
Agile Working Policy

Version:	1.0
Ratified by:	Remuneration Committee
Date ratified:	7 September 2018
Name of originator /author (s):	Agile Working Policy Sub-Group
Responsible Committee / individual:	Deputy Director of Business Delivery
Date issued:	September 2018
Review date:	September 2020 (Every 2 years from date of ratification or should changes in requirements be identified)
Target audience:	NHS Bury Clinical Commissioning Group

Further information regarding this document

Document name	Agile Working Policy
Category of Document in The Policy Schedule	HR
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This document should be read in conjunction with	Confidentiality Code of Conduct Records Management Policy Flexible Working Policy Information Security Policy Information Governance Policy (and Handbook) Lone Working Policy Mobile Phone Policy Display Screen Equipment Policy
Supersedes	N/A
This document has been developed in consultation with	GMSS people Services CCG Employees GM Staff Side Bury LA representatives CCG Senior Management Team
Published by	NHS Bury Clinical Commissioning Group
Copies of this document are available from	NHS Bury CCG Corporate Office People Matters

Version Control

Version History:

Version Number	Reviewing Committee / Officer	Date
V0.1	HR & Agile Working Group	March 2018
V0.2	Senior Management Team	April 2018
V0.3	GM Staff Side representatives	June 2018
V1.0	Remuneration Committee	Sept 2018

CONTENTS

- 1.0 POLICY STATEMENT**
- 2.0 INTRODUCTION**
- 3.0 BACKGROUND**
- 4.0 AGILE WORKING PROFILES**
 - Home Workers
 - Fixed workers
 - Agile Workers
- 5.0 AGILE WORKING PRINCIPLES**
- 6.0 HOUSEKEEPING**
 - Designated Base
 - Hot Desking
 - Clean Desk Principles
 - Clear Screen Principles
 - Service Provision
 - Time Recording
- 7.0 IMPACT ON EMPLOYMENT**
- 8.0 RESPONSIBILITIES**
 - Organisational Responsibilities
 - Line Manager Responsibilities
 - Individual Staff responsibilities
- 9.0 MANAGING THE RISKS ASSOCIATED WITH AGILE WORKING**
 - Eligibility Criteria and Authorisation
 - Health and Safety
 - Data Protection, Security and Confidentiality
 - Equipment Allocation
- 10.0 INSURANCE and LEGAL REQUIREMENTS**
 - Insurance
 - Employers Liability
 - Other Insurance
- 11.0 PERFORMANCE MANAGEMENT ARRANGEMENTS FOR AGILE WORKERS**
- 12.0 COMPLIANCE WITH AGILE WORKING POLICY**
- 13.0 REVIEW AND REVISION OF THE POLICY**
- 14.0 DISSEMINATION AND IMPLEMENTATION**
- 15.0 EQUALITY STATEMENT**
- 16.0 LEGISLATION AND RELATED POLICIES**
 - Legislation
 - Policies

1.0 POLICY STATEMENT

- 1.1 The Agile Working Policy sets out an overall framework, enabling the CCG'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 Working Environment.
- 1.2 This policy, along with other Information Governance (IG) and Information Technology (IT) policies, will enable both managers and staff to gain a better understanding of agile working and understand the basic principles, which can then be considered and applied to specific roles.
- 1.3 This policy covers the provision of facilities by the CCG to enable staff, working for (or on its behalf), to have secure and reliable access to any of the CCG's information systems which they have been authorised to use. Agile working enables staff to access such systems remotely (i.e. away from base) which in turn results in the more timely updating of systems, more faster and informed decision making and overall improved efficiencies.
- 1.4 It is recognised that within integrated services, CCG staff will be working alongside General Practitioners, Local Authority and Greater Manchester Shared Service staff. These external staff will need to refer to their own organisational policies or appropriate joint protocols regarding agile working.
- 1.5 This policy outlines the key elements of managing and further developing agile working within the CCG, subject to on-going review and updates.

2.0 INTRODUCTION

- 2.1 Agile working is the term used to describe how employees can work flexibly from any location, whether it is from a CCG building, within GP practices and other sites or by varying degrees of home working and regular hot-desking. It is about working in a way that brings people, processes, connectivity and technology, time and place together in the most appropriate and effective way.
- 2.2 Bury Clinical Commissioning Group (Bury CCG) need to develop modern working practices to enable employees to maximise their performance and productivity whilst maintaining a good work life balance.
- 2.3 Current technologies make it easier to access information remotely and work across multiple locations, whilst promoting a connected service. In order to ensure that the CCG's Strategic Vision becomes a reality, the CCG must continue to attract, develop and retain high quality staff.
- 2.4 The introduction of agile working across the CCG will provide an enhanced working environment for staff, as well as improving service delivery.
- 2.5 Although the nature of most of the roles within the CCG cannot be classed as totally flexible, there is considerable scope in many cases for some form of agile working. The different ways in which agile working can be undertaken is dependent on the demands and needs of the role, the individual's preferences and circumstances and

the work stream an employee is engaged in. It is possible, with careful planning and a degree of best practice evaluation, for staff to carry out their duties from a variety of different locations.

- 2.6 This document has been developed to provide a medium for consistency and fair practice when implementing and maintaining an agile working environment. It will help enable the CCG and its employees to realise the benefits associated with Agile Working.

3.0 BACKGROUND

- 3.1 Agile working provides the CCG and employees with options with regards to where and when they undertake their roles by introducing an element of choice, with line manager approval, which will ensure that the needs of the employee and organisation are best met. Agile working allows CCG staff to influence how they carry out their role to achieve best outcomes and promotes varying levels of flexibility within the workplace.
- 3.2 It must be noted that there is no expectation for staff to work at home and any change in working practice is to be mutually agreed by line manager and staff member. In addition there is no absolute right to work from home and all arrangements will be agreed and signed off through line management arrangements.
- 3.3 As some roles are more flexible than others, agile working will be adopted at varying levels within services and across the CCG as a whole.
- 3.4 Agile working offers a workable solution to the CCG's challenge of limited desk space against the needs of a growing work force.
- 3.5 In addition, the introduction of agile working will be of benefit to the CCG in the following ways:
- Support continuity of service and the efficient functioning of the CCG;
 - Increase overall productivity and reduce loss of productive time and costs on travel;
 - Improve sustainability within the workforce;
 - Increase availability of limited expertise or resources;
 - Support the retention of skilled and experienced staff whose personal circumstances change and who may otherwise leave the CCG;
 - Enable learning and development activity to be undertaken remotely, including e-learning;
 - Enable the CCG to respond to an individual's need for flexibility in working arrangements, for example to support staff with responsibilities as carers;
 - Provide alternative solutions to short or longer term office accommodation issues.
- 3.6 Agile working also offers benefits for staff members including, but not limited to the following ways:

- 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;
- Ensure good business continuity; and
- For peripatetic staff, reduce the time spent travelling to a specific base in order to access systems.

3.7 An agile working environment not only relies on the IT infrastructure but also on staff engagement to ensure the successful adoption of this new way of working. In this respect, a culture shift must be achieved using appropriate change management techniques; a key component in successfully embedding the agile working principles across the CCG.

4.0 AGILE WORKING PROFILES

4.1 A 'work profile' is assigned to each staff member following discussion and assessment between the relevant line manager and employee and a technological solution is implemented, in order to support the transition to the new more agile way of working.

4.2 The CCG has adopted 3 staff work profiles (or working styles) for CCG staff, as defined below to clarify the concept of Agile Working:

Home Workers

4.3 Staff members who are in the low mobility section and are generally at a desk at a home location for approx. 90% of the time. Home workers rarely attend meetings or work from multiple locations.

4.4 It is envisaged that this profile will not apply to any CCG staff. Staff members interested in becoming a home worker should review the flexible working Policy for further information.

Fixed Workers

4.5 Staff members are in the low mobility section and are generally at a desk in the office for approx. 90% of the time. Fixed workers rarely attend meetings away from the office or work from multiple locations.

Agile Workers

4.6 Staff members spend most of their time working in an office environment but are frequently away from a desk attending meetings, working from other sites or working occasionally from home. The degree of flexibility is to be determined by the member of staff and their manager. Agile Workers will generally work with a laptop and have a CCG mobile telephone provided in order to be contactable when away from the designated base of work.

4.7 When flexible staff are working on non-CCG sites and their work requires access to domain networked drives, consideration should be given, until the implementation of approved cloud sharing working arrangements, to providing the user with a Virtual Private Network (VPN) token to enable a secure network connection to be made to the CCG domain.

5.0 AGILE WORKING PRINCIPLES

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

5.2 The following principles should be observed by all staff and where appropriate monitored by Line Managers:

- No Personal Identifiable Data and / or other Confidential Data i.e business sensitive information is to be taken off premises, unless required to undertake the role and agreed on a team or individual basis as necessary;
- Only the information needed to do the planned work off-site and no more should be removed from CCG premises. Any removal from the CCG Office should be temporary and all information must be returned;
- Information assets, once outside CCG premises must not be left unattended or in public view at any time;
- Unless adequately secured or unless carriage is potentially a greater risk than storage, information assets must never be left unattended in a vehicle for any significant period of time. This includes being locked in the boot;
- Information must not be processed (used or discussed) in situations where it can be overlooked or overheard;
- Information must be securely stored at all times;
- Employees must not allow any other individuals, including family members, access to CCG information and equipment;
- Agile workers will have a designated office base;
- If issued, CCG equipment must only be used for CCG business and must not be altered by the addition or removal of hardware or software components;
- CCG information of any description must not be disposed of outside of a CCG facility. Such information must be securely disposed of using the confidential waste facilities available in CCG premises;
- Confidential or personal data or information must not be stored on removable media of any type (including CD/DVD) unless formally risk assessed and approved by the SIRO or the Caldicott Guardian. Prior to this, the request must be raised and logged with the GMSS Information Governance team;
- Confidential or personal data or information must not be uploaded to a Cloud provider, examples include: Dropbox, OneDrive, Amazon, Google Drive;
- CCG confidential material must not be sent electronically using public e-mail systems. The only NHS-approved e-mail infrastructure is NHS Mail;
- Where appropriate, staff will be provided with Remote Access capability;
- Confidential CCG information must never be stored on personal computers;
- All losses of information assets should be immediately reported via the CCG's incident reporting process. By following this process, the GMSS IG team will be notified, assign a score to the incident and inform the relevant parties, including the CCG's IG Operational Group and GMSS IT Security. Staff must not delay reporting hoping that the asset "will turn up". Failure to report promptly risks turning a minor incident into a serious security incident;
- All CCG staff are asked to attend routine staff briefing sessions

- 5.3 When considering the practicalities of agile working and in particular during initial discussions between manager and employee, both parties must consider the following:
- 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.
 - Any arrangements made between Manager and Staff should be made to improve and enhance the service delivery of the CCG.
- 5.4 The three staff work profiles or working styles of agile working are covered within this policy and are not intended to replace the concepts outlined within the CCG Flexible Working Policy. This still remains applicable to all employees.
- 5.5 The most appropriate profile will be recommended by the manager. An initial discussion will then be held with each employee in their team, to ensure staff members fully understand the concept of agile work profiling, how this will affect them and most importantly, consider the best practical and operational arrangements for this method of working.
- 5.6 It is essential that agile workers plan and agree a work programme with their line manager and all members of that workers' team must be aware of each programme that is agreed to ensure any interdependencies are addressed. All members of an agile working team must be aware of where their team are located at any time and how they can be contacted. The hours of work must be agreed in advance allowing employees who are using their homes as part of their agile working arrangements, to have a right to privacy out of hours and be able to maintain an appropriate separation between their working and home lives.
- 5.7 The ability to work occasionally from home allows employees to manage their domestic responsibilities e.g. assisting with childcare arrangements such as dropping children off at school and making up the time in the evening, providing this does not have a negative impact on the individual's ability to carry out their work, or on service delivery. This policy is in line with the CCG's flexible working policy and any agreed arrangements made between staff and their line manager.
- 5.8 Employees must be aware that the option to work from home is not a substitute for routine childcare or similar carer obligations. Should staff opt to work from home, it is the staff member's responsibility to ensure adequate childcare provisions are in place.

6.0 HOUSEKEEPING

- 6.1 The following arrangements shall apply:

Designated Base

- 6.2 All staff will be allocated a designated base for travel claims purposes, although they may work from an alternative location where this is more appropriate to meet business needs.

- 6.3 It is expected that when an individual is scheduled to be working remotely, they will always be available to attend their nominated base or another location, even at short notice.
- 6.4 Staff members who opt to work from an alternative base, due to personal choice and not business need, will not be eligible to claim mileage or parking costs associated with the choice of base. Additionally should a staff member then be required to attend the office, mileage and parking at the office base will not be claimable. Where a staff member attends an alternative base due to business need, mileage, travel and parking costs can be claimed in line with the travel expenses policy. This excludes any miles from home to designated base, or return, and parking whilst attending designated base.

Hot-Desking

- 6.5 The CCG has agreed that with reference to agile working, a hot desk refers to a designated work space for any employee to use at any time.
- 6.6 Workers designated as having a Fixed Desk working style / profile will have their own, personal work station. All other work stations across the CCG will be regarded as a shared resource.
- 6.7 Work stations will be organised into 'Zones' within which particular functions will normally work (e.g. Commissioning, Primary Care, Finance etc.) however, these zones will not be exclusive and no desk within any zone will be personal to any member of staff other than 'Fixed Desk Workers'.
- 6.8 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 area.
- 6.9 Hot desks will not be bookable and will be accessed on a first come, first serve basis.
- 6.10 Staff must remember that they can work from any CCG location and managers must ensure staff members feel comfortable when working from temporary desks and areas.
- 6.11 Where a staff member will be away from their hot-desk for a period of 2 hours or more, all equipment and personal belongings should be removed, making the desk available for another user.

Clean Desk Principles

- 6.12 Clean desk principles must be adopted by all CCG staff, as all desks may be used by other CCG staff. The expectation is that, when an individual leaves a desk to enable use by another member of staff, it will be left clear and clean, with no items left other than the standard IT kit provided by the CCG.
- 6.13 Small personal lockers will be available for each member of staff for small amounts of personal belongings, work in progress and stationary. Working practices should be as near paperless as possible.
- 6.14 All electronic and paper documents or records should be locked away when not in use i.e. at lunchtime, overnight or when attending meetings.

- 6.15 All electronic and paper documents or records should not be visible to visitors, members of the public or colleagues who should not see them.
- 6.16 All finished or completed documents or records should be sorted or archived in a secure way.
- 6.17 Laptops should be stored away when not in use.

Clear Screen Principles

- 6.18 All employees should lock their computer or laptop whenever they are away from their desk.
- 6.19 All employees should log off and switch off their PC at the end of each working day.
- 6.20 Computer screens should be angled away from the view of unauthorised people.
- 6.21 All employees should lock their screen when speaking to a visitor, colleague or member of the public to ensure sensitive or confidential information is not on display.

Service Provision

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

Time Recording

- 6.23 Agile working, like many other policies is reliant on a high level of trust and accountability between the employee and their line manager or organisation. Time-sheets are available for those colleagues who are required or prefer to record their working time.

7.0 IMPACT ON EMPLOYMENT

- 7.1 Working Time Regulations which places restrictions on working excessive hours came into force on 1 October 1998 and must be considered in respect of agile working.
- 7.2 Flexible Working Regulations apply from June 2014 (enacted through the Employment Rights Act 2002). These regulations give employees a statutory right to apply for flexible working arrangements after working for the same employer for at least 26 weeks. The implementation of agile working supports this Act.
- 7.3 The CCG as Data Controller for staff, member and service user person identifiable information must comply with the General Data Protection Regulation (GDPR). All staff must be made aware of the GDPR and how it applies to their role.
- 7.4 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

- 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
- Insufficiency of work during the periods the employee proposes to work
- Detrimental impact on performance
- Planned structural changes.

8.0 RESPONSIBILITIES

8.1 The following responsibilities will apply in respect to the Agile Working Policy:

Organisational Responsibilities

8.2 The **Remuneration Committee** is responsible for approving this Policy.

8.3 The **CCG Accountable Officer** is responsible for the implementation of the policy once approved.

8.4 All **staff** are expected to observe and adhere to the terms of this policy. Where applicable, they are invited to contribute to its further development.

8.5 Operational responsibility for the technical elements of the Agile Working Policy lies with the **IT Manager** in collaboration with Greater Manchester Shared Service

Line Manager Responsibilities

8.6 Line Manager are responsible for

- Taking responsibility for their own and staff member's adherence to this policy;
- reviewing the agile working arrangements for staff within their area of responsibility, including new team members, in line with this policy every 6 months and during personal development reviews;
- ensuring that all staff within their area of responsibility receive a copy of the policy once working arrangements have been agreed;
- ensuring flexibility, openness and productiveness in relation to discussions and agreements about agile working with staff within their area of responsibility, whilst remaining focused on the needs of the service;
- ensuring all staff are aware of their responsibility to adhere to the CCG's agile working housekeeping rules;
- ensuring all staff are aware of their responsibility to adhere to the CCG's existing policies linked to agile working.

Individual Staff Responsibilities

8.7 All **employees** are responsible for

- Ensuring they are familiar with the content of this document;
- complying 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;
- having joint responsibility with their manager in agreeing their level of agility and how they will carry out their role in a more agile way;
- being accountable for delivery of their work within agreed deadlines wherever they may work;

- ensuring flexibility, openness and constructiveness in relation to discussions and agreements about agile working with their manager, whilst remaining focused on the service requirements and provision;
- adhering to the CCG's agile working housekeeping rules;
- adhering to the CCG's existing policies linked to agile working (see section 16);
- ensuring they are up-to-date with their IG Training;
- liaising with their manager for advice or clarification as required;
- reporting to the CCG immediately once known, any loss, theft or damage to CCG IT equipment or the loss of confidential information using the CCG's Incident Reporting process.
- Ensuring a review of agile 'work profile' is undertaken where undertaking a new role.

9.0 MANAGING THE RISKS ASSOCIATED WITH AGILE WORKING

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

- Eligibility criteria and authorisation
- Health and Safety
- Data Protection, Security and Confidentiality
- Flexible working arrangements and performance management
- Allocation of equipment and financial support

9.2 The risks associated with the agile working issues above will be mitigated by the procedures outlined in this for managers and staff.

Eligibility and Authorisation

9.3 The criteria set out in section 4 must be considered by both the manager and staff members prior to agreeing upon the degree to which agile working can be adopted by a particular member of staff. Assigning staff profiles is carried out using these criteria.

Health and Safety

9.4 The Health and Safety at Work Act 1974 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.

9.5 All staff should complete a workstation assessment to understand the principles in setting up a workstation appropriately to safeguard their health and well-being.

9.6 In addition, staff and managers who occasionally work from home have individual responsibilities under Health and Safety regulations. Staff must complete a Workstation Assessment of their working arrangements at home which must then be authorised by their manager.

9.7 Managers should seek advice regarding any specific concerns around health and safety issues as sign off for agile working arrangements. This will not be agreed until all the Health and Safety requirements have been appropriately addressed.

- 9.8 Managers and staff need to agree on a number of Health and Safety practicalities and assess the potential risks, including but not exclusive to:
- Lone Working
 - Personal Safety
 - Moving and Handling
 - Display Screen Equipment

- 9.9 Local risk assessments should be carried out by the employee's line manager where risks have been identified.

Data Protection, Security and Confidentiality

- 9.10 The following arrangements are applicable:

- **Confidentiality Issues**

- 9.11 Not all information used contains personally identifiable details but some information will still be confidential to the CCG (known as business sensitive information). Staff must ensure they hold only the minimum level of confidential information remotely. The risks associated with a particular employee working occasionally from home will depend on the nature of the work, the type of records used and the access required and the employee's home circumstances.

- 9.12 The employee will have to take responsibility for the confidentiality of any records held remotely (either in paper or electronic form) and for their transportation to and from base. Any paper records should not be left in an unattended vehicle. Paper documents should be returned to the CCG offices for disposal and should not be disposed of in home waste systems. Further guidance is available in CCG IG Policies and Procedures such as the Secure Transfers of Information procedure and the IG Staff Handbook.

- 9.13 Any unnecessary documentation must be disposed of according to CCG policies and procedures. The employee must seek advice from the GMSS IG team and satisfy their line manager that the precautions taken are adequate to protect the CCGs responsibilities with regard to the GDPR.

- 9.14 The manager will need to satisfy themselves that the risk associated with agile working have been adequately dealt with and this policy and procedure should be read in conjunction with the CCG's, IG policies and procedures, the IG Staff Handbook, [Confidentiality Code of Conduct](#) and the [Records Management Policy](#).

- 9.15 The employee should ensure they are up to date at all times with all their mandatory Information Governance training, including any additional modules as identified in the CCG's IG Training Needs Analysis (TNA).

- **Security Issues**

- 9.16 Personal confidential information held on electronic devices such as computers, mobile phones, PDAs, smartphones, encrypted memory sticks must be held securely, whether being accessed at base, from another CCG site or remotely (including at home).

- 9.17 Managers must ensure their staff:

- Know their responsibilities under the GDPR and the CCG's Information Security Policy.
- Keep up to date with IG training.
- Never leave a computer with personal confidential information on screen.
- Never leave their 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;
- Maintain the same level of security at home as at the office base;
- Do not hold person identifiable information on electronic devices;
- Ensure that any information they view cannot be viewed by an unauthorised person or member of the public e.g. passers-by or near highly visible areas.

- **Email and Internet Facilities**

- 9.18 Use of these facilities is encouraged, subject to certain conditions as described in the CCG's Information Risk, Information Security and Acceptable Use of IT Policies. Particularly, 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 CCG in to disrepute for any reason. CCG facilities may not be used for business purposes, other than legitimate CCG business.
- 9.19 Access to the Internet, other than for legitimate CCG business, is prohibited except during off-duty hours. Staff must not use their personal email address for work purposes.
- 9.20 When working remotely, staff must not connect CCG IT equipment directly to the internet without the use of a CCG provided Virtual Private Network (VPN) token to ensure that data held on the IT equipment, as well as the CCG computer network, is not compromised.
- 9.21 All laptop devices must be encrypted as per the CCG's Acceptable Use of IT policy.
- 9.22 Failure to adhere to CCG policies may lead to withdrawal of the facility and/or disciplinary action being taken.

Equipment Allocation

- 9.23 The initial technology to assist with the implementation of agile working will be provided from CCG IT budget. Post implementation, additional equipment should be funded via the CCG proposed IT procurement process or via individual team budgets.
- 9.24 Specialist equipment will be provided to individuals should a Workstation Assessment deem this necessary; however, this equipment will be provided at the place where they predominantly work and not across multiple sites.

10.0 INSURANCE AND LEGAL REQUIREMENTS

Insurance

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

Employer's Liability

- 10.2 Employees working at or from home are covered by the CCG Employer's Liability Insurance. This is so long as they are carrying out a relevant function and a qualifying liability (as defined in the National Health Service (Clinical Negligence Scheme) Regulations 1996(1), National Health Service (Existing Liabilities Scheme) Regulations 1996(2), National Health Service (Liabilities to Third Parties Scheme) Regulations 1999(3).
- 10.3 Any accidents must be reported immediately in accordance with the CCG's guidelines.

Other Insurance

- 10.4 Equipment owned/provided by the CCG is covered by the CCG's existing insurance policy. Confirmation of adherence to Health and Safety regulations must also be supplied through completion of the Health & Safety Self-Assessment and co-operation with any resulting on-site assessment.
- 10.5 The CCG's insurance indemnifies Home workers (whilst undertaking CCG work) as if they were working in a CCG building.

11.0 PERFORMANCE MANAGEMENT ARRANGEMENTS FOR AGILE WORKERS

- 11.1 Both managers and staff must ensure that appropriate performance management arrangements are in place prior to agile working sign off. Any type of flexible working needs to be regularly reviewed every 6 months so that both service and individual needs are being met.
- 11.2 Managing agile workers requires a basic trust between a manager and their employees. As working styles become more flexible, employees will be less visible, it is therefore essential for managers to measure the output of work. This is particularly important where an employee is within their probationary period or where performance issues are being addressed through the Managing Work Performance Procedure.
- 11.3 Managers will not be able to oversee agile workers in the same way as fixed workers and so there is a greater need for careful and clear task setting, and a more careful examination of the tasks themselves, the need to examine risks and make contingency plans for any shortfalls.
- 11.4 The start of any planning process is to set objectives. These should be clear, measurable and achievable with a reasonable timetable. Once the objectives are in place, the tasks that must be carried out to meet them can then be defined. You should use one to one meetings to set objectives in agreement with the individual.
- 11.5 Communication is especially important and is essential to the success of agile working. Managers and employees need to ensure that there is effective communication with one another and service users.

- 11.6 Employees who move to agile working should be encouraged to remain in frequent contact with their manager and colleagues to ensure continued service delivery and to avoid any feelings of isolation. They should also ensure they remain 'contactable' during working time or otherwise agree alternative arrangements with their line manager. The frequency should ideally be explicitly defined, agreed and monitored to ensure communication does not begin to falter.
- 11.7 Should any performance concerns arise they should be addressed through Probationary Policy or the Managing Work Performance Procedure, depending upon the employee's length of service.

12.0 COMPLIANCE WITH AGILE WORKING ARRANGEMENTS

- 12.1 Failure to comply with any aspect of this policy will be taken seriously and may result in:
- Disciplinary action including dismissal;
 - Termination of secondment for secondees and a request for their employer to apply their internal disciplinary procedures;
 - Termination of contracts for interim resources, temporary workers, agency workers and/or contractors;
 - Legal action being taken against the discloser and/or any other third party, if information has been shared.
- 12.2 If an employee is found to be abusing their agile working arrangements the employee may be subject to action in line with the CCG's Disciplinary Procedure.

13.0 REVIEW AND REVISION OF THE POLICY

- 13.1 This policy will be reviewed every two years in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.
- 13.2 The policy may be revised in exceptional circumstances as a result of other external or internal influences, such as:
- Significant incidents reported
 - Discovery of new technical vulnerabilities
 - Changes to organisational infrastructure

14.0 DISSEMINATION AND IMPLEMENTATION

- 14.1 The Agile Working policy will be shared electronically with all employees, available in hard copy through the Corporate Office, included in the induction pack for new starters and available on the People Matters policy page.
- 14.2 The implementation of the Agile Working Policy will be supported by all managers of staff.

14.3 Agile working and the associated police, procedures and arrangements will be kept under review to meet the continual changing needs of the organisation.

15.0 EQUALITY STATEMENT

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

16.0 LEGISLATION AND RELATED POLICIES

16.1 The following legislation has been considered in drafting this policy:

- General Data Protection Regulation
- Health and Safety at Work Act 1974
- Flexible Working Regulations apply from June 2014 (enacted through the Employment Rights Act 2002)
- Working Time Regulations 1998

16.2 The Agile Working Policy should also be read in conjunction with the following policies:

- Confidentiality Code of Conduct
- Records Management Policy
- Flexible Working Policy
- Information Security Policy
- Information Governance Policy (and Handbook)
- Lone Working Policy
- Display Screen Equipment Policy
- Health and Safety Policy