

Agile Working Guide

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1.0	Introduction	2
1.1	Principles of agile working	2
1.2	Agile working vs Flexible Working	2
2.0	Workstyles	3
3.0	Working patterns/hours/recording hours of work	6
3.1	Watching out for burnout – health and wellbeing	6
4.0	Managing agile working	8
4.1	Managing new starters – induction	8
4.2	Communication	9
4.3	Performance management	10
5.0	Meetings	10
5.1	Online meetings and Teams etiquette	11
6.0	Common Concerns/Misconceptions	12
7.0	Mileage and travel time	13
8.0	Working environments - office	14
8.1	Paperless office	14
8.2	Hot desking	14
9.0	Working from home and on the move – personal safety, information governance, health and safety.	16
9.1	Personal safety	16
9.2	Information governance	16
9.3	Health and safety	17
9.4	Homeworking assessment	18
9.5	Display Screen Equipment (DSE) assessment	19
9.6	Workstation adaption	19
9.7	Personal Safety	19
9.8	IT equipment	19

1.0 Introduction

Agile working enables and empowers employees to maximise their performance and productivity, whilst maintaining a healthy work life balance.

As part of the Council's agile working approach, this guide has been developed to provide information on how to support agile working practices, and to address some of the common questions and challenges employees and managers may face whilst agile working.

The Council is a public service organisation and the Council's focus is to ensure we deliver the very best possible services for our city and residents. Our customers and business needs remain central to any agreed working arrangements across teams and services. Nevertheless, working in a smarter way supports the Council to be an employer of choice and to continue to attract, develop and retain high quality staff.

It is appreciated that not all roles within the Council can be flexible and the flexibility will be dependent on the workstyle assigned to the role and the demands and needs of the service, taking into account internal and external customer requirements and business needs. Individual preferences and circumstances will also require consideration to enable the best form of agile working.

1.1 Principles of agile working:

- Brings people, processes, connectivity and technology, time and place together to find the most appropriate and effective way of working to carry out a particular task.
- be collaborative and empowering, have trust and accountability, and be focused on outcomes.
- focus on health and wellbeing as an ongoing core value and corporate priority.
- all roles allocated to one of three workstyles: those that work in a fixed location, those that work in the field, and those that are flexible in where they can physically work.
- work takes place at the most effective location(s) and at the most effective time(s)
- trust managers to make decisions to ensure outcomes are delivered and employees are supported
- agile working is not permitted outside of the UK other than in exceptional circumstances, where that exceptional circumstance is temporary and there is a business need to retain the individual's capacity/skills/knowledge. All requests will require the written approval of either the Deputy Chief Executive or the Chief Executive.

1.2 Agile working vs Flexible Working

It is important to remember that this guide does not replace the Council's Flexible Working Policy - employees are reminded to follow this process for

requesting an amendment to their contractual work pattern arrangements or for home to be their work base. No workstyle is designated as homebased. All employees will have a Council office base. If an employee's workstyle allows, employees are able to work from home on an ad-hoc basis with line manager agreement.

Agile working incorporates flexible working practices, and often an element of home working, but its aims and scope are different. Agile working often benefits both the employee and the employer, the agreement to work in an agile way is driven by business needs and performance. When working agilely, employees complete their contractual hours when and where it makes business sense for the work to be undertaken.

Flexible working is a set work pattern that has been designed for an individual employee, usually to support with the balance between work and personal commitments, such as caring commitments. Unlike agile working, requests for flexible working need to be considered in accordance with employment legislation and in line with Council's [Flexible Working Policy](#).

Where agile working is likely to impact on the application of the Flexible Working Policy for an employee, the manager should seek advice from People Services.

2.0 Workstyles

All Council roles are identified against three categories of workstyles:

- **Fixed** - employees that work in a fixed location. This signifies the role to be permanently based from one fixed location (this could be an office or home if agreed under a flexible working request). There may be ad hoc exceptions, such as when attendance at a specific meeting or training is required at an alternative location. The postholder for this role is allocated a base location and is predominantly expected to work from here.



An example would be that the post holder is based at one council owned building as a receptionist with responsibilities for meeting customers and checking them in. On the odd occasion, i.e. once a quarter, they may be required to travel to another CWC office location to attend a meeting, but this is not a regular part of their workstyle

- **Field** – employees that work in the field. This signifies the role to be

predominantly based out in the community and has a minimum requirement for 'touch down' space. Employees in this workstyle tend to travel to various locations for work, meetings, training etc. where required.



An example would be where the post holder is based at a CWC office but works out in the community visiting clients. The postholder has access to 'touchdown' space at any CWC office building and/or works from home.

- **Flexible** – This workstyle denotes that the postholder's base location is flexible, to meet the needs of the business. The postholder can work from a mixture of home or any Council office, partner/client, or external location, as required. This workstyle provides employees the option to work from home, however the work base location remains as stated in the contract of employment. Employees have flexibility to work from office space at any of the council buildings across the City of Wolverhampton or choose to work from home (UK based Address).



An example would be where the postholder has a flexible base - they can work from home but is required to attend meetings at a client site or at any CWC office. Frequency of visits to locations is not fixed and can vary from week to week to suit business needs.

Whilst the job role is flexible, it may be that for personal circumstances, the staff member may need to work from a particular location more frequently.

Managers are responsible for deciding and assigning workstyle categories when establishing a position and are required to include this information in any Structure Management Requests (SMRs). This will also include advising candidates at the recruitment stage of the workstyle assigned and what effect this will have on their role. Deciding on a workstyle must be based on business need and there must be no compromise of health and safety, information governance, security of equipment or quality of service delivery.

The workstyle category is recorded in Agresso and is available for managers to view on the workforce application in PowerBi.

Workstyles must be allocated to the position not the individual and should not replace any existing contractual agreements already in place, such as those agreed under a flexible working request. Employees should discuss any concerns with assigned workstyles with their line manager in the first instance. If an agreement and resolution cannot be reached between manager and employee, the manager and/or employee should request advice from People Services.

If an employee transfers to another post a new agile working arrangement will be assessed with the new line manager based on the needs of that service and role.

Employees may be able to request a change of workstyle as part of their one-to-one meetings, supervision meetings and/or professional conversations. However, this does not cover requests which would result in contractual changes to working hours/days. For example, if an employee requests to permanently work from home on a specific day every week, this would be considered under the Flexible Working Policy and not agile working.

If service requirements allow the flexibility to work around personal commitments such as childcare or similar carer responsibilities it may be agreed. However, where this involves a permanent contractual change to normal working hours/days, a request will need to be submitted by the employee using the Flexible Working Policy.

If required, trial periods can be used to determine the suitability of a workstyle and whether both employee requirements and business needs are being met. To ensure managers and employees are aware of what has been agreed, expectations and timeframes, managers must ensure trial periods are documented.

Further help or advice on identifying, recording, concerns with workstyles and trial periods can be obtained from People Services.

Checklist for workstyle trial periods

- meet with employee to discuss trial workstyle if a change is requested to that which has been assigned
- discuss how employee and service needs will be met
- discuss start and end dates of trial period
- agree a review date
- send confirmation in writing of the trial period, including agreed start and end date, review date and what will happen following the trial
- review trial period during regular 1:1s or supervision
- meet at the end of the trial period to discuss the outcome
- if agreed by both parties to continue with workstyle, contact HR Support Desk to make the amendment on Agresso.

3.0 Working patterns/hours/recording hours of work

Agile working provides employees with the flexibility to work around personal commitments to help achieve a better work/life balance and not necessarily work set hours at a fixed workplace, where business needs allow. For further information please see [Working Hours Policy](#).

To ensure wellbeing remains a priority, employees and managers should refer to the four wellbeing pledges available on the [Our People Portal](#).

3.1 Watching out for burnout – health and wellbeing

Burnout is a state of emotional and physical exhaustion and can happen when an individual experiences long-term stress in their role or when someone has worked in an emotionally or physically draining role for a long period of time.

Employee health and wellbeing is vital to the Council and all employees are encouraged to seek support should it be required. Employee health and wellbeing and health and safety should not be compromised when working in an agile manner.

The flexibility agile working brings should enhance work life balance, however, with the technologies to work anytime, anywhere, there is a real risk of overworking and burn-out.

An employee close to burnout may display some or all of these signs:

- Working longer hours than normal
- unexplained absences
- poor timekeeping
- drop in quality of work and productivity
- lack of enthusiasm
- becoming isolated
- irritable
- feeling tired or drained a lot of the time
- feeling helpless, trapped, or defeated
- self-doubt
- feeling overwhelmed
- having a negative outlook
- procrastinating and taking longer than usual to get work done.

When properly used, the technologies and the new working practices should empower employees to control their availability for work more effectively. This should contribute to – rather than harm – work-life balance. However, for this to happen there needs to be explicit agreement about availability for work and about the right to “turn off and tune out”.

Managers responsibilities:

- Watch out for signs of burnout
- lead by example - show others how well agile working can work with achieving work-life balance
- discuss and agree expectations around availability for work
- offer support to employees – review tasks, workloads and deadlines, re-prioritise where possible, signpost to the Employee Assistance Programme and wellbeing@work initiatives such as the '[working from home](#)' section on the intranet.
- ensure employees understand that it is ok and important to switch off from work
- ensure employees take regular breaks
- be mindful of screen fatigue and the use of back-to-back meetings
- ensure the right mechanisms are in place to enable others to share workloads when individuals are unavailable to help to reduce the pressure to be “always on”
- refer to the managers wellbeing pledges on the [Our People Portal](#).
- enroll onto the Stress Awareness and Stress Risk Assessment Workshop – Face to Face training
- discuss the importance of work-life balance with employees and empower them via making wellbeing an everyday conversation and encourage employees be open and honest regarding their wellbeing. Creating an environment where employees can openly talk about their mental health

without any judgement is key and can help empower employees.

Employee tips:

- Take breaks
- try to keep workspace separate from personal/home space to reduce the risk of boundaries becoming blurred. If employees do not have a suitable area at home, they should discuss this with their manager, particularly if it is impacting on their work and output.
- speak to your manager if you are finding it difficult or need further support
- consider routine scheduling of workload and work activities to help develop a structure
- try to change activities throughout the day, such as listening to music, going out at lunchtime, taking exercise
- refer to the employee's wellbeing pledges on the [Our People Portal](#).
- The [My Possible Self App, Stress Toolkit](#) – this app has a number of stress management resources and podcasts on stress and burnout. Free to download on mobiles from Google Play and Apple store. Org code: SoD2021!
- contact the [Employee Assistance Programme](#) for support.
- there are several other resources that are available on the [Our People Portal](#).

4.0 Managing agile working

Managing agile working does not involve managing by presence i.e., in the office, it is focused on managing by outcome.

This involves different forms of keeping in contact with employees, assessing workloads, capacity and monitoring and measuring performance. It is important to develop protocols within the team around communication, outputs and working hours in light of the removal of core hours.

4.1 Managing new starters – induction

A hybrid induction may include carrying out some introductions in the office and some remote whilst the employee is familiarising themselves with the organisation. For example, meeting the team in the office and then arranging remote meetings with key stakeholders and contacts. Dependent on the nature of the role, some training may need to be conducted in person, this should be taken into consideration when creating an induction plan. Managers should ensure new starters are aware of fire evacuation procedures from any of the buildings the employee may work from.

Managers may wish to also consider additional mechanisms/training to support remote working especially if roles will be under flexible and field workstyles. Considerations could include:

- Allocating a buddy
- considering how remote training will take place i.e., on systems and storage of documents
- confirm how the team communicate and when
- confirm how often the team meet whether remotely or in the office for 'check ins' and team office days. Managers should consider checking in with the employee daily and review how the induction is going
- how discussions and assessments around health and safety will be held, such as fire evacuation. What can be delivered remotely and what needs to take place in the office.

4.2 Communication

Agile working requires a greater focus on effective communications within the team, with greater need for updates on work in progress and challenges employees face.

As part of agile working, managers may not sit with their employees every day and may often work from different locations. The following strategies can assist managers in improving communication with employees:

- Email updates
- MS Teams messaging and calling
- telephone contact
- regular individual and team 'check ins'
- regular 1:1 meetings
- regular team meetings
- keeping calendars open and up to date
- regular team office days

Managers must agree on and adopt communication strategies to ensure regular communication is maintained between themselves and team members.

Check ins are an effective tool to discuss employee's wellbeing as well as an opportunity for informal team chats which would have taken place had employees been in the office.

Managers of agile workers must ensure that they make arrangements for regular individual and team meetings to discuss workloads, outputs, outcomes and maintain structured discussion and feedback. Managers must ensure work programmes are planned and agreed and all team members are clear about how performance will be managed.

Managers must act promptly if they identify issues with individual or team communication. Any issues should be recorded formally on a 1:1 supervision record with an agreed action plan.

4.3 Performance management

It is essential for managers to obtain regular progress updates so they can monitor service delivery and performance. The frequency and method of these updates will depend on the type of work being carried out, but could include a mixture of:

- Review meetings
- regular 1:1s –face to face or virtual
- daily/weekly email updates
- video conference meetings
- scheduled telephone calls
- professional conversations.

Regular 1:1 meetings and professional conversations are important for both managers and employees. During these meetings, managers should discuss workloads, outputs, outcomes, wellbeing and maintain structured discussion and feedback with their employees.

Further information on Performance Management can be found in the [Performance Management \(Capability\) Policy](#).

Measuring performance and results of agile working

Examples could include:

- work completed on time, to required quality and within budget
- cost of agile working against benefits
- customer satisfaction
- good relationships between team members
- good relationships with stakeholders
- calls and emails returned/responded to efficiently and effectively
- regular feedback
- accessibility in emergencies
- effective workload planning – no last-minute jobs assigned
- fast response to customers
- no complaints
- agile workers feel in touch with what's going on in the team
- agile workers don't feel too isolated.

5.0 Meetings

Routine sharing of information can be carried out through document sharing and online processes.

Physical face to face meetings are important for collaborative work involving

activities such as training, brainstorming and decision-making. The benefits of agile working can be undermined by insisting on being present in person for routine meetings that can be effectively carried out remotely.

It is important that managers and employees consider the nature of the meeting in terms of confidentiality and sensitivity. If arranging or joining a hybrid meeting, people will need to ensure that they have considered whether their physical space will compromise this.

5.1 Online meetings and Teams etiquette

In relation to digital etiquette there are some basic rules to adopt for how to stay polite, professional and use the technology to its full potential. Below are a few tips and best practice for using Teams and participating in online meetings and if followed will ensure a quality experience for all participants, where everyone can contribute and be productive.

- ☑ prepare for the meeting – check the quality of the camera, microphone and internet connection
- ☑ consider your dress code – although working from home can involve a more informal dress code, informal does not mean unprofessional. Remember it is still a work environment so know your audience and if unsure stay on the more formal side to ensure professionalism is maintained. For more information, please see [Dress Code Policy](#)
- ☑ think about your workspace and try to limit any distractions that may occur, such as noise from radio/tv, pets and other members in the house
- ☑ do not partake in behaviours, such as vaping during online meetings as these could be viewed as unprofessional and can be visually and audibly distracting
- ☑ it is important to have your camera on for online meetings as this will improve participation and collaboration. Managers can ask you to turn your camera on, however, if you are uncomfortable with this you should discuss with your manager. Reasonable adjustments can be made for employees, such as employees who are Autistic, more information can be found in the [Autism Awareness Guide](#). Seeing other people and colleagues is great for not only gauging reactions but also for social interactions
- ☑ consider blurring or applying a background to keep your space private and limit visual distractions. If applying a virtual background, ensure this is appropriate and professional.
- ☑ ensure visibility when sharing your screen so that your audience can easily see what you are sharing

- ☑ if attending an online meeting when you are in the office or using a collaboration area, you should use a headset or headphones. This will help reduce background noise and ensure privacy of the conversation you're participating in
- ☑ when not talking, mute your device and use the functions available such as 'raising your hand', or putting a comment in the chat function
- ☑ be mindful that Teams availability status does not mean the person is immediately available for a response or reply. If a response is required, then you can 'tag' colleagues in the message.
- ☑ join a MS Teams meeting on mute so not to interrupt anyone if the meeting has already started

6.0 Common Concerns/Misconceptions

Working from home and agile working

Agile working should not be viewed as having the opportunity to permanently work from home, it means that individuals do not have a fixed workspace, and so can be flexible regarding the location in which they work. Sometimes, this may mean that work can be carried out at home if this best suits the needs of the business.

If an employee wishes to work from home permanently, managers should advise them to request this under the Council's [Flexible Working Policy](#).

Leave and agile working

Generally, the ability to choose to work from home is not a substitute for sickness. It is important that our employees are dedicated to their wellbeing as is the Council and therefore employees are required to only work if they are fit and able to do so. Any sickness will be dealt with in line with the Management of Attendance Policy.

Dependent on business needs, some situations may enable an employee to work from home rather than report in sick, for example if an employee has an injury which limits the ability to travel but is otherwise fit to work, managers may use their discretion to allow working from home for short periods of time. Nevertheless, if an employee is too unwell to work, they should take the time off required to recover.

The ability to choose to work from home is not a substitute for taking time off for dependents leave. Dependent on business needs, some situation may enable an employee to work from home if caring responsibilities will not

impact on work. Agile working should not be used as a substitute for ensuring suitable regular child/dependents care is in place. Employees working from home should not do so whilst in sole charge of children/other dependents requiring care or supervision.

Technology/equipment failure

Employees will be responsible for reporting any equipment failures or broadband outage to their manager. Employees will need to ensure Digital and IT are notified of equipment failures by raising a call with [Digital and IT Service Desk](#). Employees may need to return equipment to an office base for repair, investigation or maintenance and to collect equipment once resolved. Managers must ensure employees are provided with the time to complete this.

If experiencing broadband outage, employees should advise their manager without delay. If the outage is short term (i.e., a hour), managers should credit this downtime. If outage is expected for a longer period (i.e., whole morning or day), employees will be expected to attend an office location.

Council buildings opening times

Council building opening times vary and employees are required to check the suitability of those opening hours for their individual requirements.

7.0 Mileage and travel time

Regardless of workstyles and employee home location, employees cannot claim mileage between home and the designated office base for their first and final journey. All employees will have a designated office base which should be used for mileage and travel time purposes. If unsure of your designated office base, employees should seek clarification from their line manager in the first instance.

Employees can only claim and be paid for mileage expenses that are over and above the number of miles they would have previously incurred after travelling to the designated office base and the return journey home, i.e., the normal commuting journey.

If an employee exceeds their normal commuting journey to go to another base, they will be able to claim for excess mileage.

Where an employee moves house or relocates further afield within the UK, they will be expected to attend the office to meet business needs and attend meetings as required. The mileage from home to the office and vice versa will not be claimable.

Mileage claims will need to be processed in the usual manner through

Agresso. Guidance on how to claim expenses can be found in the Agresso user [guides](#). Employees will be required to use their own vehicles whilst travelling between different locations/ sites on Council business. Further guidance can be found in the [Driving at Work Policy](#).

For information regarding travel time please refer to the [Working Hours Policy](#).

8.0 Working environments - office

8.1 Paperless office



The use of electronic processes and secure online storage is essential to agile working and enables more effective working from other locations. MS Teams has been introduced as a tool to enable flexible working, it is recognised a number of documents maybe shared or retained with MS Teams whilst using its functionalities and team sharing. Employees are required to ensure they comply with the Councils Records Management Policy and associated guidance on record types, which can be found on the Information Governance pages of the Council's [Governance Portal](#).

However, it is appreciated that some roles will still require the use of paper-based documentation. It is paramount that these are stored securely and if travelling with paper-based documents only the essential documentation is carried.

8.2 Hot desking

The Council has undertaken a review of our assets and capacity within council buildings and now offer hot desking in specific areas. Hot desks are made clear with appropriate signage. Desks are not allocated to individuals and therefore employees should use the cleaning equipment before and after using a workspace.

Reasonable adjustment can be made for employees if additional equipment is required to help support undertake the role. Please speak with your line manager in the first instance to identify these adjustments.

Managers will be required to remind those employees who will be working in the office of the clear desk standards.

Clear desk and screen

All knowledge, information and access to information must be handled carefully. It is the responsibility of everyone to consider the security of the information we have access to, and to protect that information accordingly – for example when reviewing sensitive information on screen in a non-confidential area it may be appropriate to book a room or move to a confidential area. The use of headphones for confidential meetings will also need to be considered.

- as part of agile working, employees may not have a personal desk space. It is therefore essential that the desk/workstation they have used remains free of documentation at the end of use/end of the day so that the next person can use it
- any 'confidential' information must be locked away in pedestals, filing cabinets, cupboards, etc. if available, dependent upon their sensitivity and confidentiality
- other removable media such as CDs, DVDs, flash-drives etc. must be safely stored away
- all fixed ICT equipment should remain on desks after use. Employees are encouraged to carry their own headset and cables to use when in an office location. Any issues or faults with ICT equipment must be reported to the Digital and IT support desk by the current user
- all waste paper containing any personal or confidential information or data must be placed in the confidential waste bins located in each service area. Under no circumstances should this be thrown away with normal rubbish in the waste paper bins
- it is essential that the 'lock' is always activated on the screen by pressing 'Ctrl, Alt, Delete' and then 'Enter' when leaving the desk
- in an emergency when required to leave the office quickly (e.g., fire alarm), invoke the screen lock to unauthorised access only if it is safe to do so. Locking the screen will prevent someone else from using the PC, and reading confidential information left open on the screen
- to prevent sensitive and confidential information from being read by visitors to the desk, the screen must be 'locked' when working on sensitive information
- don't position the screen where sensitive information can be read by others.

Physical storage

As part of agile working, employees may not have a personal desk space or personal locker. It is therefore essential that the desk/workstation they have used remains free of personal belongings at the end of use/end of the day so

that it can be used by the next person. Any lockers that are provided are for use for that day and should be clear of any personal belongings and in a clean condition for use again by another employee.

When working from home, information should be stored in a lockable room, cupboard or draw whenever possible. Restricted material must not be left in a vehicle overnight.

9.0 Working from home and on the move – personal safety, information governance, health and safety.

9.1 Personal safety

It is recommended, where possible, employees when working from home have a dedicated area to work in ideally without distraction and suitable for taking confidential calls. It is appreciated that not everyone can have a suitable area at home and therefore managers will need to discuss this with the employees. In particular if it is impacting their work and output.

The safety and personal security of employees working remotely must be considered in risk assessments. Sensible precautions should be taken, for example limiting the amount of sensitive data that is carried whilst employees are travelling.

Employees should never give out their home address, phone number or arrange to meet with clients at their own home. Employees should also be aware that when travelling on work business, they will still need to make sure that someone at work knows where they are going and when they have returned safely in accordance with the Council's [Lone Working Policy](#).

When agile working, information governance and health and safety must not be compromised in any way. Managers must ensure that employees adhere to information governance and health and safety policies, procedures and regulations irrespective of their workstyle.

9.2 Information governance

Managers should promptly address any issues or concerns regarding information governance and the appropriate handling of data. Regular 1:1 meetings will enable you to assess any issues and concerns and agree on improvement action plans if required.

- ☑ all Council policies and procedures relating to data protection, security, confidentiality and health and safety are equally applicable to the home as well as within the office environment and must be followed accordingly
- ☑ confidential or sensitive conversations/work should not be carried out whilst in any public areas
- ☑ unauthorised people (including family members) should not have access to any personal/sensitive information either on paper, as electronic records or audibly
- ☑ all equipment and/or documents must be safely stored and locked away when not in use
- ☑ laptops, tablets, work phones and any other devices that provide access to Council information must be kept secure either in a 'locked state' or 'shut down' when not in use
- ☑ confidential waste should either be disposed of using a cross-cut shredder or returned to the office in person or disposal using the Council approved secure disposal units
- ☑ employees are encouraged to use electronic applications to create documentation etc. wherever possible to reduce the use of paper, printing costs and increase security
- ☑ any electronic devices or documentation that is being transported in a vehicle should be locked away and, where possible, out of sight
- ☑ any data loss or data breach must be reported immediately, or as soon as possible to your line manager and Information Governance

9.3 Health and safety

The Health and Safety at work etc. Act 1974 (HSWA) places duties on employers and employees. Under HSWA, employers have a duty to protect the health, safety and welfare of their employees. Employees have responsibility for their own and others health and safety whilst carrying out work activities regardless of location.

These health and safety responsibilities apply to all activities carried out as part of an employees work related duties. This includes duties carried out at an employer's workplace, duties carried out on site, and also duties carried out at an employee's home.

Where employees use other Council locations to work, they should familiarise themselves with local arrangements for managing health and safety and fire evacuation procedures. Employees should also ensure they adhere to local signing in and out arrangements.

Employees have a responsibility to ensure wherever the work from, they have appropriate workspace with adequate security, storage and screening from activity and noise. There must also be adequate ventilation and lighting. It is necessary to ensure that any workstation used is not likely to cause employees

any health risk. In view of this, employees should assess the risks for workstations that are occupied at irregular intervals as a result of flexible working practices such as hot-desking. The basic criteria employees should always check when working with display screen equipment can be found on the [Health and Safety Portal](#) (DSE – Self Assessment Form). Any risks must be discussed with management to help minimise these.

It is the employee's responsibility to inform their line manager if they have any health and safety concerns. As a manager, you must provide opportunities for employees to have these discussions if required. Regular communication and 1:1 meetings with your employees will allow you to determine whether any of your employees are experiencing health and safety issues when working agilely.

If substantial furniture or layout adaptations are identified that cannot be supported reasonably at home, managers must discuss with the employee the possibility of providing access to office accommodation for either the whole of their working hours or a substantial part of them.

Occupational health assessments may also recommend other specialist adaptations. For further advice on reasonable adjustments and adaptations, please contact People Services.

9.4 Homeworking assessment

Managers and employees are responsible for ensuring that employees health and safety is adequately controlled to be safe and without risks whilst working at home.

More specifically the Health and Safety (Display Screen Equipment) Regulations 1992 outline what an employer, may need to do to protect their employees from any risks associated with Display Screen Equipment (DSE) (i.e., computers and laptops).

Homeworking assessments are the fundamental means by which the Council ensures employees homeworking conditions have been adequately assessed.

Homeworking assessments are required for any employee carrying out any work from home.

Employees and managers are responsible for ensuring that they have carried out a homeworking assessment and that the responses to the assessment are discussed with their manager in order that any necessary reasonable adaptations are implemented. They should be completed initially and reviewed every 3 years or if circumstances change, or if home location change (such as change of address). Managers will be responsible for ensuring reviews are scheduled with employees and assessment records retained.

The homeworking assessment can be accessed on the [Health and Safety Portal](#) (Employee Home Working Conditions Assessment)

9.5 Display Screen Equipment (DSE) assessment

If an employee does not work from home, they will not need to complete a homeworking assessment, but should complete a DSE assessment instead for their predominant work base. This will need to be reviewed every 3 years or if circumstances, or work location change.

9.6 Workstation adaption

For employees whose workstyles allow elements of homeworking, a homeworking assessment may identify different adaptations that are necessary. It could include provision of additional IT equipment such as additional monitors, separate keyboard and mouse, provision of a suitable DSE chair to allow a suitable posture to be maintained. This will be considered on a case-by-case basis, however, where needs cannot be met at home this will be provided at a location where they will predominantly work and not across multiple sites.

Where more substantial furniture or layout adaptations are identified that cannot be supported reasonably, managers will discuss with the employee the possibility of providing access to office accommodation for either the whole of their working hours or a substantial part of them.

Other specialist adaptations may also be recommended as a result of occupational health or physiotherapy assessments. These may include for example, specialist chairs, riser desks or specially adapted software. Reasonable adjustments should be made where feasible and the service will be responsible for meeting these costs – for advice please contact People Services.

9.7 Personal Safety

Employees must **never** arrange for face-to-face meetings to take place at home with service users. Remote meetings can be held at home, providing health and safety, information governance, security of equipment and quality of service delivery standards are maintained – where employees are unsure, they should seek advice from their manager.

9.8 IT equipment

Employees will be provided with the necessary IT equipment to undertake

their role effectively.

It is the employee's responsibility to ensure they highlight to their line manager the need for any additional equipment to undertake their role.

Employees are required to use the Council's IT equipment whilst working agile and will not be able to claim expenses for use of any personal equipment.

Employees must report any equipment that is lost, stolen or damaged to their line manager and [Digital and IT Service Desk](#) immediately.

Where equipment is either damaged or not working effectively and requires Digital and IT intervention, it is the employee's responsibility log a Service Desk call and follow Digital and IT advice. If required employees may need to return, without delay, the equipment to the office base for repair, investigation or maintenance. Employees are also responsible for collecting the equipment once repaired without delay.

Managers and employees must ensure they adhere to [Acceptable use of ICT and Social Media Policy](#).