Section 19 –

Smarter Working Policy

Calderdale
Council

Our Smarter Working
Flexible Friendly Focused

Our Policy

V 1.0

Approved by Governance &
Business Committee

1 July 2013

Introduction

Calderdale Council supports modern, flexible and dynamic working practices that help us to realise our potential; maximise our performance; maintain a good work life balance; and, reduce our impact on the environment, such as by reducing travel, printing, and making more efficient use of technology.

We are all flexible, agile and mobile workers.

We are ambitious for the future: investing in buildings, office spaces, information technology and channels of communication that support smarter working. The programme will take time to roll out across the whole borough and phase 1 of this work is the Halifax town centre offices. This commitment is an investment in our staff, and the people of Calderdale that we serve.

Smarter Working describes how you can work much more flexibly to better ensure the delivery of our services. You will be able to work flexibly from many locations - from Council buildings, in town centres or in communities and neighbourhoods; from our partners' premises or a combination of these; and, even from home.

Smarter Working will enable you to be more creative, innovative and ambitious. It will allow us to save money by reducing the numbers of buildings we use and have to maintain; help to reduce our impact on the environment so we can better focus on improving services for local people.

This policy provides a framework for consistent and fair practice for smarter working. This policy replaces the Council's existing Home Working Policy and any existing local arrangements.

This policy does not form part of any employee's contract of employment and it may be amended by the Council at any time following consultation with recognised Trade Unions.

This policy does not apply to employees at Calderdale Council Schools.

Figure 1 – All about Working Smarter

1. Smarter Working is all about you

1.1 Smarter Working helps us to think and work in different ways so that we can ensure the best possible services and outcomes. We all work in flexible, agile and mobile ways. Our working environment impacts the way that we think and act: research tells us that the most effective organisations work flexibly.[1]

> 66 Flexible working practices have given organisations and their staff more freedom to adapt to changing demands and individual needs. Organisations across the UK and in all sectors were changing their employment practices to weather the current financial situation.[1] 99

1.2 Smarter working is part of our values.

1.3 Our work spaces offer a blend of different spaces to work from such as formal, informal, break-out and quiet areas where you can think, collaborate, share ideas, innovate and explore ways for us to keep improving.

1.4 We work flexibly, maximising the use of technology in how we work and communicate, for example, using conference calls to cut down on travel. We connect with colleagues by moving around, making better use of our office space, such as making desks available when in meetings or on annual leave.

1.5 Our offices are open plan, flexible and modern wherever possible. We work paper 'light' - printing only when necessary and mainly working from electronic documents. Central areas are available for printing, copying, stationery and refreshments. The Corporate Asset and Facilities Management (CAFM) team manage our office spaces.

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[1] Chartered Business Institute (CBI), 2012

2.   People Worker Profiles

2.1   We are an agile and ambitious Council and the vast majority of our roles are mobile. All council roles fit into one of four categories, called Worker Profiles that set out the right working environment, equipment, and support for each. Most people are Mobile or Field Workers. We have a small number of Business Hub Workers and a minority of less than 5% of Home Workers.

| Mobile Workers | Field Workers | Business Hub Workers | Home Workers |

2.2   Please see the appendix for more information on ways of working. The principle of 'one person, one device' will be applied wherever possible.

2.3   Our Managers work with you to agree which Worker Profile is appropriate for your role according to:
- Meeting customer demand, having a clear understanding of customer requirements and delivering positive outcomes;
- Organising work within the team, including the likely effect on customers and colleagues of different working practices;
- Working collaboratively on potential impact of planned changes across services and directorates and understanding priorities;
- Maximising opportunities for being innovative, applying and sharing knowledge and skills, including work rotas and using the hot desks;
- Thinking commercially, identifying any areas of business potential and growth that may result from different working practices;
- Growing talent as well as making best use of resources by being ambitious, encouraging and supporting others;
- Improving the quality of service delivery;
- The personal circumstances of the individual.

2.4   Not all Worker Profiles will be appropriate for your role and/or your personal circumstances and/or work style preferences. For example, home working may be appropriate for some[2], but this is not the case for everyone.

> 66 Two-thirds of workers stated that home working allows them to be more flexible, with 41% believing that it could boost productivity[2] 99

2.5   No current members of staff will be made to work from home.

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[2] Labour Workforce Study, 2012

3.   Roles and Responsibilities

3.0   Everyone can be an advocate and role model for Smarter Working, actively promoting the possibilities, being responsive to change and improvement opportunities, and creating the environment for us all to flourish.

3.1   Managers are responsible for deciding the category of worker profile that applies to a post following discussions with you. They are responsible for financial, budgetary and data protection considerations. They ensure appropriate communication and support channels are put in place and are available from the outset[3].

> 66   The best way to manage employees working from home or remotely is by encouraging independence of thought and action, and developing continuous communication, supported by regular face-to-face meetings. The whole management ethos has to become much more open, less hierarchical and more trusting[3]   99

3.2   Managers ensure your career development is supported through Smarter Working and that training and development is available to help you work smarter and reach your true potential.

3.3   You and your manager can review Smarter Working arrangements at any time and review at least six monthly during your performance appraisal cycle.

3.4   Smarter Working procedures should be formally reviewed on the basis of four years or in response to any developments in employment legislation, Council policies or good employment practice.

3.5   Hours of work should be agreed with you in advance of changing the way you work as should any changes to working pattern.

3.6   You should never give out your personal contact details - telephone number, email address etc - to the public for work purposes.

3.7   You should not give out your personal contact details eg telephone number, email address to customers for work purposes.

3.8   Home Workers are responsible for ensuring that relevant organisations are notified in writing of the change, such as:
- Utilities providers – as appropriate
- Mortgage provider
- Check that there are no planning restrictions or covenants that may prevent working from home
- Landlord, to check the tenancy agreement allows home-working
- Internet Service Provider

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[3] Phil Flaxton, CEO, WorkWise UK, 2012

4. Health and Safety, including Work Space

4.0 The Council complies with the Health and Safety at Work (HASWA) Act (1974). Appropriate risk assessments are carried out on the work activities of smarter workers in order to comply with the Management of Health and Safety at Work Regulations 1999 and the Health and Safety (Display Screen Equipment) Regulations 1992 (and miscellaneous amendments 2002).

4.1 Managers consider the health and safety implications of any smarter working arrangement and comply with the Council's Safety Policies and procedures outlined in this policy, undertaking annual reviews.

4.2 It is your responsibility to take reasonable care for your health and safety and that of others who may be affected by your work activities.

4.3 Home Workers are required to undertake and submit the Council's DSE health and safety self assessment annually, which includes all the necessary health and safety aspects and DSE requirements.

4.4 "Business Hub" and/or "Mobile" Workers minimum space requirements are provided. Desks are 1.6 metres long and a distance between desks of 2 metres will be provided to ensure you can move safely and comfortably in between desks and other working areas.

4.5 Field Workers and others requiring a short time at a desk have "touch down" areas provided, with a choice of desks 1.2 metres in length and a distance between desks of 1.85 metres or use of the informal breakout areas.

4.6 Where banks of desks are positioned close to a wall, the minimum distance from desk to wall to allow safe and comfortable access for staff to desk areas is 1.2 metres.

5. Financial Considerations

5.1 Home Workers have costs for telephone line rental, telephone call charges for all business calls and broadband costs paid for by the Council.

5.2 The Council will not pay costs such as heating, lighting and insurance for Home Workers. These costs are considered to be more than offset by the reduction in travelling and car parking costs and the saving in both time and inconvenience of travelling to and from work[4].

> " The average UK worker spends 47 working days a year commuting, which was longer than anywhere else in Europe. The average distance travelled by workers was 8.5 miles, 17% further than a decade ago.[4] "

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[4] Centre for Public Scrutiny 2010

5.3 If you work at home occasionally, your telephone rental and broadband costs will not be paid by the Council. Expenses such as postage or telephone calls will be refunded with management approval.

5.4 If you are required to travel due to your work, continue to claim any expenses in the normal way. Travel expenses are calculated from your agreed work base, which for Smarter Working purposes are:
- Mobile Worker – the office where your service work stations are
- Field Worker – the office where your service work stations are
- Business Hub Worker – the office where you work
- Home Based Workers – your home

5.5 Please see the latest employee policies to claim for travel expenses, car user allowances etc.

5.6 The Council's employee policies, including travel expenses, car user allowances and core hours are applicable to all Worker Profiles and for any travel and expenses claims.

6. Property and Insurance

6.1 Our insurance policy for employer's liability and personal accident covers you in the same way irrespective of your Worker Profile.

6.2 Computers and other equipment provided by the Council as part of Smarter Working are covered by the Council's insurance policy.

6.3 You have a duty of care to take all reasonable steps to safeguard equipment from loss or damage. You should report any loss or damage to Council equipment to your line manager immediately.

7.   Privacy and Access

7.1   We respect your right to privacy outside of your agreed normal working hours. Where contact may be required outside of normal working hours, this should only be in exceptional circumstances.

7.2   If you work from home, Council employees or approved representatives may at times need access to your home, such as for computer maintenance. These visits will usually be during normal working hours and reasonable prior notice will be given.

7.3   Managers and employees should not meet at each other's homes. Meeting space is provided in Council offices. For personal safety reasons, do not hold meetings with anyone, including customers or people outside of the Council, in your home

7.4   Exceptionally, where other officers of the Council need to visit you at your home, the Council's No Smoking Policy applies.

8.   Related Council Policies and Procedures

8.1   The following legislative and Council policies and procedures are applicable and should be considered when agreeing, implementing and reviewing Smarter Working arrangements – all are available on the intranet:

    Driving at Work policy
    DSE policy (including home working risk assessment)
    Attendance policy
    Working Time Regulations
    No smoking policy
    Lone working policy
    The Data Protection Act 1998
    Data protection policy
    Flexible working policy
    IT policy
    Clear desk policy
    Corporate standards
    Accident and incident reporting procedure
    Health and Safety policies

8.2   In addition, there is a Smarter Working Guidance tool kit on the intranet.

Appendix – Worker Profiles

Mobile Worker

Definition	Mobile Workers typically work from a hot desk in an office and need ICT access. They tend to move about during the day to attend meetings with colleagues, customers, and staff, and attend workshops etc. Mobile Workers are based with their teams in zoned areas to ensure effective team working and co-ordination. Through annual leave, working off site, attending meetings, and occasional working from home, fewer desks are needed so it makes sense for Mobile Workers to work flexibly and hot desk.
Equipment	Mobile Workers will have access to desk space and ICT equipment that they need. Mobile Workers will not necessarily have a workstation which is for their exclusive use only. Mobile Workers may work from home and will be provided with the necessary ICT and work equipment.
Code of Conduct	- Mobile Workers comply with the clear desk policy and keep the desks clean as they are available for others. - Any hot desk may be used by any member of staff; special regard will be given to adapted workstations. - Anyone using an adapted workstation as a hot desk should ensure that the equipment settings are returned to their original setting if they have been changed. - Employees should not keep any personal belongings, e.g. photos etc on a hot desk. - The provisions of the Data Protection Act 1998 should be complied with regarding security of information. - Mobile workers will comply with the Council's DSE Policy and complete the DSE risk assessment. - Mobile workers should complete the online Health and Safety DSE e-learning module. - Managers ensure the DSE, including home working risk assessment, is reviewed annually. - Mobile Workers are expected to wipe down the hot desk, keyboard and phone with the disinfectant wipes provided when starting and finishing at the hot desk. - Mobile Workers should make the required adjustments to the work station used as required for their needs. - Mobile Workers should be considerate of others who will be using the facility and replace general stationery items if borrowed or when they run out. - Mobile Workers should report any health problems that may be associated with their DSE to their manager. - The Council Driving at Work Policy should be followed.

Field Worker

Definition	Field Workers spend the majority of their time working at a variety of locations including Council and non Council premises as well as visiting customers, communities, partners, working in neighbourhoods and with businesses. They only tend to spend a small amount of their time at their actual office base. Field Workers are able to work from Council and non Council sites or from home occasionally if this is appropriate and need ICT equipment and access. They have access to hot desking in each office where their service is based.
Equipment	Field Workers will be provided with ICT equipment to work effectively in a variety of locations. In particular managers will ensure that the individual has the right tools for effective contact and for safety purposes if a lone worker. Field workers may work from home and will be provided with the necessary ICT, equipment and support.
Code of Conduct	• Field Workers comply with the clear desk policy when using office hot desks and keep the desks clean. • Any hot desk may be used by any member of staff; special regard will be given to adapted workstations. • Anyone using an adapted workstation as a hot desk should ensure that the equipment settings are returned to their original setting if they have been changed. • Employees should not keep any personal belongings on a hot desk e.g. photos. • The provisions of the Data Protection Act 1998 should be complied with regarding security of information. • Field Workers will comply with the Council's DSE Policy and complete the DSE risk assessment. • Field Workers should complete the online Health and Safety DSE e-learning module. • Managers ensure the DSE; including home working risk assessment is reviewed annually. • Field Workers are expected to wipe down the hot desk, keyboard and phone with the disinfectant wipes provided when starting and finishing at the hot desk. • Field Workers should make the required adjustments to the work station used as required for their needs. • Field Workers should be considerate of others who will be using the facility and replace general stationery items if borrowed or when they run out. • Field Workers should report any health problems that may be associated with their DSE to their manager • The Council Driving at Work Policy should be followed.

Business Hub Worker

Definition	Business Hub Workers tend to work from a fixed location for the majority of their time. They tend to be desk based in order to do their jobs and spend only limited times away from their desks during the working day. Business Hub Workers use a desk in the same location zone each day where their team is based. The actual desk they may use is shared with other employees when they are on leave, working off site, on training etc. Business Hub Workers are rarely required to work anywhere other than at an office work station and are required to hot desk within their team's respective zoned area
Equipment	Business Hub Workers have dedicated desk space areas in their team zone area and the ICT equipment that they need. Business Hub Workers do not necessarily have a workstation which is for their exclusive use only.

Code of Conduct

- Business Hub Workers comply with clear desk policy and keep the desks clean as they are available for others to use.
- Any hot desk may be used by any member of staff; special regard will be given to adapted workstations.
- Anyone using an adapted workstation as a hot desk should ensure that the equipment settings are returned to their original setting if they have been changed.
- Business Hub Workers should not keep any personal belongings on a hot desk e.g. photos.
- The provisions of the Data Protection Act 1998 should be complied with regarding security of information.
- Business Hub workers comply with the Council's DSE Policy and complete the DSE risk assessment.
- Business Hub Workers should complete the online Health and Safety DSE e-learning module.
- Managers ensure the DSE is reviewed annually.
- Business Hub Workers are expected to wipe down the hot desk, keyboard and phone with the disinfectant wipes provided when starting and finishing work.
- Business Hub Workers should make the required adjustments to the work station as required.
- Business Hub Workers are considerate of others who use the facilities and replace general stationery items if borrowed or when they run out.
- Business Hub Workers report any health problems that may be associated with their DSE to their manager.

Home Worker

Definition	Home workers are based full time at home rather than from any Council Office. They are typically involved in transactional/processing work that can be delivered electronically. It is expected there will be limited numbers of staff that are designated as home workers. No members of staff will be made to work from home.
Equipment	A suitable desk and chair, computer, remote connectivity equipment and a telephone, mobile or VOIP phone will be issued as standard. Access to data, applications, a printer/ fax/scanner and a wireless router will be provided. All Council equipment or provided connections will remain the property of the Council and will be inspected, replaced or upgraded at appropriate intervals. ICT equipment must be installed and maintained by ICT approved technicians.
Code of Conduct	- Medical, dental and scheduled personal appointments are to be made during the Home Worker's own time. - Home Workers should take all reasonable steps to look after sensitive data on their PC or other device. - They should lock their PC/other device when they move away from it and log out fully at the end of the day. - All paperwork to be looked after and locked away securely. - All system passwords should be kept confidential. - All documents containing personal customer data should be stored securely on the corporate system and not copied onto any other portable device. - Council equipment, including mobile telephone equipment, must only be used for work purposes. - Use of Council equipment by friends/family members is not permitted, under any circumstances. - Home Workers should not download any programs such as games, pictures, or view inappropriate Internet sites. - Home Workers should not install any personal software on the Council's IT equipment. - The provisions of the Data Protection Act 1998 should be complied with regarding security of information. - Home Workers will comply with the Council's DSE Policy and complete the home DSE risk assessment - Home Workers should complete the online Health and Safety DSE e-learning module. - Managers ensure the DSE; including home working risk assessment is reviewed annually. - Home Workers should make the required adjustments to the work station used as required for their needs. - Home Workers should report any health problems that may be associated with their DSE to their manager.

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