



## City and County of Swansea

### Notice of Meeting

You are invited to attend a Meeting of the

## Organisational Transformation Corporate Delivery Committee

**At:** Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

**On:** Tuesday, 22 November 2022

**Time:** 9.00 am

**Chair:** Councillor Mandy Evans

**Membership:**

Councillors: P N Bentu, J A Hale, T J Hennehan, M Jones, S Joy, F D O'Brien and L V Walton

**Watch Online:** <https://bit.ly/3TXRxx6>

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### Agenda

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<b>3 Minutes:</b> To approve & sign the Minutes of the previous meeting(s) as a correct record.	1 - 3
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**Next Meeting:** Tuesday, 20 December 2022 at 2.00 pm

A handwritten signature in black ink that reads 'Huw Evans'.

**Huw Evans**  
**Head of Democratic Services**  
**Tuesday, 15 November 2022**

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**Contact: Democratic Services - (01792) 636923**

# Agenda Item 3



City and County of Swansea

## Minutes of the **Organisational Transformation Corporate Delivery Committee**

**Multi-Location Meeting - Gloucester Room, Guildhall / MS**

**Teams**

**Tuesday, 25 October 2022 at 2.00 pm**

**Present:** Councillor V M Evans (Chair) Presided

**Councillor(s)**

C Anderson  
T J Hennegan  
S Joy

**Councillor(s)**

P N Bentu  
D H Hopkins  
F D O'Brien

**Councillor(s)**

J A Hale  
M Jones  
L V Walton

**Officer(s)**

Rachael Davies  
Marlyn Dickson  
Nick Huffer  
Jeremy Parkhouse

Head of HR & Service Centre  
Strategic Change Programme Manager  
Employment Lawyer  
Democratic Services Officer

**Apologies for Absence**

None.

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**17 Disclosures of Personal & Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, the following interests were declared: -

Councillors P N Bentu, M Jones and F D O'Brien declared personal interests in Minute No.19 – Reward and Recognition.

**18 Minutes:**

**Resolved** that the Minutes of the previous Committee held on 27 September 2022 be approved and signed as a correct record.

**19 Reward and Recognition.**

Rachael Davies, Head of Human Resources and Service Centre presented a 'for information' report which informed the Committee of the Council's current Reward and Recognition Strategy.

It was outlined that the Council's approach toward Reward and Recognition is detailed in the annual Pay Policy Statement 2022/23. It is a statutory requirement as per the Localism Act (2011) in which English and Welsh authorities must publish a

Pay Policy Statement on an annual basis, setting out their approach to all aspects of pay and remuneration. Swansea Council last adopted the annual pay statement in March 2022.

It was explained that the Pay Policy Statement covered the Council's approach to financial remuneration, market supplement, honoraria payments, the link to pay and performance, exit payments, voluntary severance and pension schemes. It does not cover any non-financial benefits.

It was noted that pay was the single largest influencing contributor to overall remuneration packages. The Council adopts nationally agreed pay awards when agreed between national employers and trade unions. Details of National Joint Council (NJC) pay spines / grades were provided at Appendix A. Reference was also made to the Job Evaluation process and honoraria.

The report also highlighted the Local Government Pension Scheme (LGPS), terms and conditions of employment, non-financial benefits, recognising performance, staff feedback, Workforce Strategy 2022-2027 and future considerations.

The Committee discussed the following: -

- The effect of market forces on the Recruitment and Retention Policy and how some roles were difficult to fill without some additional pay over a time limited period.
- The differences between NJC pay and that of senior officers / officers of different schemes.
- Role of the Chief Executive's Remuneration Committee.
- Details of the workforce in respect of gender, disability and race and the additional information that would be available in this respect with the introduction of Oracle Fusion.
- The number of Education Psychologists employed by the Authority, which would be clarified by Officers.
- The Flexible Working Policy recently approved by Cabinet and reviewing the current flexi-time system.
- The different methods of working used by different directorates.
- How many part-time workers were generally female and low paid.
- How the Authority had agreed to support workers at the lower end of the pay scheme and the effect this has on the local economy.
- Ensuring that the number of respondents is reported in addition to percentages in respect of staff feedback and engaging with those staff not on email.
- Listening trio's which were recently referred to in a joint Council presentation with Audit Wales.
- Formation of the staff equalities group and using the group to assist with research.
- Recognising performance through various means such as one-to-one sessions and awards.
- Staff having the confidence and support to comment, listening to how staff feel and meaningful engagement.

- The importance of thanking staff for their efforts and looking at alternative ways for the Authority to show its appreciation.
- The 'day in our shoes' exercise where managers work within teams to appreciate the work being undertaken.
- The possibility of re-introducing long service awards.
- Focussing upon non-financial rewards.

The Chair thanked the Head of Human Resources and Service Centre for her report.

## **20 Work Plan.**

The Chair presented 'for information' the Organisational Transformation Corporate Delivery Committee Work Plan 2022-2023.

It was noted that agile working would be discussed on 22 November 2022.

The Chair added that there was a clash on 22 November 2022 and the meeting would have to be moved to the morning. She added that the time would be confirmed within the next few days.

The meeting ended at 3.06 pm

**Chair**

# Agenda Item 4



## Report of the Head of HR and Service Centre Organisational Transformation Corporate Delivery Committee –

22 November 2022

### Agile Working

<b>Purpose:</b>	To inform the Committee of the Council's current agile working approach
<b>Report Author:</b>	Rachael Davies
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### 1. Introduction

- 1.1 Agile working has been in place for some years with a combination of building and people related projects across some areas of the Council to test the effectiveness of the approach. Government guidance to work from home where possible during the height of the Covid pandemic helped push the ability to work in an agile way forward considerably and many Council services have operated entirely remotely since that time.
- 1.2 The future of agile working is being developed by service areas as part of their assessment of a post pandemic working model. Principles adopted by Cabinet in October 2022 will guide services in determining the most appropriate operating model, whether that be through remote working, hybrid working or from fixed locations.
- 1.3 The Council's approach toward agile working is detailed on Staffnet and the following policies:

Agile Working Policy  
Homeworking Policy

## 2. Why support an agile working approach?

2.1 As a Council we want to be adaptable, efficient and modern - it will help us remain sustainable in a fast-changing world. Agile working will help us adapt to the demands of a competitive labour market where low unemployment has led to an increase of job vacancies. This type of approach will allow us to make the best use of our assets - offices and other sites; we will make increasingly effective use of new technology.

2.2 Agile working is the ability to work in a place and at a time most appropriate for the task in hand, providing a working environment that allows choice and flexibility. Though the nature of some of the roles within the Council cannot be classed as totally flexible, there is considerable scope in many cases for some form of agile working, evidence of which can be seen through the successful continuation of service delivery during several periods of lockdown during the Covid pandemic.

The different ways in which agile working can be undertaken is dependent on the demands and needs of the role and the service, the employee's individual circumstances and the type of work undertaken. It is possible with careful planning and a degree of best practice evaluation, for many employees to carry out their duties from a variety of different locations and environments. However, the Council will require some employees to undertake their duties in a specific Council location to meet service delivery needs.

2.3 The benefits of an agile working approach for the Council can include:

- employee retention
- increased productivity
- Reduced costs of accommodation and other overheads
- work life balance opportunities
- flexible working
- improved work environments and productivity
- greater collaboration within and between Directorates
- reduced travel and associated costs
- reduced carbon footprint
- reduced absenteeism and its related costs
- enhanced business continuity

The benefits of agile working for the employee can include:

- better work life balance
- more autonomy on work productivity
- ability to up-skill
- establish increased trust between manager and employee
- less commuting
- location independence
- save on travel costs when working from home

- customisable workspace
- flexible working times

### **3. Building considerations**

- 3.1 Identifying agile working conventions for our key buildings has been undertaken and a set of consistent guidelines is available for employees to understand the concept around office design and accommodation allocation. Office space in the Civic Centre and Guildhall is being modernised to accommodate new technology, desks and meeting spaces to allow staff to work in a more modern, flexible way. All agile areas have been 'zoned' and are clearly marked on each floor thus easily identifying what departments work in each area.
- 3.2 Desks were initially allocated on an average of 7:10 ratio, i.e. there were seven desks for every ten members of staff, but this is now reducing to an aspiration of a 1:2 ratio. Desks are not allocated to individuals and are not to be personalised nor are they to be 'owned' by any staff member. Staff are allocated personal locker space for belonging and storage space for work related items. To support the concept of shared spaces, a clear desk policy and cleaning regime is in place to enable greater flexibility of space sharing between colleagues.
- 3.3 IT kit is provided to agile workers and guidance issued on care of such kit, along with a financial contribution provided for additional products needed as a result of DSE assessments e.g. laptop risers, keyboards, monitors. Staffnet contains a range of guidance available to employees working in an agile way from hints and tips on using Microsoft Office 365 and accessing Council wifi.

### **4. People considerations**

- 4.1 The personal safety of staff is a top priority for the Council and it is vitally important that as employees we are vigilant at all times. It is paramount that we put personal safety first and ensure we plan ahead to better protect the workforce.

Whilst the principles apply to all staff, those working in an agile way and who may be working alone at locations are provided with advice and guidance on how to best look after their personal safety. This advice and guidance includes planning journeys, being aware of surroundings, letting others know where they are, personal safety alarms and using car parks.

- 4.2 Health and safety support is required in terms of staff undertaking DSE assessments into their working environment, the promotion of eye sight testing and an understanding of the Council's Musculoskeletal Disorder Policy. All of this information is available on Staffnet.
- 4.3 Staff working in an agile way are advised to protect themselves, protect data and protect equipment. There is always the risk of data being seen by

people who have no right to see it. Theft and loss of data should always be a primary concern as we all have data protection responsibilities - if data falls into the wrong hands it can do untold damage to the data subjects, the Council and the employee who facilitated the breach.

- 4.4 HR policies on agile working (Appendix 1) and home working (Appendix 2) have been in place since before the Covid pandemic but have been reviewed in 2021 to ensure they are up to date and appropriately meet the needs of remote workers.

There are clearly defined roles and responsibilities contained within the policies in order to have set expectations from the outset around performance, communication, working patterns and health and safety obligations.

- 4.5 To support the ongoing requirement for staff to maintain their knowledge and skills, engaging in learning and development activity is essential whilst working in an agile way. To support this, L&D activity is predominantly accessed remotely, particularly with the use of e-learning modules that can be completed. Mandatory courses such as safeguarding of young people and vulnerable adults are all available to complete online to complement essential face to face training.

## **5. Future considerations**

- 5.1 Welsh Government are supporting the creation of shared remote working hubs, and the number of venues continues to grow as remote working becomes more commonplace as a long-term operational model. In addition to shared spaces for all, there are likely to be dedicated public sector remote working hubs to complement the existing shared provision.

In addition to the new City Centre Community Hub currently being developed, there are three sites in the Swansea locality:

- Canolfan y Bont, Pontarddulais
- Drop in centre, Blaen-y-maes
- Indycube

The growth of shared workspace will require appropriate guidance to employees looking to use such spaces for work purposes, with emphasis on the importance of data protection and confidentiality as these become more commonplace to access as an alternative to home or other public locations.

- 5.2 The post pandemic working model principles approved by Cabinet set out the expectation for each service area to identify which posts in their services are able to be delivered in an agile way, the implications of this, mitigation against any barriers and how performance will be monitored. This



work is currently underway and is expected to be completed by the end of the calendar year.

- 5.3 The way in which performance management is approached will be an important consideration in the long-term plans for agile working. A mixed range of systems and processes is evident across the Council and design work has been completed in creating a new purpose-built online performance management tool for objective setting, monthly check ins on progress and the annual appraisal. This functionality is part of the Council's Oracle Fusion suite and will go-live in April 2023. Training is currently being written and a communication strategy is being developed to inform the roll out of the product. This will give assurance that performance is not negatively impacted by agile working and identify any areas of concern at the earliest possible stage so that quick resolution can be achieved.

## **6. Integrated Assessment Implications**

- 6.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs

- 6.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 6.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

- 6.4 There are no integrated assessment implications associated with this report. There is no impact identified on people and/or communities when

considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

## **7. Financial Implications**

7.1 There are no financial implications directly associated with this report.

## **8. Legal Implications**

8.1 There are no legal implications associated with this report.

### **Background Papers:**

None

### **Appendices:**

Appendix A: Agile Working Policy

Appendix B: Home Working Policy

Appendix C: IIA



## Agile Working Policy

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## 1.0 Policy Statement

- 1.1 This Policy provides a framework for consistent and fair application of agile working arrangements and aims to support the continued provision of fair and decent work for our employees.
- 1.2 It follows the principles and values of the Well Being and Future Generations (Wales) Act 2015, particularly with regard to the cultural change identified to meet future needs. Technological improvements will inevitably change the way we work. This includes the ability to work agilely and will require a change in behaviours and culture in some environments. Guidance and learning and development will be provided for all employees in managing and supporting that change.
- 1.3 Agile working is the ability to work in the place and at the time most appropriate for the task in hand, and is about providing a working environment and way of working that allows choice and flexibility. Though the nature of some of the roles within the Council cannot be classed as totally flexible, there is considerable scope in many cases for some form of agile working. The different ways in which Agile working can be undertaken is dependent on the demands and needs of the role and the service, the employee's individual circumstances and the type of work undertaken. It is possible, with careful planning and a degree of best practice evaluation, for many employees to carry out their duties from a variety of different locations and environments. However, the Council will continue to require some employees to undertake their duties in a specific Council location to meet service delivery needs.
- 1.4 Agile working provides options on where, when, and how roles can be undertaken by introducing an element of choice and flexibility which will ensure that the needs of the service are met in the most effective way. It is based on work is an activity we do rather than a place we go to.
- 1.5 All employees working under this Policy will still be covered by the [ICT Code of Practice](#) even when working from home and must remain vigilant, especially in the more relaxed home environment, with regards to the security of Council ICT systems.
- 1.6 The benefits of agile working can include:
  - a) For the organisation

- employee retention,
- increased productivity
- Reduced costs of accommodation and other overheads.
- work life balance opportunities
- flexible working
- improved work environments and productivity
- greater collaboration within and between Directorates
- reduced travel and associated costs
- reduced carbon footprint
- reduced absenteeism and its related costs
- enhanced business continuity

b) For the employee, there are benefits to agile working, *such as:*

- better work life balance
- more autonomy on work productivity
- ability to up-skill
- establish increased trust between manager and employee
- less commuting
- location independence
- save on travel costs when working from home
- customisable work space
- flexible working times

- 1.7 Agile working provides employees with more options with regards to where, when and how they undertake their roles by introducing an element of choice which will ensure that the needs of the service are best met.
- 1.8 Agile working allows employees to influence how they carry out their role and promotes varying levels of flexibility within the workplace. It is based on the concept that work is an activity we do, rather than a place we go to.
- 1.9 Agile Working does not solely refer to working at home and can apply to working at other remote locations.
- 1.10 This policy clarifies how employees can work 'agilely' and for the majority of them this will mean working from home or other locations. However, when working from home for full contractual hours, please refer to the **Home Working Policy**.

## 2.0 Scope

- 2.1 This policy applies to Council employees (except school based employees) working at any level within the organisation and any third parties working in a Council building or workplace. The nature and extent of Agile Working will depend upon the job undertaken and considerations will include the impact on

the ability to meet customer demand (internal and external) and employee welfare. Some employees will continue to work at their designated Council locations in order to meet service delivery needs.

- 2.2 Schools' employees may be covered by this Policy by specific acceptance of the Governing Body.
- 2.3 Within integrated services, some Council employees will be working alongside those employed by other organisations, for example, NHS, Swansea University, etc. who will need to refer to their own organisational policies or appropriate joint protocols regarding Agile Working.
- 2.4 This policy covers all agile working arrangements, and there is an expectation that sharing work stations will apply.

### 3.0 Equalities

- 3.1 Managers must ensure that they pay due regard to the provisions of the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 in relation to agile working. Reasonable adjustments may need to be considered for those with specific requirements arising from a particular protected characteristic, e.g. disabled employees, which may include physical disability, mental health or any other relevant additional needs. Refer to sections 4 and 5 for responsibilities regarding employee and manager duties referencing the implementation of agile working arrangements.

### 4.0 Roles and Responsibilities - Managers

- 4.1 As with all roles, the manager will support the agile employee by:
- ensuring that the employee can undertake the role safely and by providing any reasonable adjustments (Please see Staffnet for further guidance: [www.swansea.gov.uk/staffnet/riskassessments](http://www.swansea.gov.uk/staffnet/riskassessments))
  - setting clear objectives
  - agreeing working arrangements and timescales for work
  - undertaking regular 1-2-1s and team meetings, appraisals and Supervision
  - agreeing output and productivity
  - agreeing any training and development required

- 4.2 The Manager will consider the Health and Safety implications of any agile working arrangement and seek advice from the Corporate Health, Safety and Well Being Team regarding any specific concerns around health and safety issues, ensuring suitable control measures are in place. This will include supporting the mental, as well as the physical, wellbeing of agile workers.
- 4.4 Premises managers must make sure health and safety measures are clearly marked for all visitors.
- 4.5 Managers are responsible for undertaking training available on this policy and ensure that their team complete any relevant training provided. Guidance is available on Staffnet.

## **5.0 Roles and responsibilities - Employees**

- 5.1 It is the employee's responsibility to comply with this policy in a reasonable, constructive and appropriate manner. The employee should be flexible, open and constructive in discussing and agreeing Agile working arrangements, whilst remaining focussed on the needs of service. Agile working is not restricted to 'working from home' and therefore security should be of paramount consideration if working outside usual Council locations.
- 5.2 It is the employee's responsibility to work safely and report any hazards or risks to their manager, including reporting any defects that arise in the equipment provided while working agilely.
- 5.3 While working in an agile way, current policies and procedures for reporting sickness absence and approval for applying for annual leave will apply.
- 5.4 Employees should:
- complete any relevant health and safety forms and checks;
  - ensure that all reasonable care is taken of all Council supplied ICT equipment
  - Comply with confidential, data protection and internet security policies.
  - comply with their responsibilities within the authority's DSE policy
  - undertake any training available
- 5.5 It is the employee's responsibility to take reasonable care of others who may be affected by their work activities.

- 5.6 The employee must report immediately once known, any loss, theft or damage to Council IT equipment or the loss of confidential information.
- 5.7 Where employees use other Council locations to work, they should familiarise themselves with the local arrangements for managing health and safety. They should ensure they are aware of fire safety arrangements to ensure they are fully conversant with the actions to be taken in the event of discovering a fire or on hearing the fire alarm signal and ensure they adhere to the local signing in and out arrangements.
- 5.8 Whilst the Council is responsible for providing equipment to work in an agile manner, e.g. when working from home, or any other location, it remains the employee's responsibility to ensure that the working environment is safe. Procedures relating to a risk assessment will apply. See attached procedure.

## 6.0 Business Travel while Agile Working

- 6.1 Generally, employees have a standard base allocated to them when they join the Council as an employee, as outlined in their contract of employment, where a fixed base is identified. The contract of employment will stipulate the 'base location' for each employee and this will remain even when working 'agilely'. Employees who work from home for all of their contractual hours should refer to the **Home Working Policy**.
- 6.2 Where it is necessary to claim travel (according to the Council's Business Travel Policy), this base location, as identified in the employment contract, will form the starting point for each work related journey undertaken.
- 6.3 It is important that all employees manage their travel and limit it in order to achieve the environmental benefits of agile working. Where possible, ICT should be used to reduce the need to travel. This can include conference calling, video conferencing and web conferencing. With the implementation of agile working, excess mileage claims will be reviewed as the aim is to reduce all travel where possible.
- 6.4 Refer to **Business Travel Policy** for more details.



## 7.0 Liability insurance and property risk

- 7.1 Computers and other items of equipment provided by the Council as part of agile working arrangements will be covered by the Council's insurance policy, with a £500 department excess applied to each and every claim. It is essential that all Council equipment is stored securely if not in use to ensure that insurance cover is valid.
- 7.2 A higher duty of care is expected from insurers for portable equipment such as laptops and ipads. All employees have a duty to take reasonable steps to safeguard equipment from loss or damage. Devices must be secure at all times, and measures taken to protect against theft, such as locking the device away at the end of the day. Devices should not be left unattended in cars, hotel rooms, conference centres and meeting places etc. All employees must comply with the ICT equipment for working from home policy. For more information: [www.swansea.gov.uk/staffnet/ITequipmentforhome](http://www.swansea.gov.uk/staffnet/ITequipmentforhome)
- 7.3 A police report is required in the event of a theft and for any theft cover to be valid there must have been either:
- forcible and violent entry to or exit from the building; or
  - violence to persons or threat of violence to persons
- 7.4 As outlined in this policy, employees must report any loss or damage to Council equipment immediately to their line manager.
- 7.5 It is the employee's duty to ensure that they have the relevant house insurance for any time spent working at home. The insurer needs to be aware that the home is used for 'work' to ensure that insurance cover remains valid.

## 8.0 Data Protection and GDPR

- 8.1 The Council's Information Security and Data Protection Policies apply at all times regardless of location where work is undertaken.
- 8.2 It is the employee's responsibility to ensure the security of equipment, files and any other information in their possession, including the transportation of such items whenever outside of the Council office environment. It is particularly important to ensure that non-authorized personnel (in the home environment or whilst working off site) cannot gain access to confidential or personal information.

- 8.3 All efforts must be made to secure Council equipment when being used at home or other locations. Wherever possible, this equipment should be locked away. At a minimum, all equipment should be stored out of sight of windows and doors to deter equipment being stolen. Council equipment must not be left in a parked vehicle overnight and should never be left in sight of passers-by when a vehicle is temporarily parked.
- 8.4 Any paper based documentation that contains personal or confidential information must be disposed of securely, as outlined in the procedure. Employees are encouraged to fully utilise the document management system, to reduce paper file storage, printing costs and increase security.
- 8.5 No work related emails or sensitive data should be sent to the employee's home email addresses. No work related files should be stored on an employee's personal computer.
- 8.6 Any loss of equipment or information must be reported immediately to the employee's line manager.
- 8.7 The manager must consider the Data Protection implications of any agile working arrangement, with reference to the Council's Data Protection Policy.
- 8.8 It is the responsibility of employees to ensure they comply with the UK General Data Protection Regulation and Data Protection Act 2018 and any arrangements put in place by the manager. See attached procedure.

## 9.0 Policy Monitoring

- 9.1 The Council will monitor the application of this Policy and has discretion to review it at any time through the appropriate consultation mechanisms and in light of any developments in employment legislation or good employment practice.
- 9.2 Responsibility for the implementation, monitoring and development of this Policy lies with the Strategic HR&OD Manager. Day to day operation of the Policy is the responsibility of nominated officers who will ensure adherence to this Policy.

Version Number	Details of Change	Date
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2.0	Revision of Agile working Policy and update to separate policy and procedure.	February 2021
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## PROCEDURES

### 1.0 Agile Working - Arrangements

- 1.1 Managers are required to ensure all employees undertake a DSE risk assessment of their working environment to ensure they are appropriately equipped to work in an agile manner.
- 1.2 Managers are required to discuss agile working arrangements with their employees, and be aware of any health, safety and welfare concerns related to agile working, and escalate them as appropriate.
- 1.3 Although employees working from a location other than the 'office' do not necessarily have to work normal office hours, it is essential to plan and agree a work programme with their manager, to ensure the rest of the team and clients are able to contact them. Line managers and employees must ensure outlook calendars are up to date to reflect the agreed work programme.
- 1.4 Managers are responsible for making appropriate arrangements for their employees to have regular meetings to support them during agile working.
- 1.5 The hours of work and any variation of normal working patterns should be agreed with the manager in advance, and noted appropriately so that working time and health and safety can be monitored.
- 1.6 According to Working Time Regulations, employees must take rest breaks during the working shift. The Regulations state that an employee working more than 6 hours a day is entitled to take a minimum 20-minute unpaid break (30 minutes for employees under 18). The Council allows for a 30 minute unpaid break. Employees should take these breaks if possible away from the workplace / work station. The break should be during the working shift, not at the beginning or end.
- 1.7 Employees must keep their managers regularly informed regarding their workload and issues that require support. Employees must ensure that they are accessible to the manager and other work colleagues during agreed working hours.

## **2.0 Data protection and compliance with UK GDPR**

- 2.1 All Council paperwork should be securely locked away and be accessible only to the employee.
- 2.2 If working away from a Council building, any confidential waste is to be gathered up, securely stored, and securely transported to the office on the next scheduled visit. Once in the office it will be disposed of in the normal way.
- 2.3 When working in an agile manner, the employee is responsible for the security of equipment, software, files and any other information in their possession. It is particularly important to ensure that non-authorised individuals (in the home environment or while working off site) cannot gain access to confidential or personal information.
- 2.4 Consideration should be made when working remotely on laptops to ensure that the screen cannot be overseen by others and precautions taken to store and transport equipment safely and securely, and avoid laptops/storage devices being damaged, lost or stolen. All equipment, storage devices etc. must be encrypted.
- 2.5 Where possible, to ensure confidentiality, agile working employees should use appropriate head-sets when participating in online calls and meetings.

## **3.0 Communication and contact arrangements**

- 3.1 Arrangements should be made for effective communication to be maintained between the employee, line manager and colleagues/team. To facilitate communications the use of ICT should be explored including mobiles phones, soft-phones (telephone calls delivered via software on a PC or laptop), and Microsoft Teams.
- 3.2 Employees and managers should maintain regular contact while working agilely. It is essential for regular team meetings and 1-2-1 meetings to be undertaken in order to develop and maintain relationships, promote collaboration and joint working. These meetings may take place face-to-face or electronically. Appropriate communication and support channels must also be

made available. Appraisals and Supervision must also continue if working agilely.

- 3.3 It is essential for employees to make time for impromptu and spontaneous calls to colleagues and use this time as a break away from work.
- 3.4 Employees must ensure that they do not give out their personal contact details e.g. telephone number, e-mail address to clients and service users for work purposes.
- 3.5 Any employee undertaking visits or attending meetings from a location other than a Council office must follow the same lone working guidance (available on the Council's Staffnet) that they would if leaving from the office.

#### **4.0 Arrangements for office working**

- 4.1 When an employee plans to work in the office e.g. for planned events or essential face-to-face meetings, or unplanned occasions (e.g. cover for absent team members, a surge in workload in the office, etc.), then the appropriate steps must be taken, as follows.
  - A desk must be booked via Microsoft Shifts within the allocated service area to ensure desk availability for the day that the employee plans to be in the office.
  - Employees should be considerate to other people using the office, e.g. returning general stationery items to the central stationary point after use.
  - When travelling to and from a work location employees must ensure that all Council information/data is kept secure and confidential and that they understand the Council's policies for Data Storage and HR & Data Protection. In particular, any portable storage device must be encrypted, laptops must not be left unattended, e.g. in a car, and where unavoidable, Council paperwork must be transported securely.
  - Employees using an adapted workstation as a hot desk must ensure that the equipment is returned to their original setting if they are changed.
  - Employees must keep a clear desk policy and ensure all areas used while in the office are cleared before leaving for the day.

- If an employee is working in the office, then the employee's Outlook calendar must be updated to reflect the change in location, even if this is for part of a day.

## **5.0 Network availability and computer systems**

- 5.1 ICT Systems are available 24hours a day, seven days a week. ICT systems are supported between 08:00 and 17:00 Monday to Thursday, 08:00 and 16:30 on a Friday. Outside of these hours may be subject to minimal disruption (System backup and maintenance). Emergency support is available on a reasonable endeavours basis for critical support. ICT Service Desk portal is available 24/7 to log support calls.
- 5.2 Hours of working are subject to ICT system availability. Wherever possible employees will be advised in advance of system availability and disruption will be kept to a minimum. Employees will be informed when the system is unavailable due to planned maintenance, upgrades, at the end of the year, etc.
- 5.3 If there is disruption to the network connection to an employee's home, employees will be required to come into the office to work. If the system goes down or is otherwise unavailable and no other work option is feasible the employee will have the option to either attend the workplace or make the time up when the system is available at the discretion of their line manager.
- 5.4 All agile employees will be supplied with a laptop and associated equipment to enable an employee to work effectively. Employees are also able to claim reimbursement for the purchase of specific ICT equipment to support working away from the office subject to set criteria and a maximum value.
- 5.5 Computer equipment must not be used by anyone other than the employee(s) designated to do so and for Council business only.
- 5.6 Where employees have adapted equipment e.g. left hand orientation, this will be made available to assist agile working if applicable or on a hot desk if applicable.
- 5.7 Anyone using an adapted workstation as a hot desk in the office must ensure that either the equipment settings are not changed or are returned to their original setting if they are changed.

- 5.8 If an employee requires additional ICT equipment due to an occupational health assessment then the principles of the Occupational Health and Wellbeing Policy will apply.

## **6.0 Employee Agile Working Safely guidance**

6.1 When working agilely, the employee will:

- Work in a location with good natural or artificial lighting and ventilation.
- If possible, sit at a desk or table which is at the right height and use the laptop on a stable base.
- Take regular breaks away from the computer and ensure that they are not sitting at the computer for long periods. Move around regularly throughout the day and have a stretch; by moving around there is a lot less stress on your muscles and joints
- Sit properly with lower back support and ensure any other equipment needed is within reach.
- Avoid awkward, static postures by regularly changing position
- Avoid eye fatigue by changing focus or blinking from time to time. For every 20 minutes spent looking at a computer screen, spend 20 seconds looking at something else 20 feet away. This gives eye muscles a break and helps reduce eye strain.

6.2 Employees who wish to access further support to ensure safe agile working may wish to access the Corporate Health and Safety training pages on Staffnet or the Corporate E-Learning provided by the Learning and Development team.

6.3 Further support is available to support employee well-being from the Stress Counselling team or from Helping Hands volunteers.

6.4 Managers and employees must ensure that they undertake any relevant training provided.

## **7.0 Additional Employee Support**

7.1 It is recognised that employees working agilely may require additional support, advice and guidance to maintain a healthy work life balance. A selection of such resource links is included below, but others can be accessed through Staffnet or the Council's external website:



[Swansea Staffnet - Buying ICT equipment to use at home](#)

[Swansea Staffnet - Employee Assistance Resources](#) (mainly relevant for Social Services)

[Swansea Staffnet - HR - Supporting employees affected by domestic abuse and sexual violence policy](#)

[Swansea Staffnet - Helping Hands](#)

7.2 Employees may wish to access online training available:

[Swansea Staffnet - e-Learning \(learning pool\)](#)

7.3 Employees may be eligible for tax relief to support additional expenses incurred from regularly working from home:

[Claim tax relief for your job expenses: Working from home - GOV.UK \(www.gov.uk\)](#)

7.4 Employees and managers should refer to Staffnet for further information.



# Home Working Scheme Policy

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## 1. Policy Statement

- 1.1. The Home Working scheme is in place to assist in achieving a work-life balance as part of the City and County of Swansea’s [Flexible Working Policy](#).



- 1.2. As with other forms of flexible working there is no automatic right to Home Working.
- 1.3. The benefits of Home Working can include: -
  - employee retention,
  - increased productivity and
  - reduced costs of accommodation and other overheads.
- 1.4. Not all work is suited to this sort of scheme so availability will be based on the:
  - suitability of the employment and person to Home Working
  - demonstrable benefits and measurable outcomes for the service
  - the post involved,
  - the needs of the service, and
  - the proposed work place.
- 1.5. The needs of the service will always be the paramount consideration.
- 1.6. The success of the scheme will depend on trust, reasonableness and co-operation between managers and employees. Home Working is to be treated in exactly the same way as if the employee was working in the office.
- 1.7. Home workers will be treated no less favourably than any other member of staff, with regard to Council policies and procedures or terms and conditions.
- 1.8. When an employee begins Home Working they must give a commitment to continue the arrangement for at least one year (subject to a trial period). The employee will be notified of any initial set up costs. An employee who terminates the agreement early may be required to repay, pro-rata, the initial set up costs, if any, to the Council. Where the Council ends the arrangement early then no cost will be incurred by the employee.

## **2. Scope**

- 2.1. This policy applies to all current and prospective employees other than those in Educational Establishments with delegated powers.

## **3. What is Home Working?**

- 3.1. The HSE (Health and Safety Executive) defines “Home Workers” as those people employed to work at home for an employer.

- 3.2. To be defined as a Home Worker within the HSE a member of staff must be entered into a formal agreement to work predominantly from home. A member of staff is not a Home Worker if they work at home temporarily, e.g. taking a portable computer home with them.

Home Working is voluntary and a member of staff cannot be made to work from home.

- 3.3. Home Working is therefore the name given to the practice whereby employees formally undertake work from home or another suitable location, whether it is on an occasional or longer term basis. Employees may use a computer and telephone line to carry out part, or all, of their job.
- 3.4. Any approved scheme will be subject to a trial period of three months which may in some circumstances be extended.

#### 4. Occasional “ad hoc” Home Working arrangements

- 4.1. The Council recognises that there may be occasions where it may be appropriate or necessary for employees to carry out certain types of work from their own home on an occasional or ad hoc basis. Computer work will be a frequent example of this.
- 4.2. Permission must be granted by the line manager after the employee confirms:
- their working conditions are safe
  - the data they are working on is safe and secure
  - any work provided equipment is PAT tested
  - bringing new electrical equipment into their home is not going to present a risk to anyone else in their home.
- 4.3. This confirmation should be recorded by the manager and signed by the employee.
- 4.4. Employees working from home should take personal responsibility for their own health and safety. If an employee feels that working at home is/may be affecting their health e.g. headaches, backache, then they must inform their manager who will then withdraw permission.
- 4.5. It is the employee’s responsibility to work safely and report any risks to their manager, including reporting any defects that arise in the equipment provided.
- 4.6. If this pattern becomes more regular or is likely to continue on a more formal basis then the provisions set out in the remainder of this policy must be adhered to.

#### 5. Conditions for Home Working

- 5.1. Home Working may be suitable where:

- Budget provision is available / can be made available to fund any initial investment required.
  - The work content of the post is analysed as being suitable for Home Working
  - The employee and their circumstances are considered to be suitable for Home Working
  - The premises to be used for Home Working are deemed suitable for the work to be done following a health and safety risk assessment inspection
  - Where the employee requires sustained access to the Council's ICT applications (other than occasional access to email, for example), the employee has access to an adequate Broadband connection.
- 5.2. Under the Management of Health and Safety at Work Regulations 1999, employers are required to do a risk assessment of the work activities carried out by Home Workers. Completing a risk assessment involves identifying the hazards relating to the Home Worker's work activities and deciding whether enough steps have been taken to prevent harm to them or to anyone else who may be affected by their work. A risk is the chance, great or small, that someone will be harmed by a hazard. A hazard is anything that may cause harm.
- 5.3. Home workers themselves can aid this process by identifying potential hazards.
- 5.4. Home Working may be a reasonable adjustment offered to disabled employees subject to the circumstances of the individual and the requirements of the job.

## 6. Terms and Conditions of the Home Worker

- 6.1. Normal terms and conditions will apply to all Home Workers unless otherwise specified below.
- 6.2. All direct costs of the scheme, where justified, will be met by the Council. The Council's existing Liability Insurance Policies provide adequate cover for public and employer liability.
- 6.3. The Home Worker's place of work will be dual-centred (e.g. the Guildhall/Civic Centre and the individual's home). Travel expenses will not be paid between the two.
- 6.4. Normally no premium payments will be made for work performed outside standard working hours or normal office hours.
- 6.5. Any overtime involving premium payments must be agreed beforehand.
- 6.6. Employees should be aware that if a room in a house is used solely for business or if a Home Worker claims for business expenses relating to domestic premises there may be a liability for capital gains tax.

- 6.7. Home Workers will also need to check their mortgage agreements or house deeds for restrictive covenants. If they are renting they should seek their landlord's permission.
- 6.8. The Council strongly recommends employees seek professional advice.
- 6.9. The Home Worker will ensure that the requirements of the Council's [Data Protection Policy](#) are met and that the [Information Management and Security Guidelines](#) are observed. At the place of residence or in transit, the protection of Council information will be the responsibility of the Home Worker.

## 7. Health and Safety

- 7.1. Managers are legally responsible for ensuring, as far is reasonably practicable, the health, safety and well being of any Home Worker and others who may be affected by their work (e.g. children in the home).
- 7.2. If a dedicated place of work is needed at the home (e.g. spare bedroom, corner of the lounge) in order to carry out professional responsibilities, this area must be treated as a place of work during working hours, and a subject of a formal risk assessment.
- 7.3. Where resources are available a competent DSE assessor can visit the Home Worker's residence to carry out an initial DSE assessment. Following the initial assessment, a self-assessment approach can be adopted for subsequent DSE assessments. The self assessment questionnaire can be completed by the Home Worker and discussed with Line Management. Only if problems are identified at this stage do DSE assessors visit the Home Worker's residence
- 7.4. Assessing the risks in each Home Worker's house can present problems for management due to insufficient time and resources to complete such a task. For Business Services working with computers it is reasonable to ask a competent Home Worker to carry out a DSE self assessment and discuss the results with their Manager. Only if problems are identified at this stage do DSE assessors visit the Home Worker's residence
- 7.5. A clear demarcation between the health and safety responsibilities of the employer and the Home Worker should be understood at the outset. The employer is responsible for the maintenance of any electrical equipment supplied but not the electrical system of the Home Worker's residence.
- 7.6. The following should be carried out as regularly for Home Workers as for office based staff.
  - Risk Assessments
  - DSE Assessments
  - Portable electrical appliance Inspection and Testing

- 7.7. Consideration of the health and safety aspects of Home Working has been confined to thinking about hard issues, such as electrical safety, fire safety, ventilation, manual handling, lighting, workstation set-up and poor posture, display screen equipment, and whether there are any lone working implications. These issues can usually be resolved through a home site inspection, risk assessment by a Manager, DSE Work Station self assessment by the employee. Further advice and guidance can be obtained from the Corporate Health and Safety team as necessary.

Other considerations in the risk assessment process can include pets, vulnerable people and children.

Home Workers must notify their Manager if they or a member of their household becomes pregnant. A pregnancy risk assessment should be completed by the employee and given to and assessed by the Line Manager, which considers the pregnancy period. The process should be repeated when the child is born, and again at quarterly inspections to take account of the child's development.

Where relevant, these provisions will equally apply in the case of an adoption.

Whilst they are working, it would also be expected that the Home Worker give details of the following:

- childcare arrangements (for children under the age of 16)
- vulnerable adults also residing at the property.

- 7.8. Particular consideration should be given to a Home Worker's health and wellbeing. Stress and isolation are acknowledged and the risk assessment should identify effective measures to reduce the effect of these.
- 7.9. Health and safety information must be given to the Home Worker through a training session on DSE usage, including advice on resting eyes, lighting levels and direction, and VDU positioning. The Home Worker should also be shown how to use the equipment in the first aid box (if provided).
- 7.10. The training for Home Workers should address the importance of posture and taking breaks away from the screen. It should also include details of exercises to aid comfort, the effect of glare and where lighting should be directed.
- 7.11. Any incident affecting Home Workers needs to be communicated to and recorded by the employer. This includes accidents and any 'near miss' occurrences. Home workers must be instructed to follow the corporate accident reporting procedures.

## 8. Manager responsibilities

### 8.1. Where an employee is a Home Worker, Managers must

- Ensure the specific hours and measurable outcomes are agreed before the arrangement starts. This is in order to ensure that employees complete the task in hand and do not exceed the [Working Time Regulations](#).
- Ensure any necessary training is undertaken.
- Maintain regular communication with employees, establishing a regular pattern of telephone / e-mail communication to keep in touch.
- Always acknowledge the receipt of any communication from a Home Worker and remember to give feedback on work and praise where due.
- Measure and monitor the work output of the employee.
- Involve the Home Workers in any consultation / discussion about work procedures that goes on in the office.
- Ensure that there is an "open line" of communication to everyone in the team.
- Actively promote a sense of belonging to the team and to the section.
- Provide a regular opportunity for communication which is not solely work-related e.g. participation in social gatherings or outings or telephone conversations which have an element of social chat.
- Ensure that all the usual procedures for appraisal and development are adhered to. One to one sessions must be carried out with the Home Workers and they must feel that they have as much opportunity for development within the organisation as other staff.
- Ensure Home Working employees are afforded the same opportunities for career development as other employees.

## 9. Employees responsibilities

### 9.1. Employees must:

- Treat Home Working as though they are in the office
- remain contactable at all times during normal working hours
- be able to attend the normal workplace at short notice
- not let their personal circumstances / home environment interrupt work
- attend the workplace for staff briefings, training etc.

### 9.2. In order to be considered suitable for Home Working, employees must demonstrate the following characteristics:

- Self motivation
- Self discipline



- Ability to work without close supervision
- Time-management skills
- Flexibility, resilience and self-reliance
- Communication skills – in particular when using email or phone
- Ability to manage the challenge of isolation
- Ability to research and solve problems or work related issues independently.

## 10. Application for Home Working

- 10.1. While it can seem a very attractive option it is important to consider the implications of this type of working very carefully before making an application.
- 10.2. Before making an application, employees must ensure that they fully understand the scheme and have read the [health and safety guidelines](#) and [Home Working agreement](#).
- 10.3. Applications need to be made in line with the principles stated in the [Flexible Working Policy](#). However, as further information and consideration needs to be submitted to a Home Working application than is required for other forms of application, employees are required to submit the [form](#) attached to this policy.
- 10.4. Applications should be made to the employee's Line Manager. Final approval needs to be sought from the relevant Head of Service in consultation with Human Resources if appropriate.

## 11. Considering a request for Home / Teleworking

- 11.1. The Line Manager should assess the following:
- The suitability of the post for Home Working
  - The suitability of the individual employee
  - The suitability of the proposed workplace.

The following factors should be taken into account when considering a request for Home Working:

- Will all the necessary ICT systems be accessible from home?
- Is direct contact with clients / customers a requirement of the post?
- Is direct contact with other employees a requirement of the post?
- Does the post include the supervision of other employees?
- Do adequate monitoring arrangements exist?
- What is the impact on other employees?
- Mentoring
- The impact on the service delivery to clients and overall costs/ benefits

- Overall assessment of suitability of the post
- How will the work be delivered to the home?

The suitability of the individual employee:

- Quality of work and training requirements
- Output of work
- Disciplinary Issues
- Reliability
- General Suitability
- Ability to make choices and take control
- Ability to work alone
- Ability to cope with new ways of working

The suitability of the proposed workplace:

- Is the proposed workplace suitable for Home Working?
- Does the proposed workplace meet Health and Safety requirements?

11.2. Once the full assessment has been completed the Manager will decide whether to recommend the employee for Home Working to the Head of Service and will give full reasons for this decision.

11.3. The forms relating to assessment of suitability should be completed by the Manager and full records kept of the reasons for any decisions.

11.4. The selection of a Home Worker is an important management function and should not be treated lightly.

## **12. Application refused**

12.1. If an employee wishes to appeal the outcome of their request they have the right to appeal. Any appeal must be made in writing within 14 days of being notified of the decision. The appeal must state the grounds on which the employee wishes to appeal and should be sent to Human Resources.

12.2. The employee's appeal will be considered by the Head of Service and a decision will be conveyed to the employee by Human Resources within 14 days of the appeal being received. If the employee is a Third Tier Manager, the appeal will be heard by the relevant Director or independent Head of Service.

12.3. If the appeal is successful, the employee and the Manager will need to consider what arrangements need to be in place for when the working pattern is changed.

### 13. Application agreed

- 13.1. If the application for Home Working is accepted, the employee should be informed of the outcome in writing by Human Resources detailing the next stages of the process.

### 14. Setting up of the Home Worker

- 14.1. The setting up of Home Workers can be a long process; this information should provide a step by step guide to the process.
- 14.2. Any necessary changes required to the accommodation identified during the initial risk assessment, for example installing a smoke alarm, should be agreed with the employee before set up commences.
- 14.3. Managers must:
- Check that the issues have been resolved or that action has been agreed that will resolve these before Home Working commences.
  - Identify and order any ICT equipment, telephone handsets and communication links that are required. This should be carried out in conjunction with the ICT section and the orders placed in the normal way.
  - Identify and order furniture and any other equipment. This may include a desk, chair, lamp if needed, fire extinguisher and first aid kit. Consideration should be given in the first instance to utilising the employee's existing furniture. Other equipment may also be required depending on the nature of the work including reference books where appropriate.
  - Set up a system for managing the Home Worker's time as the flexi clocking system will not be available while they are at home. For Home Workers who are still spending a substantial amount of time in the office, adjustments to the flexi system may be appropriate. For full time Home Workers an excel flexi trust sheet will be more appropriate.
  - Agree monitoring arrangements and targets with the employee.
  - Ensure that the employee has been told that they should inform utility providers, insurance companies and mortgage providers of their intention to work at home. It is unlikely that it will have any impact upon costs provided the full information is disclosed and it is made clear that no customers will be visiting the home.
- 14.4. There may be some delay while the equipment is supplied and the broadband link is arranged.

### 15. When ready to commence Home Working

- 15.1. Before Home Working commences, Managers should arrange a meeting with the employee. During this meeting, Managers should:

- Discuss the Home Working Agreement in detail with the employee to ensure that they understand it. The agreement should then be signed.
- Arrange hours of work - although the scheme is intended to allow flexibility in working hours, a normal working pattern will usually need to be agreed but is also subject to ICT availability. For example, a person may wish to work early mornings and late afternoons in order to fit in with caring responsibilities. If this is agreed it would form the normal working pattern and any variation in this should be agreed with the Manager in advance.
- Agree contact arrangements. It is considered good practice for the employee to email their Manager when they start and finish work and for the Manager to respond.
- Discuss any requirements for attendance at the office for team meetings and training or to cover peaks in workload.
- Advise the employee of any procedures that are different for Home Workers.
- Advise the Home Worker about [Health and Safety guidance](#) on the intranet site.
- Carry out the Full [Health and Safety Risk Assessment](#). A DSE Assessment should also be carried out, where appropriate.
- Make a diary note to carry out the necessary review before the end of the trial period.

## 16. Monitoring system

16.1. Employees should:

- Record calls coming in and review and assess work done.
- Work should be documented and sent to the Line Manager.

16.2. The situation will be reviewed (on an individual basis) when:

- New applications are received by the Head of Service.
- An existing Home Worker moves house.
- An existing Home Worker is promoted/ transferred.
- If none of the above applies, then the review will be on an annual basis.

16.3. The way that performance is monitored will be different for Home Working employees. There will be a change of focus towards monitoring of outputs, i.e. the quantity and quality of work.

16.4. There will be less focus on controlling methods of work and employee's time, however the employee will still be required to work for a set number of hours and to complete flexi trust sheets.

16.5. Changing to managing outputs may require some consideration and alteration in working practice. This should be considered and discussed with the employee before Home Working is agreed.

- 16.6. Managers will need to set clear, realistic and fair performance targets which the employee fully understands. The Manager should then monitor compliance with these targets.
- 16.7. For some types of work monitoring information may be available in the form of system reports, however for other posts individual tasks may need to be set and timescales monitored. Alternatively, some form of task / time recording procedure may be necessary.
- 16.8. As when monitoring the performance of any member of staff, a reasonable approach should be taken and the reasons for any variation in productivity should be taken into account.

## 17. Applying for another post

- 17.1. If a Home Worker is promoted/[redeployed](#)/[seconded](#) to another post that is deemed to be suitable for the same Home Working arrangement, then the conditions identified in section 5 should be reassessed.
- 17.2. It is the responsibility of the Home Worker to ascertain the suitability of the new post for Home Working before applying for the post.

## 18. New employees

- 18.1. New employees will normally be required to work in the office for an initial training and assessment period before commencing Home Working. It will be unusual for a Home Working request to be considered during a probation period and will only be granted in exceptional circumstances.

## 19. Training

- 19.1. Training is likely to be a crucial element of successful Home Working. The method of training used should be chosen to reflect the needs of the individual. Training might include computer packages, videos, distance learning. In addition to job specific training, general training in time management, priority setting, office systems etc. may be useful.

## 20. Sickness absence

- 20.1. Sickness absence should be reported in the normal way with paid sick leave only applying to the normal working week. Only whole or half days should be recorded as [sickness absence](#).

## 21. Policy monitoring

- 21.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.

- 21.2. Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

<b>Version Number</b>	<b>Details of Change</b>	<b>Date</b>
1.0	Introduction of Single Status	1 <sup>st</sup> April 2014



# Appendix C - Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

## Which service area and directorate are you from?

Service Area:

Directorate:

### Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

### (b) Please name and fully describe initiative here:

To inform the Organisational Transformation CDC of the Council's current approach to agile working. This report is for information only.

### Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Appendix C - Integrated Impact Assessment Screening Form

**Q3** What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?  
Please provide details below – either of your activities or your reasons for not undertaking involvement

N/A

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**Q4** Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

No, as this is not an initiative to implement.

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?  
Yes  No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?  
Yes  No
- c) Does the initiative apply each of the five ways of working?  
Yes  No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?  
Yes  No

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**Q5** What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

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**Q6** Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

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**Q7** Will this initiative result in any changes needed to the external or internal website?

Yes

No

If yes, please provide details below

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**Q8** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact, poverty, withdrawal of multiple services and



## Appendix C - Integrated Impact Assessment Screening Form

*whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)*

There is no impact identified on people and/or communities when considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

### Outcome of Screening

**Q9 Please describe the outcome of your screening using the headings below:**

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

**There is no impact as a result of the screening undertaken.**

(NB: This summary paragraph should be used in the **'Integrated Assessment Implications'** section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

<b>Screening completed by:</b>
<b>Name:</b> Rachael Davies
<b>Job title:</b> Head of HR and Service Centre
<b>Date:</b> 10/11/2022
<b>Approval by Head of Service:</b>
<b>Name:</b> Rachael Davies
<b>Position:</b> Head of HR and Service Centre
<b>Date:</b> 10/11/2022

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)

# Agenda Item 5



## Report of the Chair

### Organisational Transformation Corporate Delivery Committee

### Work Plan 2022-2023

Date of meeting	Agenda items and Format
28 June 2022	<ul style="list-style-type: none"><li>• Work Plan Discussion.</li></ul>
26 July 2022	<ul style="list-style-type: none"><li>• Work Programme 2022-2023.</li></ul>
27 September 2022	<ul style="list-style-type: none"><li>• Transformation.</li></ul>
25 October 2022	<ul style="list-style-type: none"><li>• Reward an &amp; Recognition of Staff.</li></ul>
22 November 2022	<ul style="list-style-type: none"><li>• Agile Working.</li></ul>
20 December 2022	<ul style="list-style-type: none"><li>• Recruitment &amp; Selection.</li></ul>
24 January 2023	<ul style="list-style-type: none"><li>• Transformation.</li></ul>
28 February 2023	<ul style="list-style-type: none"><li>•</li></ul>
28 March 2023	<ul style="list-style-type: none"><li>•</li></ul>
25 April 2023	<ul style="list-style-type: none"><li>•</li></ul>
To be Scheduled	<ul style="list-style-type: none"><li>• Customer Contact Strategy.</li><li>• Swansea as the first Human Rights City.</li><li>• Co-production.</li></ul>