

Covid Recovery - Agile Working

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Policy Statement

Summary

West Yorkshire Police (WYP) recognises the benefit of new ways of working. We encourage flexible working arrangements which allow people to balance their work and life demands. We know that agile working can maximise efficiency and the use of technology to optimise work performance, whilst supporting work-life balance.

Agile working describes how employees can work from any location, whether it is their own home, or a West Yorkshire Police office base which is not their normal place of work. This can be accommodated where it doesn't have a detrimental impact on service delivery. If individuals are required to attend work, they may be reasonably requested to do so at any time.

This policy outlines a clear and consistent approach to agile working, to ensure that it supports service delivery. It explains how we will support and manage individuals who are agile workers, to be clear what is expected of them when working flexibly and that the working arrangements are safe.

Any decision to adopt agile working will be supported by clear objectives and performance measures or work outputs, which can be reviewed on a regular basis.

The success of agile working is predicated on effective use of technology and flexibility of individuals to allow collaboration between colleagues working across multiple sites. This includes the use of video conferencing technology, accessing documents electronically and individuals being available to attend sites when necessary to ensure business continuity.

Scope

This policy applies to all police officers and police staff.

Principles

Eligibility

- Any individual in the organisation can make a request to work agile; they do not need to have a specific caring responsibility or minimum length of service, for example.
- It is acknowledged that suitability for agile working is dependent on an individuals' role. Some operational and leadership roles will not be suited to agile work, and there may be limitations in some roles due to issues around data security and technology.

- All individual requests for agile working must be discussed with the line manager.
 - Agile working is only suitable for those who can provide a suitable working environment in their home.
 - There is no automatic entitlement to participate in agile working. Decisions are made by line managers who will take into account a range of factors.
 - Agile working may be considered as part of an individual's recuperative duties package in line with the Attendance Management policy.
 - When deciding whether to allow an individual to work agile, managers should take into account the impact on the team and the ability to deliver required outputs while working from different locations.
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Requests

- Requests for agile working must be made by an individual to their line manager.
 - The line manager must consider whether agile working is appropriate for the individual and can be accommodated within the context of the team regarding the ability to deliver required outputs while working from different locations.
 - The main things to consider when agreeing to agile working are:
 - The requirements and suitability of the role;
 - The facilities in place to support the individual;
 - The service being delivered by the individuals' department, and the organisation;
 - The ability to set and monitor work outputs and outcomes; and
 - The ability for the individual to work safely and healthily
 - If the line manager supports agile working, then they must gain approval from the appropriate SLT member. If the request is supported by the SLT member, then the line manager can make the appropriate arrangements with the individual.
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Reviews

- Any decision to adopt agile working will be supported by clear objectives and performance measures or work outputs, which will be reviewed on a regular basis.
- Line Managers must agree and specify with their staff regular reviews of the agile working arrangement.
- It is recommended that an initial review takes place after 3 months, and then at a minimum, annually thereafter.
- In addition to the structure review, it is expected that managers will informally review the arrangement on an ongoing basis. An ongoing review period will ensure that the arrangement is still suitable and productive for both the individual and the organisation. Any concerns about the effectiveness of the arrangement must be raised immediately by either party.

- If it is identified that agile working is no longer appropriate, a discussion must take place between the individual and the line manager.
 - If a working arrangement is proving to be unsuccessful, there is the provision for either party to terminate the arrangement following due consideration. In such cases a reasonable period of notice must be given, and the reasons documented.
 - There may be exceptional circumstances where the arrangement is terminated without notice, this may be in cases of serious concern of abuse of West Yorkshire Police policy, health and safety issues or significant business demands.
 - Managers must only terminate an individuals' agile working arrangement, after consulting fully with the individual:
 - For sound business or performance reasons; or
 - The outcome of a DSE workplace assessment.
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Agile Working in Teams & Best Practice

- Managers must consider how agile working fits into their team and the needs of the service.
 - Some teams are required to have an on-site presence. Consideration must be made to what work can be done remotely, what work must be completed on-site, and how work can be distributed to maximise the use of agile working amongst teams.
 - It is good practice to consider agile working on a team basis. A team agile work plan can have benefits for the individuals, the team, and the service.
 - The extent to which a team can accommodate agile working depends very much on the business function, the requirements of the roles, and the technology available to accommodate service needs. The extent to which agile working can be accommodated within a team will be determined by the District or Department Head and can vary from team to team and from week to week.
 - Managers must set the parameters for agile working with their teams and with individuals. They will need to establish specific arrangements for communication mechanisms, team meetings, office cover and performance management.
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Changing Roles

- Agile working arrangements are specific to the role.
 - If an individual changes role within the organisation, regardless of the reason, then they will need to discuss with their new line manager what the agile working arrangements are for the new post.
 - A new request can be made if necessary.
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Absence from the Workplace

- Sickness absence whilst working agile must be reported in the usual manner following West Yorkshire Police policy.

- For individuals taking Maternity, Paternity, Shared Parental or Adoption leave; the issued agile equipment can be retained for keeping in touch but there is no expectation to undertake any sort of planned work whilst on leave.
 - For the laptop to maintain functionality over the leave period the individual will be required to commit to networking in at a Police building at least every 8 weeks. Alternatively, the agile equipment can be returned to Digital Policing.
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Productive Agile Working

Principles

- Agile working is reliant on a working relationship of trust between the employer and employee. Individuals must be trusted to work smarter in order to deliver outputs.
 - Individuals must use technology to enable communication, visibility and connectivity when working agile. This includes keeping Outlook calendars and other systems up to date and attending Teams meetings as required.
 - The principles of agile working are based on trust and concerns about an individuals' performance or conduct while agile working must be addressed by the line manager.
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Performance Management

- Line managers must set parameters for team agile working focused on the delivery requirements of the team. For example, rotas to ensure there is cover at set times.
 - The line manager will need to discuss with the individual how their performance will be assessed while agile working. The most effective way of monitoring work will be to concentrate on the output and outcomes (e.g. the actual work completed). This relies less on traditional line management styles and more on collaborative working through the agreement and regular monitoring of clear, realistic, and achievable objectives.
 - The individual will need to consider how they will manage their workload to ensure they make the best use of the time they are working from home.
 - Any problems identified in the timely completion of assigned tasks must be communicated to management at the earliest opportunity, taking personal responsibility to maintain performance even when working agile.
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Time Management

- Everyone who works agile must still fulfil their contractual hours.
- Officers must continue to use CARM in the usual way when working agile.
- Staff must continue to use CARM in the usual way, to work according to their working time arrangements and can utilise the 'flexi-time'

arrangements when working agile.

- Overtime will require the usual management approvals.
 - Travelling time can only be claimed when in excess of the normal return journey from a home address to the usual place of work. This is irrespective of the time of day which the travelling occurred.
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Health and Safety

Principles

- Everyone is advised that they are required to follow the Health and Safety Guidance document prepared for agile working.
 - In accordance with the Health and Safety at Work Act 1974, Working Time Regulations, Display Screen Equipment Regulations and other safety regulations, the organisation has an obligation to ensure that all individuals health and safety is safeguarded whether any work for the organisation is conducted at a work site or at home.
 - Individuals who are agile workers are to take due care and attention ensuring any equipment is utilised for and cared for appropriately so as to not impair anyone's safety.
 - Any health and safety issues arising or identified while working at or from home must be notified to line managers immediately.
 - Each agile worker must complete a DSE (display screen equipment) assessment for their home working environment. DSE assessors will not attend employees' home to address issues which cannot be resolved. The individual must take reasonable steps to mitigate any issues with their workstation.
 - Line managers must ensure that all legislation, policy, and guidance is adhered to as regards health and safety assessments for individuals at their agile working location, and that individuals are made aware of their rights and responsibilities within this policy.
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Wellbeing

Principles

- It is usually expected that agile workers attend the normal workplace regularly to ensure interaction with colleagues. This helps to alleviate any feelings of isolation and ensures motivation remains high.
- Managers must hold regular team meetings, both physically and virtually, to ensure everyone is kept informed and to maintain a team ethos.
- Managers must promote the use of technology to keep in touch with people working agile, to easily identify who is available at a given time.
- Remote working means that it isn't always as easy to monitor the health

and wellbeing of employees. In addition to the indicators of stress provided by the Health and Safety Executive, there are other ways to suggest individuals may be struggling, such as regularly missing phone calls and team meetings or a change in their personal appearance. If concerns are identified, support and guidance can be sought from the Employee Relations team.

- There are two iLearn packages available to support agile working:
 - Managing Teams Remotely; and
 - Home Working
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Working at Home

Principles (inc. Expenses and Reasonable Adjustments)

- When working from home, agile workers are classed as at work and must attend the usual place of work or other location when required, even at short notice. Home addresses are not classed as the usual place of work, and agile working does not constitute a change to an individuals' terms and conditions of employment.
- If an individual is unable to work from home due to a failure in technology, they will be expected to attend their normal place of work until the problem is resolved.
- The home environment must be suitable and appropriate for home working.
- Working at home is not a substitute for making caring or other domestic arrangements and dependents need to be looked after by someone other than the individual as they would if the individual was working in the office environment.
- Certain individuals may retain a personal chair or other adjustments where this supports the individuals identified adjustment under the Equality Act 2010.
- For information about any tax relief that may be available to those who regularly work from home, visit the HMRC (HM Revenue and Customs) website.
- Individuals are responsible for liaising with any necessary parties such as landlords, insurers, or mortgage companies and HMRC in relation to agile working arrangements.
- The accident policy provides guidance on when work-related accidents that occur in the home must be reported.
- Individuals will be transporting their laptop (or other equipment) from one place to another regularly and will be expected to take their equipment home each day to ensure flexibility and business continuity.
- West Yorkshire Police will not pay for the following and the individual will be responsible for:

- Any additional costs incurred in terms of energy and other utilities at their home;
 - Furniture and equipment required to enable the individual to perform duties from home. If temporary reasonable adjustments are required, these will be considered on a case by case basis. However, on occasion, reasonable adjustments may require the individual to stop agile working for a period of time;
 - Internet connection and rental charges;
 - Any existing and ongoing rental on equipment belonging to the individual such as the telephone line for access to internet;
 - Any additional costs in home insurance; and
 - The cost of moving or installing the equipment at the current home if the individual moves home.
 - Expenses will be paid in accordance with the Travelling Expenses and Time policy. Where an individual works from home, their normal workplace will still be classes as their 'usual place of duty'. No payment will be made if the individual must travel to the usual workplace when scheduled to agile work unless the return journey is done more than once in a day.
 - If the individual is required to travel to an alternative workplace when scheduled to agile work, any excess mileage incurred above the normal return mileage from home to the usual workplace may be claimed via the PROACTIS system following policy.
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Protecting Data and Equipment

Auditing

- The organisation's systems automatically log individual's use of systems at work such as internet and email. This applies to everyone, not just agile workers.
 - The organisation reserves the right to audit the contents of these logs without prior notification and any inappropriate usage may result in disciplinary action.
 - Microphones and cameras will not be remotely accessed.
 - Please refer to the following policies for further information:
 - Access and Monitoring of Force Systems
 - Using the internet and social media
 - Information and Technology Usage
 - Information and Data Management
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Data

- Individuals will be personally responsible for the security of the data in their possession and must comply with all relevant legislation.
- Individuals must adhere to the agile working security operating guidance and not allow any other individuals including family members to access any

West Yorkshire Police data.

- All documents must be dealt with in accordance with the Government Security Classification (GSC).
 - All personal details must remain confidential at all times and must not be released to clients and service users. It is essential that home addresses are not used by individuals for face-to-face meetings, these must be held on work premises, or at the premises of appropriate partner agencies.
 - If the organisation has provided a mobile telephone, then this number must be passed on to service users.
 - The Information and Data Management policy must be adhered to by all when working in the usual place of work or agile.
 - Up to date anti-virus software and firewall protection will be installed on West Yorkshire Police equipment and mechanisms will be put in place to ensure updates on an ongoing basis.
 - For personal property and/or information a locker will be supplied for storage at the individual's normal place of work.
 - Individuals are responsible for ensuring all West Yorkshire Police data and equipment is looked after and stored securely within the agile working location.
 - Individuals must ensure that all West Yorkshire Police data and equipment remains secure, including ensuring that information on screen or in paper form cannot be overlooked, and that conversations cannot be inadvertently overheard.
 - If an individual is disposing of information that is no longer required, this must be done using a cross-cut shredder.
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Equipment

- The Information and Technology Usage policy must be adhered to when working agile.
- All the equipment supplied will be subject to management agreement based on the circumstances of each individual and following consideration of the costs and benefits.
- IT equipment is provided for work use only. Only software supplied and approved by the organisation may be installed via a Digital Policing engineer. All other software, including games is not allowed.
- It is expected that all hardware IT equipment will be provided, unless the individual seeks approval from their line manager to use their own that is compatible and suitable, yet this equipment if used will not be supported by Digital Policing and individuals must use their own warranty.
- Agile working individuals may require telecommunication equipment for work use. This will be managed and distributed by local customer service teams.
- Agile users must be prepared to use their personal landline or mobile device for Multi-Factor Authentication (MFA) if they don't have a West Yorkshire Police issued mobile.

- In the event of any failure of equipment at the individuals home and this prevents them from working, and cannot be repaired within half an hour, they must either return to a building which will allow them to continue working; carrying out alternative work by agreement with their line manager; or request flexi/annual leave informing their line manager at the earliest convenience.
 - For any IT problems, the Digital Policing service desk is the first point of contact who will attempt to solve any problems initially, and if not possible, they will arrange an appropriate solution.
 - In cases where laptops or port replicators require repair, the individual must return them to Digital Policing promptly to arrange a replacement.
 - Individuals are responsible for notifying management immediately if there is damage to West Yorkshire Police equipment.
 - Workstations will not be routinely allocated to an individual. They are a shared resource and can be used by anyone in the workplace. Certain areas may be given priority to be used by certain teams or individuals to facilitate working where necessary.
 - Printing facilities will not be provided, laptops will be configured to use workplace printers. If individuals need to print documents, this must be done in the workplace, and careful consideration must be taken as to whether this needs to be taken off work premises.
 - Equipment, documents, and material supplied by the organisation must be returned immediately and in working order and good condition when:
 - Employment is ending;
 - Agile working arrangements cease to be used or ends due to review; and
 - Management requests its return.
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Additional Information

Compliance

This policy complies with the following legislation, policy and guidance:

- Equality Act 2010
 - Health and Safety at Work Act 1974
 - Freedom of Information Act 2000
 - Data Protection Act 2018
 - Computer Misuse Act 1990
 - Official Secrets Act 1989
 - Working Time Regulations
 - Information and Data Management policy
 - Information and Technology Usage policy
 - Travelling Expenses and Time policy
 - Attendance Management policy
 - College of Policing – Code of Ethics
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