

Agile Working (Including Home Working) Policy and Procedure

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REVIEW DATES AND DETAILS OF CHANGES MADE DURING THE REVIEW

This is a new policy.

1 INTRODUCTION AND OVERVIEW

- 1.1 The aim of the Agile Working Policy and Procedure is to support the workforce in working in an innovative way across UHL NHS Trust, empowering staff to work flexibly from different locations, at different times and using mobile devices.
- 1.2 With the technology available, there are numerous tools to help the Trust work in new and different ways, to meet customer needs, reduce costs, increase productivity and improve sustainability and also ensure effective space utilisation by the Trust.
- 1.3 The need to work in a more agile way during the COVID 19 pandemic has accelerated the Trust introducing agile working in many areas.

2 POLICY SCOPE

- 2.1 This policy outlines the key elements of managing and supporting agile working and is applicable to all UHL NHS Trust employees. This policy has been developed to provide a framework for consistent and fair practice on the issues to be taken into account when implementing and managing employees who adopt agile working arrangements.

3 DEFINITIONS AND ABBREVIATIONS

- 3.1 **Agile working** is the term used to describe how employees can work flexibly from any location. This may include working from home, hot desking at any Trust office and/or its partner organisations or working in a more flexible and dynamic way at a location which is deemed suitable.

4 ROLES AND RESPONSIBILITIES

- 4.1 The Executive Lead for this Policy and Procedure is the **Chief People Officer**, who has overall responsibility for ensuring that measures are taken to ensure that agile working is implemented in a manner which is equitable and consistent with this policy. The accountability for implementation of these measures is devolved to Directors, Clinical Management Group Clinical Directors and Heads of Operations.
- 4.2 The **People Services Directorate** are responsible for:-
 - 4.2.1 Ensuring that managers are provided with advice and support in relation to “People” issues in the application of this policy.
 - 4.2.2 Supporting managers and staff to develop and promote a culture of agile working.
 - 4.2.3 Ensuring other related People policies reflect the requirements of this policy.
 - 4.2.4 Ensuring that the Equality, Diversity and Inclusion (EDI) considerations are integrated into the policy development process.

- 4.3 The **Head of Privacy** is responsible for ensuring that:-
- 4.3.1 Information Governance (IG) related policies reflect the requirements of this policy.
 - 4.3.2 Information, support and advice is provided in relation to IG elements of agile working.
- 4.4 The **Information Management and Technology (IM&T)** team is responsible for ensuring that:
- 4.4.1 The Trusts IT infrastructure is maintained in a manner which will reasonably prevent security breaches arising from agile working.
 - 4.4.2 Where appropriate, software and other upgrades/updates to Trust equipment is provided to ensure the equipment meets all security requirements.
 - 4.4.3 Appropriate technical support is provided to the staff on how to use any equipment provided.
 - 4.4.4 The equipment asset register is kept up to date with information on which staff members have agile working equipment so that records can be updated and the use of assets can be monitored.
- 4.5 **Line Managers** are responsible for ensuring that within their areas of their responsibility:-
- 4.5.1 The agile working guidance is effectively, fairly and consistently applied within their area of responsibility, referring and complying with other policies, procedures and guidelines which also have an impact in relation to agile working.
 - 4.5.2 Agile working is promoted and that staff are provided with appropriate support and equipment.
 - 4.5.3 The policy is implemented in an equitable, fair and consistent manner in line with our Equality, Diversity and Inclusion values and priorities.
 - 4.5.4 Staff who work in an agile manner are provided with appropriate equipment and training to carry out their duties and that records of training are retained.
 - 4.5.5 Equipment approved to be used by staff working in an agile manner is recorded with IM&T in order to maintain a register of all Trust equipment allocated to staff. The line manager is responsible for notifying IM&T of any equipment allocated or returned, and for ensuring the return of equipment when a member of staff leaves or transfers to a different role where the equipment requirement no longer applies.
 - 4.5.6 Issues related to improving or maintaining productivity, quality, health, safety and security are considered before implementing agile working arrangements and that all appropriate assessments are undertaken as outlined in this policy before the commencement of any agile working. The agile working agreement and health and safety risk assessments must be completed, appendices 5, 6 and 7 refer.
 - 4.5.7 The appropriate methods to monitor output have been mutually agreed with staff as part of the supervision process.
 - 4.5.8 Communication is maintained with all staff and that staff are briefed and encouraged to be part of a team and that staff who work in an agile manner continue to receive regular support and supervision.

- 4.5.9 They ensure that agile working is monitored through regular review such as appraisal and supervision.
- 4.5.10 They seek advice and assistance from the health and safety services team and occupational health, where appropriate, in relation to the health and safety of staff, including reasonable adjustments that may need to be made to the work environment.
- 4.5.11 They ensure that staff are aware of their responsibility for adhering to this policy and the principles which underpin agile working.
- 4.5.12 They ensure that periodical reviews of the agile working arrangements are conducted in line with this policy.
- 4.5.13 Suitable mechanisms are in place to monitor office cover and record where/when staff are working. Work location is recorded on the electronic rostering system to identify where staff are if required. The expectation is that individuals will record their working location in their Microsoft calendars. The e-rostering system also has the facility for shifts to have a location added "WFH" so it is possible to see at a glance who is in work and who is working from home. Please refer to the Trust Staff Rostering Policy for further guidance (B5/2013).
- 4.5.14 They enable access to electronic files and data as appropriate.
- 4.5.15 They ensure suitable storage and filing is available so staff can leave their workstation clear for other users.
- 4.6 **All staff** who work in an agile manner are responsible for ensuring that:
- 4.6.1 They work together with and develop a shared joint responsibility with their manager in agreeing how they can work in an agile manner and deliver outcome-based measures of performance. The agile working agreement and risk assessments should be completed: appendices 5, 6 and 7 refer.
- 4.6.2 They take responsibility for working within agreements made and abiding by Trust policies and procedures.
- 4.6.3 In particular, to have a viewable daily work plan to have an auditable account of working time.
- 4.6.4 Wherever they are working, that they are easily contactable and responsive, that they are doing the job that is expected of them, and that they attend meetings, team days and corporate events.
- 4.6.5 They keep up to date with issues/working practices within their working area by maintaining appropriate communication with their manager and other staff.
- 4.6.6 They complete training (including statutory and mandatory training) and supervision.
- 4.6.7 They take reasonable care of IT equipment which they use and familiarise themselves with the policies set out in section 16.
- 4.6.8 Whenever Trust equipment is in use (in or out of agreed hours) there is a responsibility for all aspects of Information Governance Management including the obligation to report any data breach they become aware of.

- 4.6.9 Any loss, theft or damage to Trust IT equipment or the loss of confidential information is reported to the Trust immediately, which may entail contacting the on-call senior manager of the Trust outside of normal working hours. In the event that IT equipment is stolen, the theft must be reported to the police and a crime reference number obtained.
- 4.6.10 They take responsibility for maintaining appropriate security requirements in relation to the use of equipment and information.
- 4.6.11 To identify and report any issues to their manager related to agile working arrangements in line with this policy.
- 4.6.12 They maintain confidentiality in the home and any other workplace environment.
- 4.6.13 They ensure the return of Trust equipment when they leave or transfer to a different role where the equipment requirement no longer applies.

5 POLICY IMPLEMENTATION AND ASSOCIATED DOCUMENTS

5.1 Who can be Agile?

The Trust is keen to support the principles of agile working and a culture of flexibility for all staff, dependant on the role specifics.

Assessment need to be made on a role by role basis to understand what is / or is not possible by job roles.

The matrix below defines two work styles for Trust staff; it is possible some roles might be a 'hybrid' dependant on activities and outputs required within the job plan / role objectives /activities carried out:

Agile	Fixed
Spend most of their time working away from their desk	Spend most of their time working at a fixed location (circa. 90% of time)
May travel across Trust sites	Have specific individual equipment / furniture needs to enable them to perform their role effectively
If clinical, carry out assessments in patient / service user homes	Seldom away from their desk except for meeting with colleagues in same location
Workload is not location dependent	Do not have an option to work from other locations
Have the option to work away from base including from home (ad-hoc)	Example Job Role – Receptionist

6 STAFFING REQUIREMENTS

- 6.1. Roles that require agile workers will be agreed and discussed with new employees prior to commencing employment. The movement of office-based roles to agile working arrangements is likely to occur as job descriptions evolve and will require discussion between the manager and employee.

- 6.2. Employees who are not required to be agile workers, but would like to move to this method of working should discuss their proposals with their first line manager for consideration.
- 6.3. Staff who are subject to formal procedures under the disciplinary, absence or capability policies may need to be temporarily redeployed if a high level of supervision is required by the application of these processes and therefore may not be considered for agile working.
- 6.4 Any decision to agree to agile working is dependent on a number of factors including:
- the requirement of the role
 - the facilities needed to support that particular role
 - the service being delivered - this will include the current availability of staff across the working day/week
 - the welfare of the employee
 - agreement between the employee and their line manager.
- 6.5. Staff who have moved from an office-based role to a more agile way of working should have this arrangement reviewed at least every 12 months (or more frequently if required by the member of staff or by the service, which may require the staff member to return to an office based role).
- 6.6. There may be some circumstances where agile working is a reasonable adjustment for employees who have caring responsibilities or for employees with disabilities. Where this includes working at home this arrangement should not be seen as a substitute for the normal caring arrangements that would be in place should the employee be at an office. Any such arrangements should be made under a flexible working application under the Flexible Working UHL Policy (B7/2010) and can only be agreed if service needs are met.
- 6.7. All staff will continue to have a designated base for travel claims purposes, although they may choose to work from an alternative location to allow for improved efficiency and a more effective service.
- 6.8. All staff who are considered to be an Agile Worker, should have an Agile Working agreement completed with input from their line manager and placed on their personal file. A template for this agreement is attached at Appendix 5. A risk assessment should also be completed (Appendix 6/7). There is not an expectation to undertake retrospective RA's as this should have already been addressed by the COVID emergency remote working guidance for managers (http://insitetogether.xuhl-tr.nhs.uk/corp/CorpOperations/EP/Documents/Coronavirus/UHL%20-%20Occupational%20Health%20FAQ/UHL%20Remote%20Working%20Guidance_Final%20Draft%2011%20002%2021.docx). The intention of the Agile Working policy is for a steady state going forward.

7 COMMUNICATION

- 7.1. All staff must have agreed and documented hours of work, with an updated electronic shared calendar detailing their location.

- 7.2. All clinical information must be updated on the electronic system on the day of contact.
- 7.3. Managers and employees must have agreed telephone numbers for contact.
- 7.4. Staff must report sickness absence in line with the UHL Management of Sickness Absence Policy and Procedure.
- 7.5. Employees who need to send hard copies of letters will not normally be able to claim postage costs but should deliver or email letters to be sent from a Trust base.

8 EQUIPMENT REQUIREMENTS

- 8.1. Agile workers should be suitably equipped to perform their job role. IT equipment needs may vary from one employee to another and **may** include the potential provision of the following, subject to line manager discussion / approval:
 - Laptop.
 - Docking station / monitor
 - UHL Encrypted Memory stick.
 - Tablet Device.
 - Mobile phone.
 - Keyboard / mouse
 - Webcams
 - Headsets
- 8.2. The Trust is not obligated to provide equipment. The employee is required to have a suitable desk, chair and lockable cabinets if working from home. This will be determined through the risk assessment and the duration of the employee working from home. Under the Health and Safety (Display Screen Equipment) Regulations the Trust has a duty to ensure that the employee has sufficient type of equipment to enable safe working from home.
- 8.3. The supply of equipment may be considered as a reasonable adjustment for employees with disabilities and this will be considered on a case by case basis, taking into account occupational health advice as appropriate.
- 8.4. If employees need support to work at home or in the workplace they can apply for [Access to Work](https://www.gov.uk/access-to-work) <https://www.gov.uk/access-to-work>. Access to Work will provide support for the disability-related extra costs of working that are beyond standard reasonable adjustments an employer must provide.
- 8.5. Trust equipment is provided for official business. Employees must ensure that other family members or visitors do not access or use Trust equipment at any time or for any purpose, through safe storage and use of appropriate password protections.

8.6 Hot Desking

- 8.6.1. A hot desk refers to a designated work space for any employee to use at any time. Where applicable, designated banks of hot desks should be used by visiting staff, or alternatively individuals should approach a team member to ask if they may work from a free desk within that team.

- 8.6.2. Where no designated hot desks are available it is possible that any desk may be used by any member of the Trust. Adopting clear desk principles will assist with the changes in working practice; in that staff will feel more comfortable working from a desk that has not been personalised. There is an expectation therefore, that when an individual vacates a desk to enable usage by another member of staff, it will be left clear, with no materials left other than the standard IT kit provided by the Trust.
- 8.6.3 Hot desk set-ups should still follow the general workstation principles set out in the Workplace (Health, Safety and Welfare) Regulations 1992 and the Health and Safety (Display Screen Equipment) Regulations. Where reasonable adjustments are identified this will be made in conjunction with occupational health advice.
- 8.6.4 For infection prevention purposes individuals are required to clean their hot desk area after use so it is ready for another individual to use. Cleaning products will be available for use.
- 8.6.5 Please note that UHL's clinical libraries are not appropriate to be used for permanent hot desking spaces.

9 SECURITY AND CONFIDENTIALITY

- 9.1. The Trust requires the employee to certify that they are able to maintain security and confidentiality of documents within the home and when travelling and to comply with IT security and data protection requirements. The Trust reserves the right to take all reasonable steps necessary to verify this.
- 9.2. All staff who adopt agile working must have completed and up to date Information Governance training and abide by Trust Policies at all times.
- 9.3. All data must be encrypted and appropriate password protections applied.

10 HEALTH AND SAFETY

- 10.1 Under the Management of Health and Safety Regulations 1999 Managers will work with the employee to complete a risk assessment and work procedure for their role. A copy of the document will be signed by the manager and the employee this to be held on record by the manager and regularly reviewed. Employees must notify their line manager of any changes to the risk assessment or work procedure and complete the appropriate Trust paperwork for any incidents or accidents in line with the Trusts reporting mechanism.
- 10.2 Under the Health and Safety at Work, etc Act 1974, the organisation is responsible for employees' safety at work and this applies to Homeworking. The employee however, also has an obligation to ensure that they take reasonable care not to harm themselves or others and to co-operate with the employer, which includes adhering to the risk assessments and working procedures produced in conjunction with their Manager.
- 10.3 The Trust will provide appropriate equipment to ensure the Health and Safety of the individual is adequately safeguarded.

- 10.4 Staff should ensure they familiarise themselves with the Health and Safety processes within their work area, this includes personal security and fire procedures.
- 10.5 Managers should ensure that a risk assessment of the home work area is completed prior to homeworking commencing (Appendices 6 & 7). Records of these assessments will be stored in the staff members personnel file.
- 10.6 The Trust reserves the right to check the employee's home work areas for health and safety purposes. The need for such inspections will depend on the frequency at which the employee is working at home and the nature of the work undertaken, but will be at no more than at twelve monthly intervals. Records of these assessments will be stored in the staff members personnel file.

11 INSURANCE, MORTGAGE AND TENANCY ARRANGEMENTS

- 11.1 The Trust's employee liability insurance will extend to any members of staff working at home as part of their agile working arrangements. Insurance for any Trust equipment installed or used in an employee's home will be provided by the Trust.
- 11.2 There may be personal insurance implications if staff choose to work occasionally from home. If the individual and manager both agree to the inclusion of occasional home working within the employee's agile working arrangement (this could be on an ad hoc basis or more formal arrangement, e.g. one day a week), then the individual will take responsibility for contacting their insurance company to confirm there are no restrictions on their domestic policy relating to occasional home working.
- 11.3 Similarly, staff must also contact their mortgage provider or landlord as some mortgage or rental agreements do not permit any form of home working to take place on the premises. It is the responsibility of the employee to check their circumstances.
- 11.4 Guidance on tax has been requested by some staff, as this is a regulated and complex area the Trusts recommendation is to use the Government website to ensure it meets your circumstances. This would only be eligible 'where applicable' as per the guidance from HMRC and the arrangements agreed with the individual with their manager. The link can be accessed below:

<https://www.gov.uk/tax-help>

12 APPLICATION PROCESS

- 12.1. There is a manager's checklist in Appendix 1 that outlines the actions that must be undertaken to ensure that an individual is fully prepared for agile working.
- 12.2. All staff who are working as an Agile Worker, should have an Agile Working agreement completed with input from their line manager and placed on their personal file. A template for this agreement is attached at Appendix 5 & risk assessments in appendices 6 & 7.

13 EDUCATION AND TRAINING FOR THIS POLICY

There are no specific Education and Training requirements

14 PROCESS FOR MONITORING COMPLIANCE

Element to be monitored	Lead	Tool	Frequency	Reporting Arrangements	Leads for Acting on Recommendations	Change in Practice and Lessons to be shared
Ensuring risk assessment are carried out	Managers	Risk Assessment	As required	Managers		

15 EQUALITY IMPACT ASSESSMENT

15.1 The Trust recognises the diversity of the local community it serves. Our aim therefore is to provide a safe environment free from discrimination and treat all individuals fairly with dignity and appropriately according to their needs.

16 SUPPORTING REFERENCES, EVIDENCE BASE AND RELATED POLICIES

- 16.1. Other documents should be considered in implementation of this policy including
- Health and Safety at Work, etc Act 1974 and Subordinate legislation
 - Flexible Working UHL Policy & Procedure B7/2010
 - Health and Safety A17/2002
 - Information Governance B4/2004
 - Information Security A10/2003
 - Lone Worker Policy B27/2008
 - Display Screen Equipment B13/2002
 - Safer Handling Policy – Risk Assessment B56/2011
 - Non-Medical Staff Rostering Policy B5/2013
 - Medical Staff Rostering Policy B7/2019

17 PROCESS FOR VERSION CONTROL, DOCUMENT ARCHIVING AND REVIEW

This document will be uploaded onto SharePoint and available for access by Staff through INsite. It will be stored and archived through this system. The policy will then be reviewed after 12 months.

Manager's Checklist

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

- Manager to arrange initial meeting to discuss the suitability for agile working.
- Completion of the Agile Working Agreement Form where appropriate (Appendix 5). It may not be possible to fully complete this form at the initial meeting, as some actions may require contact with third parties.
- If occasional home working is applicable, an agreement must be reached between the manager and employee in respect of the suitability and the extent of the home working proposal. The manager should also identify suitable equipment to allow working from home.
- Completion of the eLearning modules:
 - Information Governance (introduction)
 - Information Governance (refresher), if applicable
- Ensure individual has read the Agile Working Policy
- Manager to set the review date.

Guidance for Managers - Supporting Remote / Agile Workers

Adjusting to homeworking may be a challenge for many managers and employees, particularly if they are used to working together face-to-face. The guidance below is for managers on the people management aspects of supporting remote workers and maintaining an effective working relationship.

1. Maintain regular contact - managers should check in regularly with employees and their teams through phone calls or virtual meetings.
2. Set clear expectations - make sure that everyone working from home knows what is expected of them. This should include agreeing when employees will be available to work, how they will keep in touch, how performance will be managed, and who they should contact if they have any problems.
3. Provide regular updates - staff working remotely with need regular updates and communications in line with the rest of the workforce, for example, through staff newsletters or virtual all-staff briefings.
4. Use video calling as much as possible – video technology helps to maintain face-to-face contact with colleagues; this is an important part of how we relate to others.
5. Wherever possible, be flexible about when work is done - allow staff to work in the most productive way for them and the team, which may enable people to undertake both work and caring commitments.
6. Have longer one to one meetings - people at home can miss having a daily chat with colleagues and feel they are missing out on what is happening at work. Make up for it by setting aside more time for them to catch up.
7. Make time for non-work conversations – just as you would usually do in the workplace.
8. Be mindful of staff feeling isolated, lonely or experiencing a lack of team camaraderie - encourage team get-togethers and frequent interaction via face-to-face technology to build trust and rapport.
9. Talk about how work-life balance is managed - remote working can risk blurring the line between work life and home life, be mindful of this, be clear about expectations and refer to guidance on supporting employees to manage their health and wellbeing.

Supporting employees' wellbeing when working from home

To support the wellbeing of employees who are working from home, as a manager, you should:

- ensure you maintain regular contact and communication with your teams, through phone calls or virtual meetings
- provide home workers with regular updates and communications in line with the rest of the workforce, for example through staff newsletters or enabling dial-in / virtual options for all staff briefings
- give employees information about the support available to them during their period of time working from home.

Support and tips on what staff can do to maintain their own health and wellbeing while working from home

- Establish a routine, including a start and end time to your work, as agreed with your manager.
- Discuss home working arrangements with family or the other people you live with and try to establish boundaries so you can work uninterrupted.
- Try to avoid working on a laptop for prolonged periods of time.
- Discuss with your line-manager what equipment you require to work from home. If you can bring a screen, mouse and separate keyboard home. Equipment taken off the premises must be agreed with your line manager and IT notified so that the Trust has a record of the equipment being allocated.
- Find yourself a quiet space at home with good natural light. A separate light maybe helpful for detailed work.
- Find a comfortable and supportive chair to use - not the sofa!
- Set-up your workstation following the same principles as when working in an office or agile space.
- Your screen should be approximately an arm's length from you.
- Keep your area tidy, so you can arrange items in accordance with the frequency of use.
- Keep the mouse close – adjust the mouse settings to suit your needs.
- Maintain a healthy lifestyle, good nutrition and plenty of sleep
- Take a lunch break
- Keep hydrated
- Stay connected with other colleagues and your manager. Communicate regularly.
- Take regular breaks throughout the day to get away from your screen/desk
- Get up regularly, every 25 minutes to stretch and change posture.
- Stay active, either by taking a walk (if not self-isolated) or doing simple stretches and exercise at home.

If you require additional DSE information please speak to your line manager in the first instance.

For general enquiries please contact the **Health and Safety Services Team**

Tel: 0116 258 3386 healthandsafetyteam@uhl-tr.nhs.uk

Home working and staying healthy

Setting up your workspace

Look **STRAIGHT AHEAD**, monitor at eye level or just below and an arm's length away. If using multiple monitors, angle them inwards to reduce neck rotation.

Give your **EYES** a break. Every 20 minutes, look 20 feet away for 20 seconds. 20-20-20.

ELBOWS and **FOREARMS** level with the desk surface, shoulders are down and relaxed. Adjust chair height or prop yourself up with additional cushions.

FEET planted on the floor. A footrest is ideal; alternatively, use a box.



Keyboard and mouse positioned close to the edge of the desk to avoid unnecessary stretching. Don't shrug **SHOULDERS** when typing and mousing; lower the work surface or adjust your chair height to avoid this.

Sit **BACK** taking full backrest support. Adjustable chairs are ideal. For more lumbar support, place a cushion or rolled up towel behind you.

Keep **THIGHS** parallel to the floor, knees slightly lower than the hips.

Regular **MOVEMENT** is key. Get up from your chair 2-3 times an hour for 30-60 seconds or 5-10 minutes every hour. Add dynamic stretches to daily routines as well as walking.

Creating the right environment



We spend 90% of our time indoors so consider air quality. Let fresh air in, clean **WINDOWS** regularly to avoid dust build up and consider the cleaning products you are using. Air purifiers should be considered.

Observe the **TEMPERATURE** in your work area. When too cold, you may feel more distracted and lose some dexterity in your hands and fingers. If you are feeling cold, you may not be moving regularly enough. When you're too warm, you can be uncomfortable and tire more quickly. Aim for between 21 and 24°C (ideally 22°C).



TEMPERATURE



ADD A LAMP to your desk to increase light levels if required. Illuminate the work area and documents as opposed to the screen as the screen already emits light.

Try to create a workspace away from your living space to reduce noise distraction. If you can't, wear earphones or headphones to take calls. Make sure these are fitted well. Adding **MUSIC** to the background or white noise can also help keep you productive.



CREATE A GOOD ATMOSPHERE around your work area including natural light, plants, flowers and artwork. Increasing the connection to nature around your work area improves productivity.

Navigating your home

WORKING FROM A SOFA: Plant feet firmly on the floor and sit back in the seat. Put your laptop on a book / magazine on a cushion to raise the screen slightly and improve neck posture. Place a cushion behind you for better lower back support. Keep shoulders down and relaxed, elbows by your side and wrists straight. Take a break every 15-20 minutes.

INTERRUPT SITTING: Stand occasionally to work. An adjustable height ironing board is ideal. Alternatively, put the laptop on any flat surface at a standing height. A good regime could be 20 minutes sitting, eight minutes standing, two minutes moving.

WORKING AT A DINING TABLE: Plant feet firmly on the floor and sit back in the seat. Add a cushion to the backrest if needed. Move the chair close to the table and bring the laptop near to the edge. Try to lift the laptop to eye level and connect a separate keyboard and mouse to encourage a more neutral posture.



***These tips are offered on a temporary basis, when you do not have the means to set yourself up in an ideal ergonomic position.

Staying mentally fit

DON'T BE TOO HARD ON YOURSELF:

You may be trying to work around childcare, home schooling, and other commitments. If you are struggling, talk to your line manager or HR department. If you are feeling anxious or low, there are a number of free apps that help support mental health wellbeing, e.g. Headspace, Moodfit. If you are finding everyday activities a struggle, contact your GP - many are now doing telephone or video consultations.

IF YOU ARE MISSING COLLEAGUES:

Try to organise some regular 'get togethers' via conference call/apps. You may be 'seeing' each other during online work meetings but sometimes it's nice to have a chat over a cuppa, as you would during a coffee break in the office.



MAKE SURE YOU ARE GETTING ENOUGH SLEEP:

You may be working different hours to fit in other commitments, but make sure you don't end up 'running on empty'. Set yourself boundaries and stick to them, e.g. no looking at emails between certain times of day/night, no working on weekends, etc., as applicable to your role.

MAKE SURE YOU HAVE SOME 'DOWN TIME':

The lines between home and work are very blurred at the moment. Try to get outside for a period each day; the benefits of fresh air and being in nature are well documented in terms of mental health and wellbeing.

If you require further support, contact your manager and ask for a display screen equipment assessment (DSEA) which can be conducted remotely and support you with more specific advice.

www.ergonomics.org.uk

© Chartered Institute of Ergonomics & Human Factors (CIEHF). Content compiled by Kirsty Angerer, Ed Milnes and Ruth Sims.

CONFIDENTIAL
Agile Working Agreement Form

Name _____

Job Title _____

Manager _____

The completion of this form confirms that the above named member of staff, together with their line manager, has properly considered all the issues relevant to agile working as detailed below. Once completed, this form enables the above named member of staff to receive manager sign off. A copy of this form is to be retained by the employee, with the original being held by the manager in the individual's staff file and will be reviewed on an annual basis.

Trust systems to be accessed				
Home Working applicable?				
Review Date				
Criteria	Yes	No	Date	Additional Comments
General				
Have the general and team / service benefits of agile working been explained and understood?	<input type="checkbox"/>	<input type="checkbox"/>		
Has the greater ability to work independently with reduced contact with colleagues, increased self-motivation and the ability to meet deadlines without regular supervision been discussed and explained?	<input type="checkbox"/>	<input type="checkbox"/>		
Criteria	Yes	No	Date	Additional Comments
How will communication between the manager and member of staff be maintained and have the hours for	N/A	N/A		Please give details:

<p>telephone contact be agreed?</p> <p><i>Managers and staff must ensure that the working time regulations are not breached by the arrangement.</i></p>				
<p>How will performance be measured and outcomes monitored?</p>	N/A	N/A		Please give details:
<p>Given the fact that agile working enables the working from various locations rather than purely at a designated base, have all the suitable locations been identified and discussed?</p>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Has the restructuring of day to day tasks to align with agile working principles been discussed and explained? (E.g.: reduced travel enabling increased volume of home visits etc).</p>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Has the travel claim / designated base process been explained and agreed where applicable?</p>	<input type="checkbox"/>	<input type="checkbox"/>		Designated base will be:
<p>Has the allocation and use of IT and other equipment been discussed?</p> <p><i>Can record details about what they are to receive to support the transition to agile working.</i></p> <p>Must record accurate info on the IT asset management tool and monitor for return if the member of staff moves or leaves.</p>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Have any training needs been identified?</p> <p><i>If so provide details of what they are.</i></p>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Have annual review arrangements been made? (Usually at 1:1s or supervision)</p>	<input type="checkbox"/>	<input type="checkbox"/>		

Criteria	Yes	No	Date	Additional Comments
Has the absence reporting procedure for the department been shared with the individual and the importance of the Trust's policy explained to ensure sickness absence is controlled and maintained?	<input type="checkbox"/>	<input type="checkbox"/>		
If the post holder has a disability, have the requirements of the Equality Act 2010 been properly considered. Advice should be sought from HR or Occupational Health if needed.	<input type="checkbox"/>	<input type="checkbox"/>		
Have arrangements been made to ensure the safe storage of records and equipment when not in use? <i>E.g.: ensuring equipment is not stored in cars overnight.</i>	<input type="checkbox"/>	<input type="checkbox"/>		
The section below is only to be completed if home working is to form part of the individual's formal agile working agreement				
Home Working	Yes	No	Date	Additional Comments
Have arrangements been made to ensure the secure storage of records and equipment when at home?	<input type="checkbox"/>	<input type="checkbox"/>		
Have arrangements been made to ensure connectivity to the Internet?	<input type="checkbox"/>	<input type="checkbox"/>		
Is the post holder aware of all health and safety issues and have all the appropriate assessments been completed? Refer to appendices 6 and 7	<input type="checkbox"/>	<input type="checkbox"/>		
Has the employee consulted their insurance company?	<input type="checkbox"/>	<input type="checkbox"/>		

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

I understand that abuse of the arrangement could lead to these arrangements being terminated and/or disciplinary action being taken against me.

In addition, I confirm that I am satisfied I have received the necessary information and guidance relating to Agile Working and am ready to adopt the new working principles as outlined in the Agile Working Policy and associated documentation.

Additional Comments:

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Signed (Employee):
Date:
I am satisfied that the above named has undertaken the necessary steps relating to Agile Working:
Signed (Manager):
Date:
Date for review of Agreement:
No later than:

Staff Self-Assessment checklist for remote / home working

Name of remote / home worker:		Address, location, phone number:	
Work activity:			
Line manager:		Date:	
Feedback from remote / home worker	Yes/No	Management action required?	Done?
Have you read and understood the UHL policies and safe working procedures relating to remote / home working?			
Are you happy with the arrangements for communication with your manager or other team members: <ul style="list-style-type: none"> • face to face? • by telephone? • by email or post? 			
Do you have good access to organisational information (e.g. by email, intranet, newsletter)?			
Have you been trained or instructed on health and safety risks associated with remote / home working?			
Has a risk assessment been done for your workstation, work environment and activities?			
Have you been given guidance on: <ul style="list-style-type: none"> • health and safety when working at home? • safe set-up and use of your workstation (including laptops)? • how to use appropriate software? • troubleshooting and maintenance of 			

equipment? <ul style="list-style-type: none"> • safe lifting and handling of work equipment? • working alone? • safe driving? 			
Do you take regular breaks from computer work?			
When travelling alone, do you regularly contact the office or a 'buddy' to let them know you are safe?			
Do you regularly inspect the safety of your workstation and equipment and provide feedback to your manager?			
Do you have concerns about managing your working hours, workload or work-life balance?			
Do you know how to report work-related accidents or ill health?			
Do you know how to report health and safety concerns?			
Please detail any health and safety concerns you would like to raise now.			

Assessment checklist for remote / home working

Name of remote / home worker:		Address, location, phone number:	
Work activity:		Date:	
Name of assessor:		Date of next review:	
General working environment	Yes/No	Management action required?	Done?
1.Environment			
Does the employee need additional task lighting?			
Do lighting or windows cause glare on the monitor?			
If windows cause glare, are curtains or blinds provided?			
Does the employee find the heating and ventilation acceptable?			
2.Electrical			
Is the fixed electrical system in good condition (e.g. no damaged sockets or wiring)?			
Are there enough sockets?			
Does the employee know the arrangements for ensuring portable appliances are maintained safely and how to check them visually for faults?			
Are there any faults on existing portable electrical equipment?			
3.Fire			
Are flammable materials (e.g. paper) and ignition sources (e.g. cigarettes) kept to a minimum?			

Do you have an escape plan in case of fire?			
Is there a smoke detector or fire alarm that is regularly checked?			
4.Workspace and storage			
Is there enough space for the employee to work comfortably?			
Does the work area provide enough privacy and freedom from disturbances?			
Does the employee have enough storage space for work items?			
Is there adequate segregation from non-workers (e.g. children, pets)?			
Are there any slip or trip hazards?			
5.Miscellaneous			
Are there concerns about managing working hours, workload or work-life balance?			
Is the employee aware of arrangements for managing road risk?			
Is the employee aware of lone working arrangements?			
Is the employee aware of arrangements and requirements for communication and reporting to their line manager?			
Is the employee aware of how to get help on using computers or other equipment?			
Does the employee have to carry out significant manual handling? (If yes, you need to carry out a manual handling assessment).			
Are there any security concerns?			
Are there any other concerns? E.g. data protection (please specify).			

Computer work	Yes/No	Management action required?	Done?
6. Workstation and computer use			
Does the employee know how to set up the workstation and chair for safe use?			
Is the screen clear, readable and flicker-free?			
Are the brightness and contrast adjustable and does the employee know how to adjust them?			
Are the employee's eyes level with the top of the screen?			
Can the keyboard be adjusted/tilted and is there space in front of it to rest hands when typing?			
Are the screen, computer and keyboard kept clean?			
Is the chair adjustable and has it been adjusted to suit the employee's needs?			
Does the employee need a footrest? (Are the feet not flat on the floor when the chair is adjusted to the right height for typing?)			
Is there enough legroom for free movement?			
Are equipment and papers within easy reach?			
Is there enough space on the desk for work?			
Is the mouse or input device suitable?			
Does the employee need a document holder?			
Does the employee take adequate breaks from computer work?			
When using the computer, does the employee get aches, pains, tingling or pins and needles in the hands, arms shoulders, neck or back?			
Do the symptoms persist after the employee has stopped working on the computer?			
Does the employee regularly suffer from blurred/poor vision, red/sore eyes or headaches while using the computer?			

7.Laptops

Does the employee need a screen, keyboard, mouse, or docking station? (These may be needed if the laptop is regularly used for long periods).			
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