INTRODUCTION OF A HOME WORKING POLICY

Committee: Regulatory and Support Services Committee

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[P176]

1.0 ISSUE

1.1 To review the Council's new Home Working Policy as detailed in Appendix 1.

2.0 RECOMMENDATION

2.1 It is recommended that the Regulatory and Support Services Committee adopts the Council's new Home Working Policy with immediate effect following the end of the consultation period with the Joint Consultative Committee (JCC).

3.0 BACKGROUND/OPTIONS

- 3.1 Home working has many potential benefits for both the employer and the employee and these are set out on page 4 of the attached policy.
- 3.2 The Council introduced a pilot home working scheme several years ago, with the view of introducing the scheme across the Council as part of the wider flexible working options available to staff.
- 3.3 A further commitment was made by the Chief Executive during the management and department restructuring to progress this area of work and a Home Working Project Group was established in July 2014. The Group was asked to identify the needs for home working across the Council and to develop a Policy for consideration by Management Team, Unison and Members of the Regulatory and Support Services Committee.
- 3.4 The Group comprises of the Principal ICT Officer, Customer Services Manager, HR & Facilities Services Manager, Health and Safety Officer, Unison representative and user representatives from Planning, Environmental Services and Building Control.
- 3.5 The Group conducted two staff survey on home working; one for completion by members of the original pilot scheme and a second for all other staff. The main findings from the survey of existing users (12 out of 20 forms completed) are summarised below:

Reason why responders originally	57% Increase productivity; access to	
requested to be part of the pilot	information outside of working hours.	
scheme.	16% for health related reasons	
How often they initially expected to	33% Occasionally	
work from home	8% Once a week	
	33% More than once per week	
How often, in practice, they worked	42% Occasionally	
from home	8% Once per week	
	16% More than one per week	
What benefits has the Council gained	42% Increased productivity	
by enabling home working	16% Increase ability to meet	
	deadlines	
	25% Issues dealt with outside of	
	working hours	
	8% Increased flexibility	
Problems experienced by existing	32% experienced problems with	
users	compatibility between home PC and	
	Council equipment.	

The main findings from the general survey (66 out of 138 forms completed) are summarised below:

% of staff who would like to be able to work from home	75%
% of staff that would like to work from	0%
home permanently	
% of staff that would like to work from	29%
home one day per week	
% of staff that would like to work from	25%
home one day per month	
% of staff that would like to work on an	30%
occasional basis	
What type of work they would	Report/Letter Writing, Research,
complete at home	Planning Checking and e-mails/diary
	management,
What benefits would be gained by the	73% Increased productivity
Council by enabling home working	65% Raised morale
	47% Recruitment and retention tool
% of staff currently undertaking work	41%
from home without access to the	
remote working system	

3.6 The attached draft Policy has been developed by the Group taking into account the feedback from both surveys. The Policy provides a clear framework for considering applications for home working and sets out the terms and conditions to ensure that home working arrangements are effective and comply with Council Policies and current legislation, particularly Health and Safety (H&S) and the Data Protection Act (DPA).

- 3.7 The Council's Management Team and the Joint Consultative Committee (JCC) have been consulted on the draft policy.
- 3.8 Unison welcomes the introduction of the proposed Home Working Policy, that will enable staff to be considered for home working subject to an acceptable business case. Unison have suggested the following minor changes that would allow staff to work from a table if they do not have a desk (or space for a desk), provided they have an adjustable chair and comply with the VDU Display Screen Regulations. The suggested changes (underlined below) have been incorporated into the final version of the policy document attached.
 - Paragraph 5.1 has been amended to read "For all home working arrangements (permanent, mobile or ad hoc) it is a pre-requisite that a dedicated work area will be provided within an employee's home. For mobile/ad hoc home workers this area can be multi-purpose but most become a dedicated area when completing work from home. Home working arrangements cannot be entered into until an appropriate workspace is identified that complies with the VDU Display Screen Equipment Regulations".
 - Paragraph 5.3 has been amended to read "Mobile/Ad hoc home workers will be expected to provide (at their own expense) a desk/table, adjustable chair, secure storage facilities, broadband, monitor and keyboard (or laptop)".

4.0 ARGUMENTS/CONCLUSIONS

- 4.1 The pilot scheme has worked effectively, although teething problems were experienced with IT compatibility and users have reported an increase in productivity.
- 4.2 The demand for home working has been established through the staff surveys carried out by the Working Group.
- 4.3 Most local authorities have adopted home working policies as part of their flexible working arrangements.
- 4.4 The introduction of the Policy will ensure that the Council meets its legal duties under current legislation (H&S and DPA).
- 4.5 The Policy will be regularly reviewed by the Project Team and Regulatory & Support Services Committee to ensure that home working arrangements are consistently applied, working effectively and that the scheme continues to comply with any relevant legislation and/or guidance.

5.0 FINANCIAL IMPLICATIONS

5.1 The cost of providing remote access will depend on whether the employee uses their own PC (£307.50 one off cost per employee, plus £44.78 per

annum) or uses a Council laptop (£57.25 one off cost per employee, plus £44.78 per annum). The cost is less if an employee has a Council laptop to use at the office and at home as only one licence is required. The cost of purchasing one laptop for several mobile/ad hoc home workers to share would be £895.

5.2 When considering an application for home working, Service Leads will have to identify whether a business case for approval exists, the total costs involved and whether this cost can be met from within their existing budgets. In departments where several applications for home working are received, the Service Lead should consider whether it would be more cost effective to purchase a departmental laptop for use by staff at home.

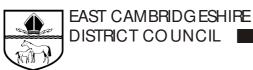
6.0 APPENDICES

6.1 Appendix 1 – Home Working Policy (Draft)

Background Documents		Location	Contact Officer		
Home Surveys	0	-	Staff	Room 127 The Grange Ely	Kathy Batey HR & Facilities Services Manager kathybatey@btinternet.com



NOVEMBER 2014



HOME WORKING POLICY & PROCEDURE

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1. INTRODUCTION

- 1.1 Home working is one of the flexible working options adopted by the Council in response to the provisions of the Employment Act 2002 and Work & Families Act 2006. Other options include part time, job share, term time, 9 day fortnight and annualised hours.
- 1.2 All Council employees have the right to request flexible working as long as they have been continuously employed by the Council for at least 26 weeks and have successfully completed any probationary period. Employees may only submit one application for flexible working in a twelve month period.
- 1.3 The purpose of this policy is to ensure that all requests for home working are sympathetically considered, taking into account the individual's circumstances and the needs of the organisation. There is no automatic right for staff to work from home as there may be circumstances when the Council cannot accommodate such requests. The policy also sets out the terms and conditions to ensure that home working arrangements are effective and comply with Council policies and current legislation. It is the Council's expectation that these rules will be adhered to without exception.
- 1.4 The benefits of introducing home working to the Council and its employees are set out on page 4.
- 1.5 The Council is committed to ensuring that this policy and its application reflect the principles of the Council's Single Equality Scheme. This means treating people fairly and protecting them against discrimination in line with the Equality Act (2010).

2. <u>DEFINITIONS</u>

- 2.1 Home working is a generic term covering a range of ways an employee can work from home rather than the designated office base, using Information Technology.
- 2.2 Home working covers the following:
 - Home-based working where an employee is based at home, has no designated Council office but may use hot desks and attend meetings (for example with other team members) at the Council offices. Designation as a permanent home worker will be part of a formal contractual arrangement.
 - Mobile-based working where the employee works from a variety of locations including home, but has an office base available to them (but spends the majority of their working time away from that base).
 - Occasional Home working where an employee does have a Council office space but can also work from home on a regular ad-hoc basis. For the purposes of this policy, regular is defined as a minimum of six times per year. Due to the initial set up costs (remote access system) for each employee and the administration of the system, it is not cost effective to approve applications for regular ad hoc home working if the minimum requirement (six times per year) is not likely to be met.

3. BENEFITS OF HOME WORKING

3.1 Home working has many potential benefits for the Council and individual members of staff:

The benefits to the Council include:

- Promoting the Council as an attractive employer;
- Demonstrating the Council's commitment to equal opportunities (ie offering increased options for people with disabilities);
- Retaining skilled and experienced staff who, because of domestic commitments or long term health problems, find it difficult to attend an office and/or work within standard office hours and might otherwise leave the Council's employment;
- Increasing employee morale, productivity and flexibility;
- Supporting the Council's Business Continuity and Emergency Planning Plans and providing access to information that may be required outside of office hours:
- Making the most efficient and effective use of Council office accommodation and car parking facilities;
- Supporting environment and transport strategies by reducing travel and traffic congestion;
- Reducing overheads (e.g. travel and office accommodation).

The benefits to individual employees (where a business case for home working exists) includes:

- Greater flexibility in their working life;
- Ability to improve productivity and reduce work related stress, through working on particular pieces of work more effectively, with reduced office environment interruptions;
- Ability to respond and work around the demands of emergency dependant care*;
- Ability to continue working whilst unable to attend the workplace due to incapacity;
- Relief from the time, expense and inconvenience of commuting.
 - * Employees working from home will be expected to have adequate arrangements for dependents during their agreed working hours. Whilst home working can enable employees to respond more effectively to emergency situations (through agreeing revised working hours), employees must not work when they have sole responsibility for a dependents care.

4. ELIGIBILITY

4.1 The requirements of the service must always be the prime consideration. Each employee must adopt a responsible attitude, recognise the requirement of their role, work closely with colleagues and honour their commitment to the Council. In return, service leads will recognise the needs of the employee with regards to their work/life balance and will not unreasonably refuse any requests for home working,

where a sound business case exists. However, there are some job roles within the Council for which home working will not be appropriate.

- 4.2 All remote work places must comply with the Health & Safety at Work Act etc 1974.
- 4.3 Employees who wish to work from home should in the first instance speak to their line manager and service lead, who will need to consider the individual applying, the post that the individual holds, the needs of the service/colleagues and applicable home circumstances. The following questions should be used to help establish the eligibility of an individual or post for home working and should be discussed with the employee prior to any formal application for home working being made:
 - Will the service to internal or external customers be unchanged or positively affected by the proposed home working?
 - Can clear objectives and measurable outputs be agreed and monitored?
 - Can work be carried out as effectively as in the designated office location, without compromising the level and quality of service?
 - It is possible to establish effective communication arrangements so the service is not negatively affected?
 - What impact will home working have on the workload of colleagues?
 - Will home working suit the employee concerned and their personal circumstances? Working from home requires more self-discipline and effective time management. Employees with dependents will need to confirm the arrangements in place for their care during working hours.
 - Will there be any additional costs or savings as a result of approving the home working request? i.e. is there a business case for the Council to support home working?

5. **DEDICATED WORK AREA**

- 5.1 For all home working arrangements (permanent, mobile or ad hoc) it is a prerequisite that a dedicated work area will be provided within an employee's home.
 For mobile/ad hoc home workers this area can be multi-purpose but most become
 a dedicated area when completing work from home. Home working arrangements
 cannot be entered into until an appropriate workspace is identified that complies
 with the VDU Display Screen Equipment Regulations.
- 5.2 All employees must inform their line manager of how the dedicated work area will be set up and what equipment will be available. The Council's ICT department must be satisfied that the ICT equipment is compatible with the Council's remote access system (see appendix 2, page 12), fit for purpose and in good working order from the outset. The remote access system will provide you with a virtual desktop. This is where the end user can access their desktop as if they were in their office with access to mapped drives, shared team folders, intranet and most desktop

applications. Please contact the ICT Service Desk to confirm whether the applications you need are currently supported via remote access. Alternatively, secure access to individual Council mailboxes can also be provided through Outlook Web Access, so that e-mails can be sent and received in a secure environment. The equipment/facilities required by each homeworker may differ, depending on the nature of the job role/task to be undertaken.

- 5.3 Mobile/Ad hoc home workers will be expected to provide (at their own expense) a desk/table, adjustable chair, secure storage facilities, broadband, monitor and keyboard (or laptop). Printers will not be required as employees will be able to collect their printing on return to the office. The equipment required to use the Council's remote working system will be provided by the Council at no cost to the employee. However, the Council reserves the right to charge an employee for the cost of replacing the equipment if it is lost or damaged.
- Where, home based working has been agreed on a permanent basis, the Council will provide the office and ICT equipment, but this will remain the property of the Council and must be returned as and when requested by the ICT team or HR section. Such equipment will be installed and maintained (where this is necessary, reasonable and practical) by the Council. The employee will be responsible for all equipment provided and must ensure that it is not damaged or used inappropriately whilst in their possession. No third party must be allowed to access the Council's network (via the remote working system) or any Council documentation, which must be stored securely at all times. The Council reserves the right to charge an employee for the cost of replacing any equipment provided.
- 5.3 Any health and safety issues associated with home working must be identified through the completion of risk assessments by the employee and signed off by the line manager before the new arrangements can commence. Any issues identified must be addressed and regularly monitored to ensure the ongoing safety of the employee. For further information and guidance, please refer to the Council's Health and Safety Policies, particularly the Council's Risk Assessment Guide, Working with VDU's Policy and Lone Working Policy, which are all available on the intranet.
- 5.4 Employees working from home must still adhere to Council rules, policies and procedures, such as the Council's Code of Conduct, E-mail/Internet Code of Conduct, Information Security, Data Protection, Health and Safety policies etc. Employees working from home will have the same responsibilities under health and safety legislation as they do when working in the Council offices and therefore must take reasonable care of their own health and safety, and that of anyone else who might be affected.
- 5.5 Employees will be responsible for checking the implications of working from home on their mortgage and house insurance and to ensure that if any ICT equipment is provided by the Council that it is sufficiently covered in their insurance policy.
- 5.6 Permanent home workers will still be required to attend the office for specific meetings (eg Chief Executive briefings, 1:1 and team meetings) and training sessions.

- 5.7 Working from home may be suspended or removed where the needs of the service require a physical presence in the workplace, for example to cover for absence within the team or to manage peaks in workload, whether these were expected or not. Every effort will be made to give sufficient notice where possible.
- There will be a six-month trial period for permanent home workers to ensure that the new arrangement for home working are satisfactory to both parties. Reviews will take place at one, three and six month intervals. If the arrangements are found to be unsatisfactory, the employee will be required to revert back to being office based or to their previous working arrangements (if appropriate). The trial period for mobile/ad hoc home workers will be twelve months with reviews on a quarterly basis.
- 5.9 Any requests for reimbursement of any extra-ordinary expenses to be incurred by the employee working from home will only be considered for permanent homeworkers, but must be agreed by the service lead officer in advance of the new working arrangements commencing. It is the Council's normal policy not to pay anything towards household costs, such as electricity, gas, rent etc. The Council will however, pay a contribution towards the cost of broadband for permanent homeworkers, which will be proportionate to their hours of work. For the purpose of travel expenses, the employee will retain their base as the Council's office premises. No travel expenses will be paid for journeys from home to base. Any business mileage in excess of normal home to base mileage will be reimbursed in line with the Council's policy on travel expenses.
- 5.10 A privately owned PC or laptop can be connected to the Council's network via the remote access service. The Council does not provide technical support, updates, software, anti-virus or operating system updates for private PCs/laptops. Technical support is limited to telephone assistance in the use of the remote access system and the corporate applications accessed via this service. It does not include hardware and software installation support or assistance with the management of any third party internet provision purchased by an employee. Direct connection of a privately owned PC/laptop to the Council's network is strictly prohibited. Copying of any Council provided software, including mail software onto a private PC/laptop is also strictly prohibited.
- 5.11 The Council is obliged, under the terms of the Data Protection Act 1998, to ensure that all confidential and/or sensitive information is protected from loss, destruction or unauthorised disclosure. All employees will be required to sign the Data Protection Declaration (Appendix 1) before their application can be approved.

6.0 MANAGEMENT & COMMUNICATION

- 6.1 In all flexible working arrangements (permanent, mobile or ad hoc), employees must remain in contact with the main office by appropriate means, eg. telephone and or e-mail as agreed with the line manager. Protocols and clear guidelines must be established for:-
 - What information will be shared between employees; who is responsible for sending the communication and how it will be shared eg. e-mail, supervision, team meetings or telephone;

- Response times to others' e-mails or phone calls (eg half a day);
- Set contact times for those working from home to be available to respond to e-mail/telephone messages and receive re-directed calls from the main office;
- Agree that contact should be made at the start and end of the working day with their line manager, particularly if the employee lives alone;
- What the office-based team members will tell service users/customers about the whereabouts/availability of those working from home to avoid them appearing remote/difficult to access or being contacted at inappropriate times;
- The decisions that employees can make on their own away from the main office base and those that need to be referred to the manager/team;
- The structure of team meetings/individual supervision sessions;
- The action(s) the line manager will take to ensure that the employee doesn't feel isolated and what action an employee should take if he/she does feel isolated or unable to cope with the workload or workload planning;
- The advice/support available from individual team/section members; and
- How the employee should request leave, report sickness and accidents/injuries at home, record working time (Appendix 3) and claim travel and agreed expenses.
- 6.2 Employees must allow access to their home, (whilst at work, during working hours and normally by appointment), by their manager or other authorised person, as requested (e.g. for the purposes of installing and checking any equipment, carrying out a risk assessment of the dedicated workspace or to discuss any employment related issues in accordance with HR policies and procedures).
- 6.3 In order to protect the privacy and security of the homeworker, neither the employees home address or telephone number should be used for business purposes, but be restricted to the use of a Box Number (for permanent home worker), mobile phone and the telephone being redirected from the office extension. The employee must not, under any circumstances, use their home to meet with members of the public or clients.

7.0 APPLICATION PROCEDURE

- 7.1 The procedure for dealing with an application for home working will be in accordance with the Council's Flexible Working Guidelines as follows:
 - (i) The initial onus is on the employee to provide the Council with a carefully thought out and completed application form, setting out their request for home working and reasons why they believe it can be implemented. The Council's Home Working Application Form (Appendix 2) has been designed to ensure that all the necessary information is provided. It is in the employees' interest to be as clear and explicit as possible when completing the form.
 - (ii) When completed, the application form should be submitted to the relevant service lead officer, who will log the date on which the request was received. The service lead officer will pass a copy of the application form to the HR &

Facilities Services Management and Principal ICT Officer for their information. The Principal ICT Officer will assess the specification of the individuals home PC/laptop to ensure compatibility with the Council's remote working system.

- (iii) The Service lead officer and a HR representative will then arrange to meet with the employee to discuss the application as soon as possible after receiving the application form. This meeting will allow both parties to explore the merits of the request. The employee has the right to be accompanied at the meeting by a trade union representative or a colleague from within the Council. If the service lead officer has sufficient information to determine the request then a meeting may not be required.
- (iv) The service lead officer will inform the employee of their decision as soon as possible after the meeting. If the request is granted, the decision may be to include a trial period of the new arrangements, after which the service lead officer will make a final decision.
- (v) The Council may refuse a request for home working if it considers that one or more of the following business grounds apply:
 - burden of additional costs;
 - · detrimental effect on the ability to meet customer demands;
 - insufficient suitable work identified for home working;
 - detrimental impact on quality or performance;
 - · detrimental impact on work colleagues;
 - · lack of suitable equipment/facilities for home working;
 - planned structural changes.
- (vi) In the event that the application is refused, the employee will have 10 working days in which to appeal against the decision. All appeals must be made in writing to the HR & Facilities Services Manager. The appeal will be considered by a Director or the Chief Executive.
- (vii) All requests, including appeals, will be considered and decided on within a period of three months from first receipt of the application, unless the Council agrees to extend this period with the employee.
- (viii) If the appeal is unsuccessful, the employee will not be able to make a further request for home working or any other form of flexible working for a period of 12 months.

APPENDIX 1

DATA PROTECTION DECLARATION

The Council is obliged, under the terms of the Data Protection Act 1998, to ensure that all confidential and/or sensitive information is protected from loss, destruction or unauthorised disclosure, i.e. information/data that:

- is restricted or defined as confidential by law;
- relates to a contractual agreement between the Council and a supplier/other organisation;
- relates to business/commercial operations, tenders or contracts;
- if not protected could expose the Council to fraud, eg. creditor 3rd party payments and payroll information; and
- is personal information, ie can be linked to and/or identifies an individual (client or employee).

Therefore, as for all Council employees, those working from home (and other locations) may only use Council ICT equipment to process/store information (i.e. direct onto a Council owned PC or laptop or remotely using the Council's remote access system), and may only use the Council's e-mail services to send/receive such information.

Where information is held/stored in hard copy those working from home and other locations may only remove and retain this information where they have:

- the expression permission of their line manager to do so;
- received appropriate training and understand their responsibilities under the Data Protection Act and the Council's Information Security policies; and
- suitable storage facilities eg lockable filing cabinet, as confidential/sensitive papers must not be left unattended at any time.

Employees working from home (or other locations), must ensure that confidential/sensitive information is disposed of appropriately ie:

- confidential/sensitive printed information must be shredded before disposal or returned to the office and placed in the confidential bins supplied;
- CDs containing confidential/sensitive material must be cut into pieces so that they cannot be read; and
- Use only Council issued encrypted USB memory sticks.

Employees must not allow any other person to access Council equipment, records or systems, provided for their work in the home.

All employees working from home will be expected to comply with the Council's Information Security Policy Manual.

All precautions recommended by the ICT department to prevent unauthorised access to computerised records, corruption or copying of software, or loading of unauthorised software must be taken.

APPENDIX 2

HOME WORKING APPLICATION FORM

PERSONAL DETAILS Job Title: Employee Name: Department: Post Number: Please read the Council's Home Working Policy before completing this application form. I would like to apply for home working and I can confirm that: I have worked continuously as an employee of the Council for the last 26 weeks; (a) (b) I have not made a request to work flexibly during the past 12 months. I am requesting to work from home on a: Permanent Basis Mobile Basis Regular Ad hoc Basis I am making this request for the following reason(s): (1) Your current hours worked per week and your working pattern (i.e. days/hours/times worked/location): (2) Your proposed new hours, working pattern and location: (3) I would like this working pattern to commence from: (4) Is your request for a temporary change or a permanent change? If temporary, please state the length of time that you wish this arrangement to last for:

(5) Please provide details of the proposed workspace within your home and facilities/equipment available:			
(6) If you will be connecting to the Council's network via a laptop or that you have the following at home:	PC, please confirm		
Access to the Internet Access to a web browser (e.g. Internet Explorer, Chrome, Firefox, Safari, Opera) Latest version of Java on your laptop or PC	YES/NO YES/NO YES/NO		
If you will be connecting to the Council's network via a mobile d Android tablet or Apple iPad, please confirm that you have the f	evice such as an		
WIFI internet access (Alternative mobile wireless signals like 4G and 3G are sufficier 4G are recommended)	•		
You will need to download the Ultra SecureAccess App for your Have you discussed this with the ICT department	YES/NO		
(7) Do you intend to continue to perform all of your current duties within the new working pattern?a) If so, how do you propose to do this?	YES/NO		
a) It so, now do you propose to do this:			
b) If you do not believe that you will be able to perform all of you which duties do you think will be affected?	our current duties,		
c) How do you propose that these duties be reallocated?			
(8) To help your manager consider your application and alternative service, please outline how your request will affect the following a) Customer/client service?			
a, Gustomer, Gient Service :			

East Cambridgeshire District Council	Remote Working Policy			
b) Colleagues?				
c) Contact with your line manager/supervisor?				
(9) (If your role involves management of staff) How will this proposal affect your delivery of: a) Supervision? 				
b) Appraisals?				
c) Communication?				
d) Staff Support?				
Please provide the following information:				
I am making this request in relation to the Equality Act 2010 as I require reasonable adjustments due to a disability.	YES/NO			
Start date with East Cambridgeshire District Council:				
I confirm that I have read and understood the Council's Home Working Policy and agree to abide by the terms and conditions if my application is approved.				
Employee Signature:	Date:			
If necessary, the Service lead officer and an HR representative will arrange to meet with you to discuss your application. You may be accompanied at this meeting by a trade union representative or a colleague if you wish.				

To be completed by the Service lead officer:-					
Request for home working received on:					
ICT have confirmed compatibility of employees IT equipment?	YES/NO				
The Cost to the Council will be?:	£				
Signature:	Date:				
Please forward this home working application to the HR section.					
For Human Resources Use Only					
Is a meeting required to discuss the flexible	e working request? YES/NO				
If yes, date of meeting:					
Letter to employee confirming decision se (subject to completion of satisfactory risk a					
Signature:	Date:				

APPENDIX 3

EAST CAMBRIDGESHIRE DISTRICT COUNCIL HOME WORKING TIMESHEET/LOG

Name:	Date:	
Brief Description of Work Co	ompleted	Duration
I certify the above to be a true record of the whome on the above date.	ork completed and hours w	orked from
Signed:	Date:	
Please return completed forms to your line ma	anager on return to the offic	ce.