Agile Working Guidance

Ref:	LSCICB_Est08
Version:	2
Purpose	This guidance sets out the key considerations for agile working and also covers the safeguards that need to be put in place and the practical arrangements to make agile working a success.
Supersedes:	LSCICB_Est08 Version 1
Author (inc Job Title):	MLCSU Strategic Estates Team
Ratified by: (Name of responsible Committee)	Executive Management Team
Cross reference to other Policies/Guidance	- Health and Safety Policy - Lone Working Policy - DSE - Risk Assessments - Incident Reporting Policy - Disciplinary Policy - Flexible Working Policy - Performance Management Policy. - Attendance/ absence management policy - MS Teams and virtual meeting guidance - Hybrid Working Principles
Date Ratified:	24th August 2023
Date Published and where (Intranet or Website):	24th August 2023 Website
Review date:	1 August 2026
Target audience:	All LSC ICB Staff

This guidance can only be considered valid when viewed via the ICB website or ICB staff intranet. If this document is printed into hard copy or saved to another location, you must check that the version number on your copy matches that of the one published.

Document control:		
Date:	**Version Number:**	**Section and Description of Change**
26 June 2023	2	Inserted new paragraph "Monitoring and Review" at section 18.
26 June 2023	2	Appendix 2 - Removed reference to Chorley House as an interim HQ base.
28 July 2023	2	Appendix 8 – Updated equality impact assessment

Contents

1. Introduction / Purpose

The Lancashire and South Cumbria (LSC) Integrated Care Board (ICB) is committed to providing an appropriate working environment to enable staff to undertake their role effectively. In order to support the increasingly diverse needs of the organisation and its workforce, this guidance sets out the requirements relating to agile working, the default position for most staff being working from home, coming into the office for specific purposes.

This guidance sets out the key considerations for agile working and also covers the safeguards that need to be put in place and the practical arrangements to make agile working a success.

The default for agile working is to work from home unless you are classed as an essential on-site office worker (see Appendix 1). This guidance does not form part of an employment contract and the ICB may update it at any time, after following normal consultation processes.

2. General Principles / Target Audience

This guidance applies to all employees of the ICB.

For the purposes of this policy and its associated policies and procedures listed on the front page of this document, any reference to health and safety in the context of the 'workplace', 'ICB offices', 'main sites, bases or touchdown spaces', 'headquarters' or 'County Hall' applies to the following buildings:

County Hall	Health Innovation Centre	Alfred Barrow Health Centre, Barrow
Bickerstaffe House, Blackpool	Duke Street, Blackburn	Hants Lane Clinic, Ormskirk
PALS Primary Health Care Centre, Accrington	South Lakeland House, Kendall	Yarnspinners Primary Health Care Centre, Nelson

3. Definitions and Abbreviations

DSE   Display Screen Equipment
ICT   Information, Communication and Technology
IT   Information Technology
LCFS   Local Counter Fraud Specialist
ICB   Integrated Care Board
MLSCU   Midlands & Lancashire Commissioning Support Unit
PAT   Portable Appliance Testing

4. What is Agile Working?

The ICB is committed to adopting agile working practices and recognises the benefits in empowering employees to work agilely, where appropriate in the context of business needs.

Agile working is the term used to describe how employees can work flexibly from any location and/or at different times. This could include at home, ICB buildings or other NHS locations, offices of partners or stakeholders or shared service providers or any combination of these. It is about utilising technology to change working practices and work differently. Agile working seeks to find the most appropriate and effective ways of working to carry out a particular task.

The aim of this guidance is to set out the principles and practical guidance in relation to agile working for staff employed by the ICB.

Employee's contractual obligations continue to apply and any changes to agile working arrangements would need to be agreed between the employee and their line manager. Any proposed changes to contractual arrangements would be subject to formal consultation with the affected individuals.

L&SC ICB definition of an agile worker:
- An agile worker is someone whose role does not require substantial or exclusive attendance at an office/base.
- An agile worker can work from any of our spaces or offsite including offices of partners or home.
- Agile workers may be required to attend workspace including face to face meetings and it is important to network and connect with colleagues
- Agile workers need to be "work ready" to support their core duties and need to be able to respond to reasonable business needs.

For ICB Agile Working and Workspace booking principles see Appendix 2.

4.1 Booking Workspace

In order to support the agile way of working the UBook resource booking system has been commissioned to allow staff to book workspace at any designated site. Other resources such as parking spaces may also be booked at some sites where applicable.

Space is available at a range of sites across the ICB. Access to buildings is either via a previously programmed door access card or via reception. Details of reception open hours may be found on UBook.

UBook may be accessed through this link. Sign In (nhs.net)

For Etiquette for booking workspace through UBook see Appendix 3

4.2 Hot Desking

Hot desking facilities are available at all sites for short term working. These are designated spaces for any staff to use during normal working hours and are available to book through UBook. A clear desk policy operates across all sites with no personal belongings left on desks. There is an expectation therefore, that when an individual vacates a desk to enable usage by another member of staff, it will be left clear, with no materials on it. Desks and any equipment should be cleaned after use.

All agile workers have been issued with laptops and many bookable desks are simply a convenient space to work from with no additional equipment. Where there is equipment on desks, this can be seen on UBook when booking the space. Staff are asked not to remove equipment on desks and to leave the desks as found after use.

4.3 Reasonable Adjustments and Special Considerations

Reasonable adjustments. This is defined as realistic, proportionate and practical things an employer can do to support staff with disabilities who might otherwise be at a substantial disadvantage in the workplace compared with staff who do not share their disability. An example of this would be the employer facilitating eye tests for DSE users.

Additional equipment such as footrests and wrist rests are available at each site on request. Staff should contact their line manager in the first instance to start this process.

Staff needing additional specialist support should contact their line manager initially and complete a DSE assessment.

DSE assessments can be carried out virtually or face to face. Individuals should apply the principles of the DSE assessment to all places of work whether this is at home or an office.

See Display Screen Assessment Policy.

4.4 Site Network IT Connection

All ICB sites are connected to the NHS IT Network that also includes wi-fi access. Visitors and guests will be able to connect to the internet via the NHS Guest Wifi available at all sites.

IT support and service desk functions remain the same as currently until further notice.

Individuals are responsible for ensuring the adequacy of their home internet/ broadband arrangements.

4.5 Printing

A printing solution is in place across all sites in Lancashire and South Cumbria. This

requires all users to register to be set up on the new Uniflow printing solution. Instructions to help staff do this can be found through this link. uniFLOW instructions.

For any issues with printing, please contact your local IT Service Desk.

Please note, as an organisation the ICB has a strong green agenda and an ambition to be carbon neutral by 2040. While this solution will enable staff to print documents as required, consideration should be given as to whether printing is absolutely necessary.

4.6 Collaboration Spaces

Each building has spaces where staff may meet to collaborate on pieces of work or for other business reasons. Some sites have pods where 2-4 people may gather; conventional meeting rooms are also available for booking across the ICB. Details of all bookable space can be found on UBook.

5. Responsibilities (Ownership and Accountability)

5.1 Line Manager is responsible for:

All aspects of applying/implementing this guidance, assessing suitability and safety.

5.2 The Employee is responsible for:

Ensuring they have an appropriate space to use whilst working from home. Agreeing the parameters, deliverables and objectives with their Line Manager. Ensuring that they comply with the ICB's Information Governance and Information Security arrangements.

5.3 Infection Control Team

The Infection Control Team advises on the prevention, surveillance, investigation and control of infection within the organisation.

5.4 Health and Safety

The MLCSU Health and Safety team's responsibilities include acting as the 'competent person' ensuring that the organisation complies with all relevant Health & Safety legislation and offering advice, guidance and support, as well as training to that end where necessary.

5.5 IT Services are responsible for:

Providing guidance on technical solutions to assist remote working; and providing IT support to staff that are working from home or in ICB premises.

5.6 People Services are responsible for:

Providing advice and guidance on the application of this guidance.

6. Benefits of Agile Working

The ICB has implemented a culture of agile working where all staff are agile workers unless, by exception, the role or individual is designated as an essential onsite worker

Agile working can be beneficial for both the individual and the organisation.

6.1 For the individual

Enable staff to work more effectively on a particular piece of work, where concentration is important, avoiding interruptions.

Better health – enable greater flexibility and autonomy for staff to work in a way that suits their needs and improves their work/life balance

Reduce the time spent travelling to a specific base in order to access clinical or administrative systems.

Enable the organisation to respond to an individual's need for flexibility in working arrangements, for example to attend ad hoc appointments.

Provide a solution to a temporary problem where travel to the office is not possible.

6.2 For the ICB

- Potential for increased productivity and quality of work
- Increase availability of limited expertise or resources
- Aid the retention of skilled and experienced staff whose personal circumstances change and who may otherwise leave the organisation
- Positive impact on environment - Reduced carbon footprint
- Enable learning and development activity to be undertaken remotely
- Improved attendance levels
- Significantly reduced accommodation costs
- Support continuity of service and the efficient functioning of the organisation
- Support employees with disabilities to retain their existing employment and support the recruitment of disabled applicants

7. Health and Safety

Under the Health and Safety at Work Act 1974, the ICB has a duty to ensure the health, safety and welfare of all ICB employees; and the agile worker has a duty to take reasonable care of their own health and safety, and that of other people who may be affected by their work activities.

Staff have an individual responsibility to assess all workspace that they use and at each location and therefore DSE assessment training is now included in the Mandatory Training offer for those classed as DSE users. Managers and staff need to agree on a number of Health and Safety practicalities, details of which may be found in dedicated ICB policies, and assess the potential risks, including but not exclusive to:

- Lone Working
- DSE
- Personal Safety
- Security
- Moving and Handling
- Information Governance
- Safety and security of buildings
- Fire and assets Portable Appliance Testing (PAT). Visual checks should be carried out regularly (see **Appendix 7** for guidance) and staff will be required to present equipment for testing in line with the agreed schedule for PAT Testing. Managers will be advised in advance of a scheduled PAT which ensures they have sufficient time to notify staff that all equipment must be brought to an appropriate base for testing. It is a manager's responsibility with the support of their staff, to ensure all electrical team equipment is tested as per the agreed schedule.

It is best practice to undertake a risk assessment of working from home arrangements for agile workers and this can be carried out through a home risk assessment completed by the employee, see **appendix 4** for a copy of this form. The Agile Working Self-Assessment Form should be completed by the employee and manager together to seek assurance that what the employee has documented on the form is suitable for them to work from home. It is recommended to review the assessment by the employee and line manager annually to document and discuss any changes; additionally, if there is a change of circumstance (e.g. move home or working location) then the assessment should be reviewed again. Further advice can be sought from Occupational Health and/or the Health and Safety Team.

Guidance on completing the risk assessment and setting up workstations can be sought from the ICB Health and Safety - Display Screen Equipment Procedure.

The employee must complete a DSE workstation checklist as per the requirements of the Health and Safety (Display Screen Equipment) Regulations 1992, to confirm the suitability of the equipment being used. The DSE workstation guidance and checklist is attached as **appendix 5** and once completed, a signed and dated copy must be sent to the line manager. Guidance on maintaining a good posture whilst using DSE can be found in **appendix 6**.

It will be the responsibility of the employee to maintain the workstation and surroundings in a safe condition. For example, this should be free of trailing cables, no liquids in the vicinity of the display screen equipment, adequate space and light to work in and the workspace kept clean and tidy.

The employee is responsible for the safety of their home environment, ensuring that it is health and safety compliant, fire safety standards are met including the home electrical system.

Employees working from home must inform their line manager in the event of accidents, incidents, dangerous occurrences, loss or theft. Initial reports of these should be by telephone, followed by appropriate action such as raising an incident report.

8. Property and Equipment

All employees identified as agile workers will be provided with appropriate agile IT and support equipment to enable them to fulfil their role. Items such as desks and chairs will not be routinely provided for the home although it is acknowledged that some employees have already taken office equipment and furniture home during the pandemic. Specialist equipment will be provided to staff should an assessment deem this necessary; however, this equipment will be provided at the place where they predominantly work and not across multiple sites including for home working.

The line manager must ensure the employee has the following:

- Secure (password protected) home internet connection – which would not incur additional fees (if not unlimited data). If it is not password protected you must seek guidance from the IT Department before you commence working from home.
- Employer issued laptop (This also includes relevant applications and access to remote agile working).
- Additional peripherals such as keyboard, webcam, headphone, display monitor and mouse may be issued on request to end user via line manager authorisation.
- Work mobile if needed – line manager authorisation is required.
- Employees should follow the appropriate process for ordering digital equipment, ensuring the approval process is adhered to.

9. Security and Information Governance

Employees are expected to take reasonable care of equipment provided to keep the risk of theft, data breach, damage and personal safety concerns to a minimum. Equipment should be regularly charged, synchronised and software updated.

Problems with the equipment should be reported to your local IT Service Desk and the line manager as soon as possible.

Please note that laptops are installed with secure NHS connections (called VPN) enabling employees to connect back to the NHS securely when working from public spaces. If staff are unsure whether their device is fitted with secure connectivity software, they should log a job with the IT service desk to check. If the software has

not been installed, line manager approval is needed for installation as there is a cost for this.

Employees working from home should immediately inform their line manager of any loss or damage to ICB property. All losses involving theft or malicious damage should also be reported to the Police and the Police Crime Reference Number obtained.

Employees working from home will be responsible for taking adequate steps to ensure the security of equipment in their home and for ensuring that no other person can access ICB information and systems. No-one other than ICB employees should have access to work devices or devices used for working on ICB matters and ICB devices should not be used for personal use.

It is still vitally important that employees use the same information security practices which are used when working from ICB premises. All ICB employees have responsibilities and legal requirements to keep information safe, secure and confidential at all times.

Personal printers cannot be linked to work devices due to software installation requirements that IT departments have disabled for security reasons.

Personal monitors can be linked to work devices via appropriate connecting cables. Please check your work laptop has the necessary correct connections to enable this.

Work should be conducted away from others so that work-related conversations cannot be overheard, or sensitive information read by others. Microphones can be muted when not speaking and headsets should be used when working in close proximity to others.

Employees should ensure that confidentiality can be maintained at all times:

- Can the monitor or laptop screen be viewed by anyone who should not see it?
- PC's or laptops should be locked each time they move away from them.
- PC's or laptops must be correctly 'shut down' at the end of each working day. (This is to enable any vital security and system updates to be applied upon the next awakening of the device).
- The equipment is kept safe and secure, packing away each night if necessary.
- If a telephone call is made for work purposes, are they able to maintain patient, colleague or ICB confidentiality?
- Employees must be extra vigilant about opening web links or attachments in emails or other messages. If in doubt, contact your local IT Service Desk.
- Any documentation used during the course of agile working, which may hold confidential or ICB sensitive information, should be stored and treated as if they were confidential. **Do not dispose of any confidential paperwork at home,** collect and dispose of it in the ICB confidential waste bins when you visit ICB premises.
- When transporting electronic devices, memory sticks / removable hard drives and papers / notebooks by car, these should be stored out of sight and staff

should avoid stopping at locations between work and home to ensure that information and devices are transported safely. When travelling on public transport, care should be taken to ensure that items are carried securely at all times. Any work related equipment or information should not be stored or left in vehicles overnight.

- Any actual or potential breach of security, confidentiality or data protection must be reported to management/line manager immediately and reported using the ICB Incident Reporting System.
- Any reported breaches of the ICB Confidentiality Code of Conduct Policy will be dealt with under the ICB Disciplinary Policy
- Employees with any Information Security issues should contact Information Governance for advice.

10. Communication, Engagement and Support

Communication arrangements must be robust and local protocols should be developed and agreed. The principle being that it should be possible to contact the employee working from home at any time during the agreed working hours.

It is important in an agile working environment that communication is effective. A range of communication methods are available, both formal and informal, individuals, teams and line managers should adopt a method of communication that works for all parties.

The use of Microsoft Teams helps to keep lines of communication open and prevent employees from feeling detached from their line manager and team colleagues, as well as providing a platform for more formal meetings.

The employee must continue to receive regular communications whilst working off site, as agreed by their team, line manager and the ICB. The ICB and Managers therefore should:

- Organise regular 1-1 Teams discussions on the individual's objectives / outputs.
- Arrange virtual team briefings and discussions on a regular basis to ensure that team working and team communications are maintained.
- Arrange regular organisational staff newsletters and staff engagement sessions.
- Provide support for employees to ensure their health and wellbeing is sustained.
- Resources and advice to support employee's health and wellbeing may be found on the FutureNHS Collaboration Platform through this link Our Wellbeing Matters @ Lancashire and South Cumbria - FutureNHS Collaboration Platform.

11. Working hours

Employees and managers are expected to be work ready and able to fulfil their contractual hours to meet the needs of the ICB.

Staff working from home must take regular breaks, including short walks or exercise throughout the day and managers should ensure staff are doing this. Teams calls should be scheduled with breaks in between. Health and wellbeing should be discussed regularly with line managers.

Please see Flexible Working Policy for more details.

Employees working from home should be contactable only within the agreed working hours and should take care not to work excessive hours. Where employees are undertaking work which requires long periods of concentration, they must be encouraged to take regular breaks from their screen.

12. Sickness Absence Reporting

Normal rules governing management and reporting of sickness absence will apply for any agile working arrangement. It is particularly important that employees who become ill during a period of agile working should notify their line manager as soon as possible.

See Absence Management Policy for more details.

13. Costs / Expenses

The ICB will not be responsible for any costs such as furniture, telephone, internet provision or utility costs associated with an employee working from home, unless identified as part of the risk assessment (i.e. provision of a specialist chair).

Any other expenses incurred as a direct result of working from home must be discussed with the line manager before any claim may be submitted.

14. Managing Agile Working

Employees who are working in an agile way are subject to the same rules, procedures and expected standards of conduct and performance as all other employees. Contractual obligations, duties and responsibilities remain in place, as do all workplace policies.

The ICB expects employees to remain as involved as possible in the business and its activities while they are working in an agile way. This includes having access to news, events and benefits, as well as opportunities for professional development, training and promotion. Managers must ensure that regular contact is kept via phone, email, video conferencing and face-to-face meetings where necessary.

If an employee, at any point, feels isolated, left out, or lacking guidance or support they should discuss this with their line manager in the first instance.

Where there is an IT or other problem preventing the employee from working effectively from home, they should contact their line manager as soon as practicable and the employee may need to work from an alternative location until the issue/s have been resolved.

Regular reviews with the employee must be conducted to review the objectives and targets of the employee's agile working activity.

15. Returning ICB Property

At the end of the agile working arrangement or when any employment ends, staff must return property kept at home which belongs to the ICB unless specific agreement has been reached not to do this.

16. Moving House or Significant Changes to the Home Working Environment

The agile working arrangement will need to be reassessed if the employee moves house. This may be done virtually through a new DSE assessment.

Similarly if there are significant changes to the home working environment or arrangements, it is the employee's responsibility to complete a new DSE assessment and liaise with their line manager about the changes.

If it is considered that the house move would make, or has made, this arrangement unsuitable, it would be reviewed with the line manager to ensure safe working.

17. Ending the Agile Working Arrangement

If the employee for personal reasons needs to spend more time in the office environment, a review of the employee's situation with the line manager needs to be conducted, following advice from HR to support the employee's wellbeing and ensure business needs are met.

If agile working has become unsuitable because of the employees conduct or performance, the normal performance monitoring process should be followed as laid out in the Performance Management Policy.

18. Counter Fraud Measures

In accordance with the ICB's Counter Fraud, Bribery and Corruption Policy, any suspicious activity will be referred to and subsequently investigated by the ICB's Local Counter Fraud Specialist (LCFS). The results of any such investigation could lead to internal disciplinary and/or civil/criminal prosecution proceedings being instigated against the appropriate person / persons involved.

Please note: If appropriate, IT related data can be accessed and analysed in order to assist the investigative process.

Staff can report their suspicions directly to the LCFS, or by using the NHS Counter Fraud Authority Hotline on 0800 028 40 60 or online at https://cfa.nhs.uk/reportfraud (this number / link can be used to report such matters anonymously, if required).

19. Monitoring and Review

The effectiveness of this guidance will be monitored by the Health and Safety Group. This group will advise on necessary changes to the policy and inform the ICB of those proposed changes for further ratification.

The information used to change this guidance may be from, but not exclusively, lessons learnt from incidents/near misses, reported accidents/injuries and/or changes to legislation requirements.

20. References and Associated Documents

- Health and Safety Policy
- Lone Working Policy
- DSE
- Risk Assessments
- Incident Reporting Policy
- Flexible Working Policy
- Performance Management Policy.
- Disciplinary Policy
- Attendance/ absence management policy
- MS Teams and virtual meeting guidance
- Hybrid Working Principles

Appendix 1: Flowchart for determining suitability for agile working

Flowchart A

These conversations should be done in and open honest way with individuals and teams.

It is expected that each team leader will hold meetings with their teams to discuss agile working and how they will make it work as a team while balance induvial preferences but always keeping the job role and business requirements first.

Agile Worker

Your role can be carried out from any building.

↓

Carry out **Agile Working Self-assessment**

Everything is fine, you have all the equipment you need and are happy with working arrangements

↓

Continue to work agilely use the **guidance, and best practice support** and documents to get the most out of this way of working and support you health and wellbeing

Most things are fine, but you need some equipment to support you to work agilely

↓

Carry out a **DSE assessment** with your line manager and request relevant and equipment

Most things are fine, but you feel isolated and would like some team time

↓

Continue to work agilely but agree compromises with your team and manager that you will access the office sometimes and will plan face to face team time once a month (complete **individual risk assessment** if needed)

There are significant problems caused to you and or your job role by working agilely

↓

Carry out Special **Considerations Process** with your manager (see flowchart B)

Appendix 2: – Agile Working and Workspace Booking Principles (June 22)

General principles
- Everyone is classed as an agile worker unless they have been classified to an essential onsite worker following discussion with their line manager.
- The degree to which you work agilely will depend on your personal circumstances, your job role, your manager, and your team requirements.
- Flexibility is paramount, most staff will regularly work from home, as well as have access to a range of buildings so that they can be flexible about how they work.
- There will be a single common booking system across all sites managed by the ICB, available to be used by all staff, with the ability of the central team to prioritise/change room use in line with any urgent needs arising
- Clear desk policy throughout buildings to be maintained by all staff at all locations (even if a desk has been allocated to them as an essential onsite worker)
- All desks and meeting rooms in all premises will be managed centrally and bookable for use by any member of the ICB's staff with the following exceptions: if they have reserved space as a member of the core team, essential office worker or have special circumstances.
- Space is an overhead and needs to be optimised and used to its potential occupation level. Teams will need to be flexible about when and where they book space for the times and frequencies that it is agreed they will attend "in person"
- Those classified as essential on-site workers may require 5-day week occupation of office space in those cases their desks will be their own, except when they are not present
- Any member of staff can flag to their manager if they feel their role or their working arrangements at home require them to be an essential onsite worker
- Discussions with managers will be required to determine any special needs for staff e.g. adaptations at the office or at home
- Storage space will be limited. Paper files should be scanned prior to the move to the new arrangements. Please contact the Strategic Estates team about storage for other essential items and scanning requirements
- Working towards a single IT provider – migration to a single provider will be gradual and planned to avoid disruption. In the meantime, staff transferring to the ICB should continue to use their existing equipment
- Desk/room booking etiquette has been developed (cancelling space etc). See Appendix 3
- All designated sites will have common building standards and policies and general arrangements. Some of the general arrangements may be specific to a particular location
- Arrangements for designating the base for each member of staff for business mileage purposes requires further discussion as part of the transition to the ICB HR group
- The booking system is designed to facilitate the principles and will be reviewed regularly
- The vast majority of workspaces across the ICB premises will be bookable. We encourage staff to be flexible when booking a workspace

Appendix 3: - Etiquette for Booking Workspace through UBook

- You can book a desk at any of our offices in Lancashire and South Cumbria and this can be done up to four weeks in advance.
- You will need to 'check in' when you arrive at the desk at the start of the day.
- Others can book a desk on your behalf, but 'check in' will need to be done by individuals themselves.
- To ensure that desks and rooms are available for your colleagues, if you no longer intend to fulfil a booking, please cancel it as soon as possible.
- Where available and to keep our office and work areas tidy, please use lockers to store personal items i.e. coats, bags etc.
- Consider other colleagues who are working around you - respect our quiet work spaces and treat others as you would like to be treated.
- Every work space comes under the confidentiality at work policy so please treat anything you overhear or see in a shared space as confidential
- Equally if you know you are working on highly sensitive work utilise the private spaces for sensitive calls.
- Always log off your desk IT and phone, clear the desk if you anticipate being away for longer than 2 hours so it's available for others to use as a touch down.
- Remove all items (expect the standard equipment) when you leave the desk so it can be cleaned at the end of the day. This applies even if you have booked a desk for a number of days.
- To avoid conflict, where you temporarily vacate a booked desk for more than a few minutes, please ensure that it is clear to other potential users that you will return.
- Touch-down spaces are available if you are expecting to be in back-to-back meetings for long periods, so that desks are available for use by other colleagues.
- Please ensure you continue to wipe desks and equipment down when you have finished using them, wipes will be provided by each building.
- Reasonable adjustments and fixed desks will be in place where required for individual members of staff. If you do not need a desk with special equipment, please can you keep these free for those who do need them if at all possible
- We will be continually monitoring the desk booking system to ensure it is working smoothly and to address any issues.
- Take Breaks
    - Use the Break-out areas
    - Eat lunch away from the desk

Appendix 4: Self-Assessment Checklist for Agile working

Name of Employee:	**Address, location, phone number**
Job Title:	
Name of line manager:	
Date of self-assessment:	**Date of next review:**

Line Manager	**Further action required: Yes/No**	**Follow up action completed on (date)**

Please complete the attached checklist which is designed to enable you to carry out a self-assessment of your agile working. Your views are essential in order to enable us to achieve our objective of ensuring your comfort and safety at work. Please tick the answer that best describes your opinion, for each of the questions listed.

Once completed, this form should be held by the manager for regular reviews with a copy held on the individual's personal file

Working Environment	**Yes / No**	**Management Action required**	**Date of action**
Have you read and understood the Agile Working Guidance?			
Is there sufficient ventilation, can windows be opened without risk to employee or others?			
Have you checked the lighting necessary and made any adjustments as appropriate?			
Is there sufficient heating? Are heating systems/ portable heaters maintained in good working order?			
If portable heaters are used are these positioned to prevent toppling and away from combustible materials?			
Is the fixed electrical system and existing portable electrical equipment both in good condition e.g. no signs of scorching or arcing on sockets?			
Is there a smoke detector or fire alarm that is regularly checked?			
Is there sufficient space for all the furniture & equipment used?			
Does the work area provide privacy and freedom from disturbances?			
Are there any slips or trip hazards?			
Are you aware of how to get help on using computers or other equipment?			
Are there any security concerns?			

LSCICB_Est08 Agile working guidance
Version 2, August 2023

Appendix 4: Self-Assessment Checklist for Agile working

Do you know how to set up the workstation and chair for safe use?			
Are you able to take adequate breaks from computer work?			
When using the computer, do you get aches, pains, tingling or pins and needles in the hands, arms, shoulders, neck or back; blurred / poor vision; red, sore or dry eyes; or headaches?			
Individual and team working arrangements			
Are there any concerns about managing working hours, caring responsibilities, workload or work– life balance?			
Are you aware of / happy with arrangements and requirements for communication?			
Do you know how to report work-related accidents or ill health?			
Do you know how to report health and safety concerns?			
Are there any other concerns? Please specify.			

Declaration by user
I, confirm that I have undertaken this self-assessment of my agile/home working venues and that:

- The responses recorded on this form are correct; and

- I understand that I should report any health concerns that I may have in connection with agile working to my line manager at the earliest possible opportunity

I understand that the information provided by me on this questionnaire will be treated in the strictest confidence and will not be released without my consent to any unauthorised person.

Signature of user		**Date:**	
Signature of line manager		**Date:**	

It is recommended, once this assessment has been completed, it should be reviewed by the employee and line manager annually to document and discuss any changes; additionally, if there is a change of circumstance (e.g. move home or working location) then the assessment should be reviewed again.

Appendix 5: DSE (Display Screen Equipment) Guide and Checklist

Working with display screen equipment (DSE) - A brief guide
https://www.hse.gov.uk/pubns/indg36.pdf

Display screen equipment (DSE) workstation checklist -
https://www.hse.gov.uk/pubns/ck1.pdf

Appendix 6: Guidance on Maintaining a Good Posture

Tips to ensure you are working appropriately while working from home

Maintain a good posture;

1. Work at a desk or table with adequate knee/foot clearance so that you can sit / stand close to your laptop.

2. If possible use a separate keyboard and mouse with your laptop.

3. Position the keyboard and mouse directly in front of you within easy reach.

4. Position your laptop so that the top of the screen is level with your eye height. If you do not have a laptop riser, use a box file or some books to raise your laptop. Or plug in a separate monitor if you have one.

5. If sitting, use a dinning chair (or similar) to achieve the most appropriate posture. Use a cushion or rolled-up hand towel for extra lower back support to ensure appropriate lumber spine posture, if needed. If your chair is too low, sit on a cushion to raise your seat height.

6. If sitting ensure the lumber spine is supported your shoulders are relaxed (not slumped, not elevated), and that there is no unwelcome pressure on the back of your knees.

7. If you are unable to sit at an appropriate table consider standing at the kitchen worktop or (using an adjustable ironing board)

8. If standing (e.g. at your kitchen worktop), keep your legs, torso, neck and head approximately in line and vertical – don't slouch, lean or twist to the side.

9. Do not sit or stand for too long – change your posture every few minutes and take regular micro-breaks away from your laptop.

9. It is not ideal to sit on the sofa / couch or lounge chair, with the laptop on your lap as this give you the false comfort concept and you are less likely to move as frequently as required. Consider the heat generated by the laptop could make your legs too warm. If this is the only place that is available for you to use then sit upright and keep your spine in-line, use a cushion to support your lumber spin if required, try to raise the laptop on a cushion or lap table to reduce the need to hunch the shoulders and bend the neck forward. Set a timer to ensure that you move and stretch at regular intervals throughout the day.

Appendix 7: How to carry out simple visual checks on your electrical equipment

Check power leads and extension leads for breaks

Check the outer insulation cable for damage

Look for signs of overheating to plug

Do not use if the plug casing is damaged or the wiring is exposed

Look for damage to the casing of the electrical equipment you will be using

e.g. laptops and desk fans

Do not take unnecessary risks
If you are unsure whether any electrical equipment is unsafe or if there are signs that could indicate the equipment is faulty or damaged, **DO NOT USE IT** and **REPORT IT IMMEDIATELY**

Appendix 8: Equality Impact Assessment

Equality, Health Inequality Impact and Risk Assessment

Agile Working Guidance

Lancashire and South Cumbria HC Partnership

Current Status	**Review Date**
Stage 1 Approved	07/07/2023
Person Responsible	**Service**
Deb Atkinson	Corporate
Service Area	**Project Lead**
Corporate Governance	Name: McMillan, Danielle
	Email: danielle.mcmillan1@nhs.net
	Phone:

Explanation

This guidance sets out the key considerations for agile working and also covers the safeguards that need to be put in place and the practical arrangements to make agile working a success.

Supplementary Files

📄 **LSCICB_Est09_Agile Working Guidance.pdf** (666397 bytes) - *Attached below*