AGILE WORKING SPACE UTILISATION POLICY

Policy Type	Non Clinical
Directorate	Corporate
Policy Owner	Director of Finance, Estates and IM&T
Policy Author	Wight Life Partnership (Strategic Estate Partnership between the Trust and Ryhurst)
Next Author Review Date	1st November 2023
Approving Body	Policy Management Sub –Committee 22 April 2020
Version No.	2.0
Policy Valid from date	1st April 2020
Policy Valid to date:	~~31st April 2024~~ **Extension Approved: 31 October 2024**

'During the COVID19 crisis, please read the policies in conjunction with any updates provided by National Guidance, which we are actively seeking to incorporate into policies through the Clinical Ethics Advisory Group and where necessary other relevant Oversight Groups'

DOCUMENT HISTORY

(Procedural document version numbering convention will follow the following format. Whole numbers for approved versions, e.g. 1.0, 2.0, 3.0 etc. With decimals being used to represent the current working draft version, e.g. 1.1, 1.2, 1.3, 1.4 etc. For example, when writing a procedural document for the first time – the initial draft will be version 0.1)

Date of Issue	Version No.	Date Approved	Director Responsible for Change	Nature of Change	Ratification / Approval
April 2016	0.1		Associate Director of Estates	New Policy	
Consultation closed 1st November 2016	0.2		Associate Director of Estates	For ratification	Partnership Forum
13th December 2016	0.3		Associate Director of Estates	For ratification(with amendment)	Corporate Governance and Risk Sub-Committee
26th January 2017	1.0	26th January 2017	Associate Director of Estates	For Approval	Trust Leadership Committee
Dec 2019	1.1		Director of Finance, Estates and IM&T	Scheduled review of policy	
24th January 2020	1.1		Director of Finance, Estates and IM&T	Endorsed at	Estates & Facilities Sub-Committee
22nd April 2020	2.0	22nd April 2020	Director of Finance, Estates and IM&T	Approved via Chairs Action at	Policy Management Sub-Committee
29 Jan 2021	2.0	22 April 2020	Director of Finance, Estates and IM&T	12 month blanket policy extension due to covid 19 applied with author review date set 180 days prior to Valid to Date.	Quality & Performance Committee
26 April 2021	2.0	22 April 2020	Director of Finance, Estates and IM&T	Extended policy uploaded and linked back	Corporate Governance

NB This policy relates to the Isle of Wight NHS Trust hereafter referred to as the Trust

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1 Executive Summary

The Isle of Wight NHS Trust (Trust) entered into a Strategic Estates Partnership (SEP) with Ryhurst and together they formed Wight Life Partnership LLP (WLP) as their SEP delivery company.

As a part of the Trust's vision for its estate and the way it is used in the future, the Trust appointed WLP to produce an Agile Working and Space Utilisation Policy (AWSUP), using the Trust's policy template that could be used to inform the future use of space and through its implementation, create efficiencies by improving space utilisation.

The standards set out in this policy are based on 'best practice' and have been considered and factored into the Trust's Estate Strategy and Estate Masterplan. Furthermore, estate related efficiencies are covered in Lord Carter's review of Operational Productivity and Performance (*February 2016*).

Space is an expensive resource to own and operate and it is important that we provide clear guidance on how space should be used and remain flexible; this policy seeks to provide clear guidance on how this can be achieved.

2 Introduction

As a part of the Trust's estate strategy and masterplan, the Trust's vision is to consolidate the estate and achieve a 20% reduction in floor area by 2020 with no more that 35% non-clinical floor area and 2.5% unoccupied or underutilised floor area. Estate consolidation is possible through a variety of methods including improved space utilisation and agile working and this policy will set the standard for both the future allocation of space and process for agile working.

Diagram showing three overlapping circles (Property, People, Technology) around a central "Agile Working" circle, enclosed by a dashed "Service Improvement" ring.

Property
- Fit for purpose
- Multi-functional and flexible space
- Efficient space

People
- Work-life balance opportunity
- Improved work environment
- Greater collaboration

Technology
- Fit for purpose technology
- Trust wide solution
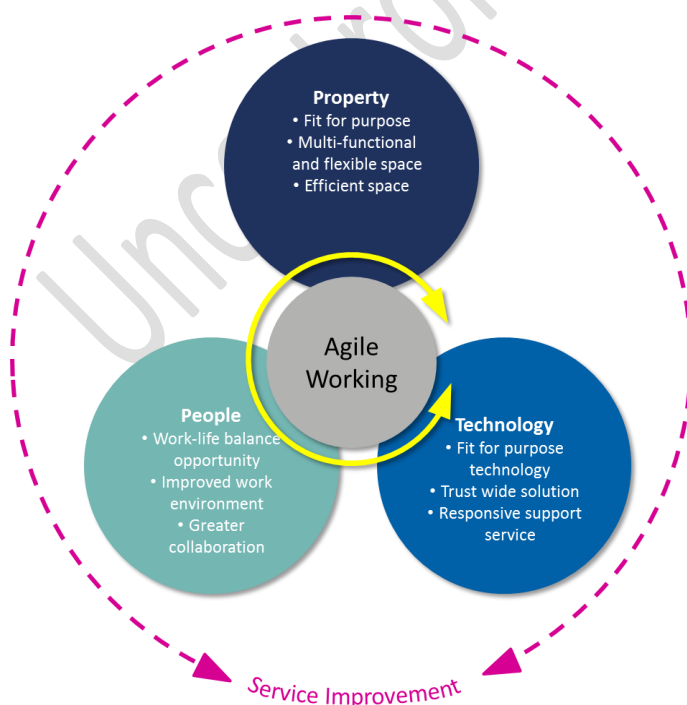- Responsive support service

Service Improvement

Figure 1 – Shows the link between Property, Technology and People

The Trust, through the designated Estates Lead, will work with departmental managers to apply and roll out the standards set out in this policy in future projects, specifically aimed at improving space utilisation and as a part of estate masterplan redevelopment. The costs associated with implementation, capital and revenue will be considered on a project by project basis by a Project Team. In some cases it may be possible to implement quick wins for minimal cost and these will be considered on a project by project basis by the Estates Lead and the Departmental Manager.

The policy has been developed by WLP and the process has involved the setting up of an Agile Working and Space Utilisation Forum (AWSUF) that was attended by representatives from the following areas;

- o Estate Management Department
- o Human Resources
- o Information Technology
- o Information Governance
- o Health, Safety and Security

3 Definitions

Agile Working = flexible working, having the tools to work anywhere at any time, employees not specifically fixed to one location. This could include working at any Trust site or partner organisation building or working from home.

- o Work from home
- o Ability to work more at suited locations between meetings
- o Work at any hot desk
- o Ability to change desk / building / area

An agile worker is an employee who spends most of their time working in a variety of locations and spends some time interacting with the core service areas. There are significant aspects of the employee's job that involves visiting other Trust locations and or client sites across the Island.

The Trust will supply, where relevant, the necessary hardware to enable the employee to perform their role whilst working in an agile manner i.e. laptop, mobile phone etc.

Space Utilisation = ensuring that the Trust uses its estate efficiently and productively by making the best use of the space available. This can include creating more standardised desk space, creating open plan work areas with hot desk facilities, making better use of meeting rooms across the estate and in some cases this may lead to the disposal of buildings that are no longer required.

4 Scope

This policy applies to Trust staff, including agency staff and those staff from other partner organisations that occupy office or administrative space within the Trust's estate and to those staff who wish to pursue Home Working.

To aid planning, this policy has been split into two sections;

a. Agile Working

This policy sets out a clear process and considerations for agile working and will enable managers and supervisors to implement agile working through the application of the policy standards. The policy designates staff into different categories, based on their working requirements; that will determine how they access and use office accommodation.

b. Space Utilisation

This policy will set a standard for the future allocation of space through setting standards for;

- Standard space allocations
- Workstations – standard formats with standard IT solutions.
- Standard ratios of workstations to staff – different standards for different areas e.g. 8 workstations to 10 staff members (8:10).
- Cellular office accommodation – identify job type and description that require a dedicated office.
- Access to bookable meeting rooms and breakout space

5 Roles and Responsibilities

The AWSUF agreed the following roles and responsibilities;

- Responsible Owner – the Trust's Informed Client for WLP.
- Responsible Group – the Trust's Space Utilisation Group (SUG) are responsible for ensuring that space is allocated in line with the policy standards and for overseeing implementation.
- Information Governance – it is the responsibility of the relevant Information Asset Owner (IAO) (see IG Section – Security).

In addition this policy identifies two key roles in the roll-out of the policy standards;

Estates Lead – an internal or external estates lead who will work with the designated Departmental Manager to assess the requirements and apply the standards.

Departmental Manager – a designated lead to work with the Estates Lead to ensure that the needs of the staff and service are assessed and the appropriate policy standards are applied.

6 Agile Working and Space Utilisation

a. Agile Working

In order to support the Trust's vision for a more efficient and productive estate, it is essential that managers and supervisors work with staff to agree how their role is defined in terms of office accommodation.

The attached 'Agile Working Flow Chart' (*shown at Appendix C*) will assist managers and supervisors when considering if a role is suitable for agile working.

i. Types of Worker

My Desk – A full time role that requires a dedicated workspace to carry out their job, described as an 'anchor' worker. *Examples of types of roles that fit into this category: PA, Administrator, Medical Secretary.*

Any Desk: Team – This is a role where an employee has no fixed workspace within a single building, utilising other work spaces within the 'team' as necessary. This person may use a PC or laptop and log in to access IT and or receive telephone calls. This person 'hot desks' on a daily basis and is most likely to do this in a team zone using workspace on a 'first come first served' or 'occasional booking' basis. *Examples of types of roles that fit into this category are; Manager, Supervisor or Officer.*

Any Desk: Building – This is a role where the employee has no fixed workspace within a single building and utilises other workspaces as necessary. The role requires the employee to be away from their nominated base on a regular basis. They probably spend no more than, on average, 1 day a week at base. When not at base they are generally working in an office environment although may be frequently away from a desk attending meetings or working from other Trust sites. This person may use a PC or laptop and log in to access IT and or receive telephone calls. This person 'hot desks' on a daily basis and is most likely to do this in a general shared accommodation zone using bookable desk space on a first come first serve basis. *Examples of types of roles that fit into this category are: - Manager, Supervisor, Officer or Matron.*

Any Desk Anywhere – This is a role where an employee is required to work 'out in the field' for the majority of their working day, who relies almost exclusively on mobile technology and moves from place to place, e.g. home visits, hospital visits, transporting service users etc. This group of staff have less of a requirement to be at a nominated base and may choose to undertake administrative duties from a 'touch down workspace' in a building that may be closer to their current location i.e. out in the community. *Examples of the types of roles that fit into this category are: - Community Nurse / Matron or Occupational Therapist*

ii. Home Working; Background

Managers and supervisors should support 'home working' when requested, if it is practical from an operational service delivery perspective in order to facilitate agile working and improved space utilisation. Roles that sit within: Any Desk: Team; Any Desk: Building; Any Desk Anywhere are suitable for 'home working'.

As a definition; 'home workers are people who do the work they are employed to do in other premises of their choosing' (Source: *NHS Employers).*

Expenses – Additional expenses incurred arising from Home Working, such as additional travel costs, may be claimed back in line with the provisions of Agenda for Change (Annex L). Any claim for reimbursement of expenses must be completed in line with the Trust's Travel and Expenses reimbursement policy.

The Legal Position – Current statutory legislation that is relevant to home working includes;

- o Health and Safety and Work Act (HSWA) 1974
- o The Management of Health and Safety at Work Regulations (MHSW) 1999
- o The Health and Safety (Display Screen Equipment Regulations) (DSE) 1992
- o Provision and Use of Work Equipment Regulations (PUWER) 1998
- o The Equality Act (EA) 2010

Employer Responsibilities – Under the HSWA employers have a duty to ensure the health, safety and welfare of employees. Under the MHSW employers are required to assess all significant risks, which include risks to home workers. Employers must also make adequate arrangements for managing their control measures and carry out a risk assessment for each staff member working from home *(see Appendix D – Home Working Risk Assessment).*

The risk assessment should be carried out annually, as a part of the appraisal process, or as and when there is a change of circumstance, such as: employee moves house or their health changes.

In addition, under the PUWER employers are required to assess display screen equipment risks, ensure that workstations meet the minimum requirements, inform users, plan work for changes of activity / breaks, provide eye tests and provide health and safety training.

Under PUWER, employers are required to ensure that all equipment used by people for work is suitable, safe and importantly, that adequate training is given.

The EA requires an employer to make reasonable adjustments to premises to ensure the needs of its employees are provided. Examples of such adjustments could include; improving accessibility by widening a doorway or providing an access ramp, altering a layout to improve mobility or adjusting the height of the door handles and light switches.

Employee Responsibilities – It is not only the employer who has responsibilities under health and safety legislation. Under the HSWA, employees have a duty:

- o To take reasonable care of their own health and safety, and that of other people who may be affected by their activities at work.
- o To co-operate with their employer to enable the employer to comply with health and safety duties.

- o To use all work items provided by their employer in accordance with the training and instructions they receive to enable them to use the items safely.
- o To inform their employer of any work situation that could present a serious danger to health and safety or of any shortcomings in the employer's health and safety arrangements.

Employees should ensure that their mandatory health and safety training is maintained and up to date, including Display Screen Equipment training. Employees should also have access to a first aid kit when working from home.

Employees must ensure that any incidents that occur whilst working from home are reported to their line manager in the first instance, who will then pursue the relevant action in accordance with the appropriate incident reporting mechanisms.

Note – Employees working from home might be eligible for tax relief on their costs associated with utility bills and telephone costs. Employees should refer to GOV.UK: Tax relief for employees: Working at home.

Risk Assessment – In most cases, the employee's home office will require control measures to be put in place following the risk assessment. What the employer does; then depends on the factors such as; how much time the employee is likely to spend working at home; and what the likely budget is.

Based on these factors the employer may do any of the following:

- o Agree with the employee how a laptop is to be used and that work may be limited to a certain number of hours per day.
- o Purchase and install a similar workstation, chair and desktop computer to those used in the Trust's office accommodation.
- o Provide furniture and IT equipment from existing stock.
- o Conclude that the home is not suitable for work due to lack of space and other problems.

The employee should receive training in good ergonomic and safe working practices in the home office. This should cover:

- o Workstation set up and assessment.
- o How to adjust the chair.
- o How to adjust the workstation.
- o Good posture.
- o Avoiding unnecessary repeated stretching, bending, twisting to reach equipment and materials.
- o Changing tasks and position regularly to vary posture.
- o Taking regular breaks.
- o Taking mini breaks.
- o Performing regular, simple exercises involving fingers, wrists, elbows, shoulders, back and legs.
- o What to do if the symptoms of work-related upper limb disorders (WRULD) are experienced.

iii. Home Working; Considerations and Risk Assessment

The previous section covers the legal position and the obligations of both the employer and employee. This section will outline the Trust's approach to Home Working on a step by step basis.

Step 1 – Managers should consider if a specific role, based on the 'type of worker' (*see 7.1a*), and is appropriate for home working.

Step 2 – Managers should seek expressions of interest from those in appropriate roles on their desire to pursue home working.

Step 3 – Managers should issue a 'Home Working Risk Assessment' (HWRA) (***shown at Appendix D***) and ask the employee to complete the risk assessment.

Step 4 – Managers should receive and review the HWRA and highlight any concerns with the Health, Safety and Security Directorate in the first instance.

Step 5 – Managers should discuss the HWRA with the employee and raise any areas of concern. If home working is not deemed appropriate, based on the HWRA, the Manager should confirm this to the employee and the reasons why the request has been denied. If there are any manageable risks the Manager and employee should agree specific control measures (*see 7.1b*).

Step 6 – Managers should sign off the HWRA and authorise home working and locally agree a plan for implementing and reviewing.

iv. Information Communication Technology (ICT)

The Trust's ICT Strategy supports Home Working, Agile Working and Hot Desking and seeks to introduce a range of hardware, infrastructure and technology that enables it. As a part of implementing the standards set out in this policy the ICT Team will be engaged as a key stakeholder on a project by project basis and will work closely with the project lead and operational manager(s) to ensure that the IT solution is fit for purpose and meets the needs of the operational environment and activity. Any costs (capital or revenue) associated with the ICT proposal will be included in a 'case for change' that will be considered as a part of normal process.

Examples of IT technology could include:

- o Smart phones
- o Laptops
- o Hot desk docking stations
- o Fixed workstation PC's

v. Information Governance – Security

Mobile computing and teleworking pose a substantial risk. For example, devices may be lost, damaged, or stolen, potentially resulting in the loss of inappropriate disclosure of data. The information security protection measures required should be commensurate with the risks presented by these working arrangements.

The Trust's Information Governance (IG) Toolkit (requirement 13-314) requires the Trust to ensure its 'policy and procedures ensure that mobile computing and teleworking are secure'.

The Trust aspires to attain Level 3 which requires the Trust to ensure the following:

Information Governance - General

For Agile Working to be effective and safe for both the Trust and its staff, there are a number of factors that need to be considered and risk assessed in order to mitigate any potential and identified risks.

The Trust has an Information Risk Management Framework (IRMF) and this framework is defined within the Trusts Information Governance and Risk Policy and defines the Trusts approach to Information Risk Management and in particular the key roles from the Senior Information Risk Owner (SIRO), the Information Asset Owners (IAOs) and the Information Asset Administrators (IAAs).

From an IG perspective Agile Working is the responsibility of the relevant IAO as any information processed for business purposes is considered an Information Asset and therefore the Information Governance and Risk Policy applies. The asset is regarded as paper or electronic information and any device or system utilised for the processing. It is therefore essential that IG is covered in both the AWRA and Managers authorisation.

As required by the Data Protection Act (DPA) 1998 the Trust is registered as a data controller and as such has to adhere to the 8 Principles of the DPA.

1) Personal data shall be processed fairly and lawfully and, in particular, shall not be processed unless:
   a) At least one of the conditions in Schedule 2 is met, and
   b) In the case of sensitive personal data, at least one of the conditions in Schedule 3 is also met.
2) Personal data shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes.
3) Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.
4) Personal data shall be accurate and, where necessary, kept up to date.
5) Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes.
6) About the rights of individuals e.g. personal data shall be processed in accordance with the rights of data subjects (individuals).

7) Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.

8) Personal data shall not be transferred to a country or territory outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.

The 7th Principle of the DPA is particularly relevant to this policy:

'Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.'

In the context of this policy the Trust must ensure that all appropriate safeguards are in place to prevent potential breaches of the DPA. The Information Commissioner currently has the power to impose a range of enforcement actions against any data controller for non-compliance and or breach and the enforcement actions range from improvement orders through to organisational fines up to a maximum of £500,000.

It is recognised that the roll out of agile working will increase the potential risks of data protection breaches owing to the fact that both Business Sensitive Information and Personal Confidential Data or Person Identifiable Data will need to be accessible and available in a variety of locations both on and off Trust premises in order to achieve the Trust's objectives / continue to perform / deliver the business functions and in particular as the Isle of Wight embraces the Isle of Wight's Health and Care Plan.

To enable this staff may be required to remotely access and work with a variety of Trust supplied fixed and portable media devices including but not limited to:

- o Desktop PC
- o Laptop
- o Mobile Phone
- o Palmtop
- o Smartphone
- o Blackberry

In addition they may also be required to work with traditional paper based documents therefore, it is essential that before permitting / allowing any agile working that a thorough risk assessment is undertaken to assess the risks involved and apply proportionate security controls to mitigate the risks.

In particular the key aspects which need to be considered as defined within the Department of Health's Information Governance Toolkit are:

1) *Theft, Loss or Damage of Equipment.* Equipment in transit is at particular risk of being damaged, lost or stolen. This is especially the case for equipment used by authorised mobile workers who are likely to connect to information systems from a number and variety of locations. Training, procedures and written guidance must be put in place for users, to cover these threats. Any equipment

/ device utilised for agile/home working must be Trust supplied so that all threats of malicious, or unauthorised code, technical hacking or cracking are mitigated with up to date anti-virus / anti-spy software. Personal devices including mobile and home based PC / laptops are not permitted.

2) *Unauthorised Access to Data*. Unauthorised access is possible in a number of ways. Users may leave portable devices, computer equipment or media containing data unattended in a place where it may be seen or used by unauthorised individuals and as such Standard Operating Procedures detailing the Trust's expectations must be in place.

3) *Encryption*. As a consequence of the November 2008 Cabinet Office Data Handling Review report, all public sector organisations are now mandated to ensure any digital information that is either person identifiable or otherwise sensitive, is encrypted to appropriate NHS standards. This mandate applies to both the storage of, and transfer of any such digitally held information and the Standard Operating Procedure (SOP) must specify e-mail rules and expectations.

4) *Digital Cameras*. Where staff use mobile devices that contain cameras, such as smartphones, tablets etc., it is important that the Standard Operating Procedure includes the acceptable use of cameras. The SOP must consider issues of patient consent, legal and professional obligations, management of image material as part of patient records including integrity and audit ability.

5) *Data Backups*. Data stored during agile working must be saved to the network drives and not on local drives (e.g. laptop hard disk) as these may be vulnerable to loss or corruption.

6) *The Physical Security of the Location*. The risks of home burglary must be considered within the agile working risk assessment. For any remote / mobile or homeworking which is covered by the policy the use of additional physical security devices (e.g. Kensington locks, anchor pad encasements) must be considered.

7) *The Environmental Conditions*. The Trust has health and safety obligations to all agile workers that include the assessment of the environment to ensure teleworking equipment does not pose a threat to the agile workers property, their person, or to third persons. Equally, the agile working environment should be assessed to ensure it does not pose a threat to the organisation's equipment or business functions, for example, poor ventilation resulting in overheating and loss of access or service capability.

Any IG incidents in relation to agile working and in particular to any potential or actual breach of data must be reported via the Trust's Incident Management System (DATIX).

It is recognised that Information Governance requirements and standards will be different in each area and as such the standards will be considered on a case by case basis to ensure that the right measures are introduced.

Information Governance – Policies

All relevant IG Policies and Codes of Practice are listed below.

- o NHS Confidentiality - Code of Practice
- o NHS Confidentiality - Code of Practice - Supplementary Guidance - Public Interest Disclosure policy
- o Health and Care Records policy
- o Information Governance Risk policy
- o Information Governance Third Party policy
- o Records Management policy
- o Records Management - NHS Code of Practice part 1
- o Records Management - NHS Code of Practice part 2

b. Space Utilisation

WLP has produced some standardised Space Allocation Standards and the standards contained within the document will be used to inform future projects. The document can be found at; *Trust Intranet: Corporate: Estates: Space Allocation Standards* and provides clear guidance on how physical space should be allocated and laid out in order to achieve the best use of space.

The items below (7.2a, b and c) are basic standards and guidelines for space, more detailed and comprehensive information if contained within the Space Allocation Standards.

i. Standard Workstations and IT Solutions

In order to achieve optimum efficiency and get the best use from space it is important for the Trust to standardise both workstations and IT equipment. The workstation sizes below provide a range of solutions to suit different workers.

- o 1200mm Workstation (L - 1200mm x W – 800mm) – a workstation suited to mobile or agile workers or for designated hot desking; 'Any Desk Anywhere' or 'Any Desk'
- o 1400mm Workstation (L - 1400mm x W – 800mm) – a workstation suited to agile workers or anchor workers; 'Any Desk' or 'My Desk'
- o 1600mm Workstation (L 1600mm x W – 800mm) – a workstation suited to anchor workers; 'My Desk'

ii. Standard Ratios of Workstations to Staff

By working flexibly the Trust can reduce the number of workstations across its estate and by doing so will need to allocate standardised ratios of Workstations to Staff.

As a maximum, space should be allocated on the basis of 8 workstations to 10 staff (8:10) but in some instances it will be possible to apply a ratio of 7:10 or even 6:10. These ratios are consistent with that of other public sector organisations and best practice guidance.

iii. Cellular Office Accommodation

In order to aid efficiency and communication the Trust intends to implement open plan office accommodation where possible. Cellular office accommodation, for either single or multiple users should not be allocated unless:

- o An individual or team require cellular office accommodation for the purposes of their job i.e. confidentiality.
- o The estate does not provide an open plan office solution i.e. the physical structure prevents it.

7 Consultation

As a part of the production of this policy WLP set up an 'Agile Working and Space Utilisation Forum' (AWSUF) and membership of the forum was:

Trust
Associate Director of Estates
Capital Projects Officer, Estates
Assistant Director of Health, Safety and Security
Deputy Head of Health, Safety and Security
Resourcing Manager, Human Resources
ICT Operations Manager, Information Technology
Information Governance Manager,

WLP
General Manager, WLP (Chair)
Director of Business Development, Ryhurst *(remote member)*
Head of Projects and Space Utilisation, Ryhurst *(remote member)*

Staff
Prior to the ratification process the AWSUP was available for staff to view and make comment on via the Trust's consultation process.

Please see version history for consultation during the review process.

8 Training

The Agile Working and Space Utilisation Policy does not have a mandatory training requirement or any other training needs for general staff.

Implementation, support and guidance will be provided by WLP and the Trust's Estate Capital Projects Team who will undertake regular and specific training and guidance on Space Utilisation.

9 Monitoring Compliance and Effectiveness

The AWSUF agreed the following roles and responsibilities:

- o Responsible Owner – the Trust's Informed Client for WLP.
- o Responsible Group – the Trust's Space Utilisation Group (SUG) are responsible for ensuring that space is allocated in line with the policy standards and for overseeing implementation.
- o Information Governance – it is the responsibility of the relevant Information Asset Owner (IAO) (see IG Section – Security).

The standards set out in this document will be implemented as a part of estate related projects and will be managed by WLP and or the Trust's Estate Capital Projects Team. As such, any benefits realisation will be undertaken and monitored by the Trust's standard benefits realisation process that is linked to estate related capital projects.

The effectiveness of this policy and compliance with it will be monitored by the Trust's Space Utilisation Group.

10 Links to other Organisational Documents

- o Flexible Working Policy
- o NHS Confidentiality - Code of Practice
- o NHS Confidentiality - Code of Practice - Supplementary Guidance - Public Interest Disclosure Policy
- o Health and Care Records Policy
- o Information Governance Risk Policy
- o Information Governance Third Party Policy
- o Records Management Policy
- o Records Management - NHS Code of Practice part 1
- o Records Management - NHS Code of Practice part 2
- o Agenda for Change Handbook

11 References

- o NHS Employers
- o Ryhurst Joint Venture Information – Villicare and Red Rose Corporate Services
- o Data Protection Act (DPA) 1998
- o Health and Safety and Work Act (HSWA) 1974
- o The Management of Health and Safety at Work Regulations (MHSW) 1999
- o The Health and Safety (Display Screen Equipment Regulations) (DSE) 1992
- o Provision and Use of Work Equipment Regulations (PUWER) 1998
- o The Equality Act (EA) 2010

12 Appendices

Financial and Resourcing Impact Assessment on Policy Implementation

NB this form must be completed where the introduction of this policy will have either a positive or negative impact on resources. Therefore this form should not be completed where the resources are already deployed and the introduction of this policy will have no further resourcing impact.

Document title	Agile Working and Space Utilisation Policy

Totals	WTE	Recurring £	Non-Recurring £
Manpower Costs	N/A		
Training Staff	N/A		
Equipment & Provision of resources	N/A		

The costs associated with implementation, capital and revenue; will be considered on a project by project basis by a Project Team. In some cases it may be possible to implement quick wins for minimal cost and these will be considered on a project by project basis by the Estates Lead and the Departmental Manager.

Summary of Impact: Through the centralisation of administrative services this policy has the ability to create efficiencies and as such financial savings.

Risk Management Issues: Information Governance, as outlined in Section 7.

Benefits / Savings to the organisation: Through the implementation of the standards set out in this policy the Trust has the ability to reduce its physical estate and enable efficiencies.

Equality Impact Assessment (EIA)

▪   Has this been appropriately carried out?   YES
▪   Are there any reported equality issues?   NO

If "YES" please specify: Please see the EIA, shown at Appendix B.

Use additional sheets if necessary.

Please include all associated costs where an impact on implementing this policy has been considered. A checklist is included for guidance but is not comprehensive so please ensure you have thought through the impact on staffing, training and equipment carefully and that ALL aspects are covered.

Manpower	WTE	Recurring £	Non-Recurring £
Operational running costs	-£ TBC		
	-£ TBC		
Totals:	-£ TBC		

Staff Training Impact	Recurring £	Non-Recurring £
Totals:	-£ TBC	-£ TBC

Equipment and Provision of Resources	Recurring £ *	Non-Recurring £ *
Accommodation / facilities needed		
Building alterations (extensions/new)		
IT Hardware / software / licences		
Medical equipment		
Stationery / publicity		
Travel costs		
Utilities e.g. telephones		
Process change		
Rolling replacement of equipment		
Equipment maintenance		
Marketing – booklets/posters/handouts, etc.		
Totals:	-£ TBC	-£ TBC

- Capital implications £5,000 with life expectancy of more than one year.

Funding /costs checked & agreed by finance:	**N/A at this stage**
Signature & date of financial accountant:	**N/A at this stage**
Funding / costs have been agreed and are in place:	**N/A at this stage**
Signature of appropriate Executive or Associate Director:	**N/A at this stage**

Equality Impact Assessment (EIA) Screening Tool

Document Title:	Agile Working and Space Allocation Policy
Purpose of document	To introduce new ways of working through agile working and applying new spatial standards to office accommodation.
Target Audience	All Trust staff, including agency staff, who use office accommodation.
Person or Committee undertaken the Equality Impact Assessment	Rob Graham, General Manager, WLP

1. To be completed and attached to all procedural/policy documents created within individual services.

2. Does the document have, or have the potential to deliver differential outcomes or affect in an adverse way any of the groups listed below?

   If no confirm underneath in relevant section the data and/or research which provides evidence e.g. JSNA, Workforce Profile, Quality Improvement Framework, Commissioning Intentions, etc.

   If yes please detail underneath in relevant section and provide priority rating and determine if full EIA is required.

   For those sections not completed it is believed the impact is neutral.

		Positive Impact	Negative Impact	Reasons
Gender	Men			
	Women			
Race	Asian or Asian British People			

	Black or Black British People			
	Chinese people			
	People of Mixed Race			
	White people (including Irish people)			
	People with Physical Disabilities, Learning Disabilities or Mental Health Issues	X		**Potential to improve working environments and enable home working.**
Sexual Orientation	Transgender			
	Lesbian, Gay men and bisexual			
Age	Children			
	Older People (60+)			
	Younger People (17 to 25 yrs.)			
Faith Group				
Pregnancy & Maternity				
Equal Opportunities and/or improved relations				

Notes:

Faith groups cover a wide range of groupings, the most common of which are Buddhist, Christian, Hindus, Jews, Muslims and Sikhs. Consider faith categories individually and collectively when considering positive and negative impacts.

The categories used in the race section refer to those used in the 2001 Census. Consideration should be given to the specific communities within the broad categories such as Bangladeshi people and the needs of other communities that do not appear as separate categories in the Census, for example, Polish.
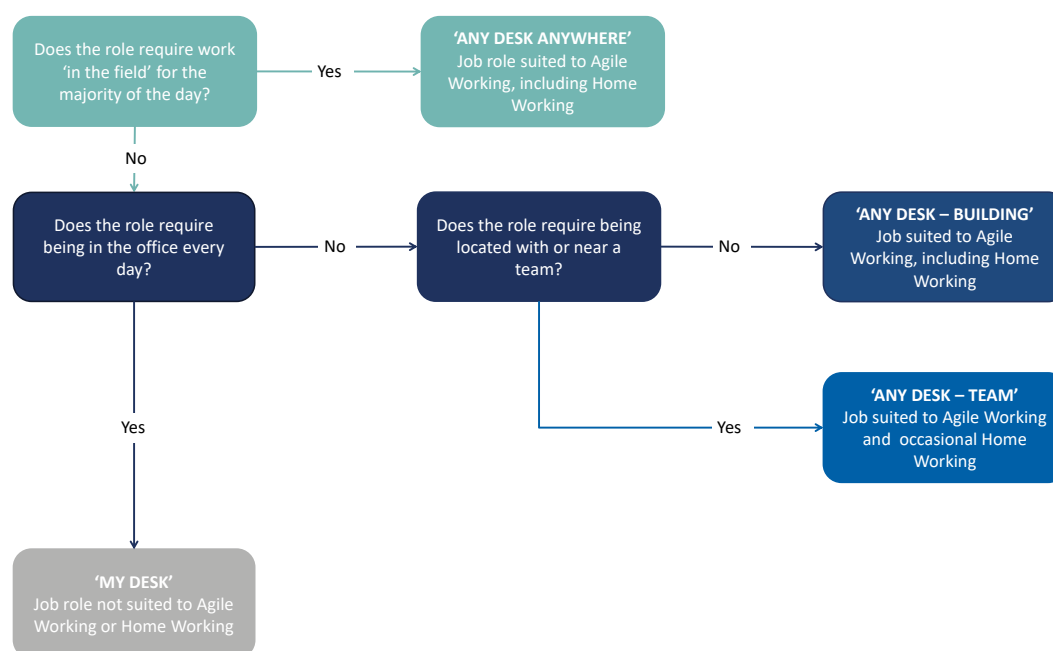
3.   Level of Impact

If you have indicated that there is a negative impact, is that impact:		YES	NO
Legal (it is not discriminatory under anti-discriminatory law)			
Intended			

If the negative impact is possibly discriminatory and not intended and/or of high impact then please complete a thorough assessment after completing the rest of this form.

3.1 Could you minimise or remove any negative impact that is of low significance? Explain how below:
3.2 Could you improve the strategy, function or policy positive impact? Explain how below:
3.3 If there is no evidence that this strategy, function or policy promotes equality of opportunity or improves relations – could it be adapted so it does? How? If not why not?

Scheduled for Full Impact Assessment	Date:
Name of persons/group completing the full assessment.	
Date Initial Screening completed	

Agile Working Flow Diagram

Agile Working – Flow Diagram

Does the role require work 'in the field' for the majority of the day? — Yes → **'ANY DESK ANYWHERE'** Job role suited to Agile Working, including Home Working

No ↓

Does the role require being in the office every day? — No → Does the role require being located with or near a team? — No → **'ANY DESK – BUILDING'** Job suited to Agile Working, including Home Working

Yes → **'ANY DESK – TEAM'** Job suited to Agile Working and occasional Home Working

Yes ↓

'MY DESK' Job role not suited to Agile Working or Home Working

Home Working Risk Assessment

HOME WORKING RISK ASSESSMENT *APPENDIX D* – Agile Working and Space Utilisation Policy				
Employee Name:			**Date:**	
Job Title:				
Business Unit:				
Line Managers Name and Job Title:				
About your Home Work Area	**Yes**	**No**	**Notes**	
Is the work area tidy?			Are escape routes free	
Is there sufficient space in the work area?				
Does the work area have natural light?				
Does the work are have adequate lighting?				
Is the work area ventilated (window etc.)?				
Is the temperature comfortable?				
Is the work area adequately furnished? *Chair* *Desk or Work Surface*				
What technology will you use? *PC* *Laptop* *Telephone* *Mobile Phone* *Other:*				
Are electrical socket outlets available?			Is there sufficient numbers	
Are electrical socket outlets in good condition?			Look for damage or discolouration	
Is a smoke alarm fitted?			Regularly tested	
Is the area secure?			Final exits secured by a suitable lock	
Do you have access to a first aid kit at home?				
Does your home buildings and contents insurance provide adequate cover for home working?				
Display Screen Equipment (DSE)	**Yes**	**No**	**Notes**	

Do you use DSE regularly for more than 1 hour?			If yes, refer to the DSE Risk Assessment
Are you aware of the Trust's policy on eye tests / provision of glasses for DES?			If no, refer to the Trust's Health Safe and Security intranet page

Any other comments you have about your Home Working Area?

Employee Risk Assessment of Work Area	Low	Med	High	

IG issues / considerations?

IAO Sign:		Date:

Line Managers Comments?

Line Managers Approval for Home Working	Yes	No	
Employee Sign:		Date:	
Line Manager Sign:		Date:	