving items openly near a workstation could also give the same impression;

The implementation of a clear desk policy is also essential to maintain information security.

Personalised workspaces do not lend the office space to be flexible and therefore is not allowed under this policy;

Work stations should be cleared before a worker leaves the office for any period in excess of two hours and materials should not be stored on the nearby floor, windowsills or tops of cupboards as this could give the impression that a work station is in use. Items left on workstations will be removed and/or disposed of. Workstation dividing screens should not be used to display material, any material attached to them will be removed and disposed of.

7. Food and Drink Policy

The drinking of tea, coffee and other hot or cold drinks at workstations is permitted. However, as part of this policy, eating of some food at workstations is prohibited.

As workers will not be seated at the same workstation on a regular basis there is a potential health risk for those with allergies. To redress that it is the responsibility for all workers to ensure that leave workstations clean when they depart. It is also the responsibility of those that may suffer from allergies to ensure they satisfactorily clean the workstation/equipment surfaces they are about to use.

This policy notes that there will be a clear emphasis on the standard of cleanliness expected for leaving the area, that it is only small snacks and not smelly ones to be consumed and that hot drinks are allowed. Enforcement of this will ultimately fall to Management Team, and non-compliance could lead to disciplinary action.

It goes without saying that workers will be less willing to share if desks and/or equipment are dirty. Due to the open plan nature of most offices the odour of meals eaten at desks could prove unpleasant or distracting for some. The kitchen/staff breakout areas are designed for food consumption and must be used as such. Hot food, meals or potentially messy or smelly items are not permitted to be consumed at desks. Small snacks are allowed providing staff are aware of the need to leave workstations completely clean each time they leave. As above, non-compliance could result in disciplinary action and all staff are required to act considerately to those working around them as well as those who may occupy shared desks.

Kitchen/Staff Breakout areas will contain;

- vending hot drink machines;
- storage cupboards;
- water chillers;
- hot water dispensers;
- large fridge (no freezer)
- corporate cutlery, cups and plates;
- dishwashers and detergent, etc
- a variety of adequate and comfortable chairs and tables

Staff Breakout areas will not contain:

- toasters
- kettles
- microwaves – except that there will be one microwave situated in one kitchen/breakout area in each building

There will be no/very limited means of heating food in the kitchens or breakout areas. Should hot food be required this should be brought in from outside or heated in the buildings microwave and consumed in the kitchen/breakout areas.

A good quality hot drinks vending machine will be provided with a minimal charge to cover the costs involved. If staff wish to consume different teas and coffees then they should be individually provided and stored in personal lockers;

All used corporate mugs should be placed directly into a dishwasher provided, Staff should be considerate and responsible for cleaning breakout areas after themselves. If necessary, the cleaners will place cups left in kitchens in dishwashers, and these will be switched on each evening. The cleaners will not collect cups left on desks or in office areas and this is considered non-compliant with the clean desk requirements.

If staff work late and are using crockery or cutlery items after the dishwashers have been turned on, these can be washed up by staff using the cleaning materials provided in kitchens.

No kettles, fridges, microwaves or similar appliances are permitted in the office areas. These are confined to the kitchen/breakout areas.

This policy will be constantly under review and will be formally reviewed after 6 months of each building's re-occupation following refurbishment and adoption of New Ways of Working.

8. Personal Storage Areas

Under this Policy staff in Portland house and the Town Hall will be afforded a secure area with which to store personal belongings. Individually dedicated lockable lockers will be provided to all staff for personal items. Each member of staff will be personally allocated a locker (provided they want one) and provided with a key;

Work related documents must not be stored in personal lockers, these documents should be stored either electronically or should be filed in a prescribed location so that they are accessible by other members of staff if required;

Non dedicated general provision is made for the hanging of hats and coats and personal PPE and cycling equipment.

9. Filing Space Allocation

Under New Ways of Working (NWoW) there will be a limited need to work with paper documents and these should be kept to a minimum. Documents should be scanned or filed in necessary locations as soon as possible.

Each Executive Head is responsible for determining how the filing allocation within their zone is used;

There are some storage units allocated to each team area. These are for files and resources that are accessed regularly. Longer term storage, for archived files required for statutory purposes may be available in the basement or off site. Storage space in offices is expensive and as a result it has been limited in Portland House and the Town Hall and must therefore be used efficiently.

Where relevant, in some Sections personal trays will be provided within a communal cupboard, lockable if necessary;

At the end of the day current case / project work should be removed to personal trays where relevant or scanned and disposed of. Workstations must be left clear;

The Councils have a Document Retention Policy that should be referred to when storing or archiving any papers.

10. Printing, Copying, Scanning and Stationery

Printing/scanning facilities will be provided to offer flexible solutions. Staff can expect the same quality of printing services wherever they are seated. It is important that Staff should be considerate of those working around them and use the printing facilities conscientiously.

No personal printers are provided under 'New Ways of Working' and Multi Functional Devices (MFD's) placed in central areas throughout the Councils' buildings are to be used; These devices are accessed using your building access swipe card or PIN number. These devices provide secure printing faxing and scanning facilities.

The use of paper should be minimized wherever possible, and where possible printers will be set to print double sided as standard;

Staff should retain hard copies only where unavoidable. Where possible hard copies should be recycled on completion of work and the information retained electronically unless there is a statutory obligation to retain a hard copy;

Confidential waste must only be disposed of in the appropriate bags/bins.

Printing of over 25 pages should be sent to Reprographics as it is less expensive for the Councils and does not hamper other workers requiring the use of MFD's. All printing devices will be set to black and white as default to reduce printing costs. No printing must be made in colour unless absolutely necessary.

Workers should be courteous of other users within the 'zones' they are working in and scan larger documents with reprographics or at quieter times during the day wherever possible;

Stationery cupboards will be placed centrally throughout the Buildings, the stocking of which will be maintained centrally.

11. Rubbish, Recycling and Confidential Waste

Small personal bins besides workstations will not be provided;

Waste, paper and confidential recycling facilities will be placed centrally throughout zones and emptied on a regular basis;

Staff should dispose of their confidential waste responsibly and use the correct confidential bins where relevant.

12. Meeting Rooms

Users of meeting rooms are responsible for clearing the room after they have been used. Items left behind may be removed and disposed of;

13. Interview Rooms

There are a number of customer interview rooms located on the ground floor of Portland House. Each room is equipped with a panic alarm. There is an escape route behind the workstations and for this reason staff members should always sit to the rear of the room. If you find yourself at risk from a difficult client, please hit the panic button and exit into the escape corridor.

14 Express Meeting Rooms

Express meeting rooms are not bookable but should be only used for the following purposes for a maximum of one hour:

- Quick one to ones;
- Small meetings and conference calls;
- Quiet working;
- Confidential telephone calls.

A worker may not decant into an express room for 'quiet' working for periods exceeding one hour and therefore put that room out of use.

Facilities available in these meeting rooms will be:

- Small table and chairs for up to 4 people
- Telephone
- Pull down screen to project onto
- Network and power points

15. Medium Meeting Rooms / Large Meeting Rooms

These rooms and any specific requirements can be booked via the Councils' room booking system. Guidance on the booking of rooms is available on the intranet.

Facilities available in these meeting rooms will be:

- Telephone
- Fixed or portable AV equipment

- Network and power points
- Screens

16. Personal / DDA Requirements / Specialist Requirements

The Councils recognise that individual staff may require specialist equipment and undertakes that these requirements will be fulfilled.

Specialised equipment such as roller mice, keyboards, document holders and other small items will remain with the user and can be kept in personal lockers or work storage cabinets for their personal use. Stocks of this type of equipment can also be located centrally on each floor of the building.

Staff whose current chairs have been supplied to them following an Occupational Health recommendation will be allowed to take those chairs to their new work base and their manager will determine a suitable location for that member of staff to work from and ensure they always have access to their own chair.

All staff once located in Portland House and Town Hall will be subject to a DSE workstation self-assessment. This is expected to take a period of two weeks, which also allows time for those staff who feel they may need a special chair to have a sufficient trial period with the new chairs and to be assessed with them in situ. Any further specialist cases arising will be referred to Occupational Health, who may request further medical evidence before recommending particular chairs or other equipment. If this is the case, the recommended equipment will be supplied.

17. Fire Safety Marshalls

It is the responsibility of the Building Manager to put in place adequate fire safety measures, staff will be trained in fire safety procedures following the move back into Portland House and the town Hall.

Signed: *Alex Bailey* Date: 11-12-13
 Alex Bailey, Chief Executive

Signed: *Roger Varndell* Date: 13-11-13
 UNISON

Policy changes & rationale

Ways of Working Policy

What's changed?	Old policy	New policy	Why?
Amalgamation of 'joint policy on working practices' and 'joint office practicalities policy'	Two policies	One new 'ways of working' policy covering all the options	To amalgamate related policies and put all the relevant details together
Statutory requirements to provide flexible working	Included in joint policy on working practices	Removed from this policy and included in flexible working policy	To move this section to a more appropriate policy and remove duplication
Deciding workstyles	Process included in policy, including checklist for assessing the work-style for a post and post-holder, workstyle agreement and values and behaviours	Process removed	The section was in the current policy when the Councils started mobile and flexible working. This is no longer the case - different working styles are established and are an accepted part of our working practices - and so it is felt that this level of detail is not needed in the new policy
Health & Safety Assessment	Included in appendix D of policy	Removed from policy - available on intranet	To remove process detail from the policy.

Hours of work	Included in old policy	Removed from this policy and included in flexible working policy	To move this section to a more appropriate policy and remove duplication
Sickness	Included in old policy	Removed from this policy and included in sickness management policy	To move this section to a more appropriate policy and remove duplication
Contact and cover, management of performance, security & confidentiality	Included in old policy	Moved to 'ways of working charter'	The charter will be put up around the office to outline expectations in a more accessible way for staff.
Expenses and costs	Included in old policy	Details available on the intranet (http://awintranet/our-organisation/services/finance-and-audit/forms/staff-expenses-and-reimbursements/)	This is not about ways of working and the relevant details are available on the intranet. Removal of this section of the policy to only include what is necessary.
Clear desk, food & drink, personal storage, filing space, printing, copying, scanning and stationary, rubbish, recycling, confidential waste, meeting rooms	Included in joint office practicalities policy	Moved to 'ways of working charter'	The charter will be put up around the office to outline expectations in a more accessible way for staff.



ADUR & WORTHING
COUNCILS

Equality Impact Assessment – Ways of Working Policy

Name of project/policy/strategy (hereafter referred to as “initiative”):
Ways of Working Policy

Provide a brief summary (bullet points) of the aims of the initiative and main activities:

- This policy sets out the standards for working arrangements to benefit the Councils, their employees and customers

Project Manager: Karyn Picker/Jenny Guy Date: March 2019

Stage 1: ‘Screening’

This stage establishes whether a proposed initiative will have an impact on equality groups, (age, disability, gender, race, religion/belief, sexual orientation), or whether it is “equality neutral” (i.e. have no effect either positive or negative). So for example in the case of gender impact, consider whether men and women are affected differently.

Q.1. Who will benefit from this initiative? Is there likely to be a positive impact on specific equality groups (whether or not they are intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e. will have no particular effect on any group.

The policy allows the Councils to support their staff with managing various ways of working

Managers will benefit from this policy as it provides greater clarity around acceptable ways of working and options available to staff

Employees – the policy encourages positive ‘work life’ balance and greater opportunities to work in a flexible and creative way to benefit employees

Equality considerations:

Age – equality implications due to age have been considered and none have been found.

Disability – On recommendation from occupational health, the organisation will always consider reasonable adjustments for those with a disability to ensure they are not at a disadvantage. The Equality Act does not preclude a manager from managing the ways of working of an individual with a disability.

Gender Reassignment – Section 16 of the Equality Act 2010 provides that it is unlawful for an employer to treat a transsexual employee less favourably in relation to gender reassignment

Marriage and civil partnership - equality implications due to marriage and civil partnership have been considered and none have been found.

Pregnancy & Maternity – equality implications due to Pregnancy and Maternity have been considered and none have been found.

Race/ethnicity - equality implications due to race/ethnicity have been considered and none have been found.

Religion & belief - equality implications due to faith/belief have been considered and none have been found.

Sexual orientation – equality implications due to sexuality have been considered and none have been found.

Sex – equality implications due to sex have been considered and none have been found.

Q.2. Is there likely to be an adverse impact on one or more equality group as a result of this initiative? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”?

Consultation has taken place with Unison and no significant concerns have been raised about equality issues.

Q.3. Is the impact of the initiative - whether positive or negative - significant enough to warrant a more detailed assessment (Stage 2 - see guidance)? If not, will there be monitoring and review to assess the impact over a period of time? Briefly (bullet points) give reasons for your answer and any steps you are taking to address particular issues, including any consultation with staff or external groups/agencies.

Due to the response in Q2, it is felt that a more detailed assessment is not required at this time. The policy will be reviewed in 12 months' time and at this point, the equality impact assessment will also be reviewed to ensure that the impact on those covered by the Equality Act remains “neutral”.