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Date of issue: Friday, 20 October 2017

MEETING	**EMPLOYMENT & APPEALS COMMITTEE** (Councillors Sarfraz (Chair), N Holledge (Vice-Chair), Bains, Bedi, Brooker, M Holledge, Qaseem, R Sandhu and Sharif)
DATE AND TIME:	TUESDAY, 24TH OCTOBER, 2017 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: **(for all enquiries)**	NADIA WILLIAMS 01753 875015

SUPPLEMENTARY PAPERS

The following Papers have been added to the agenda for the above meeting:-

* Items 4 and 6 were not available for publication with the rest of the agenda.

* Item 5a is an urgent item which the Vice-Chair has agreed to include on the agenda.

PART 1

AGENDA ITEM	REPORT TITLE	PAGE	WARD
4.	Temporary Agency Staff - Progress on Implementation and Baseline Monitoring	1 - 6	All
5a.	Actions Speak Louder...Programme Update	7 - 10	All
6.	Smart Working Policy and Procedure - Ratification of Amendments	11 - 24	All

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:**   24th October 2017

CONTACT OFFICER: Roger Parkin – Interim Chief Executive

AUTHORS: Claire Portsmouth

(For all enquiries)   (01753) 875472

WARD(S):   All

<u>**PART 1**</u>
<u>**FOR INFORMATION**</u>

<u>**TEMPORARY AGENCY STAFF PROGRESS ON IMPLEMENTATION AND BASELINE MONITORING**</u>

1   <u>Purpose of Report</u>

This report is to provide members with an update on the Temporary Agency Staff contract with Matrix.

2   <u>Recommendation(s)/Proposed Action</u>

The Committee is requested to Resolve:

(a)   That the report be noted.
(b)   Members consider any additional information they would like to see in future reports.

3   <u>Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan</u>

3a.   **<u>Slough Joint Wellbeing Strategy Priorities</u>**

The JSNA priorities of particular relevance are:
- The Managed Service Provider will open opportunities for the local economy and SME organisation to provide temporary agency staff to the Council.
- Working with local Job Centres and other organisation to assist job seekers in finding employment and therefore increase skills and employment opportunities.
- Enables the Council to flexibility manage its workforce and meet the need to deliver front line services to residents, particularly within Health & Wellbeing.
- Delivering cashable and efficiency savings across the council.

3b.   **<u>Five Year Plan Outcomes</u>**

The proposals within this report meet the Five Year Plan objectives as follows:

1. Improve customer experience by improving service delivery from the provider.

2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).

3. Develop new ways of working by introducing a new, end to end automated system   for the ordering, tracking, monitoring and analysis of temporary agency staff.

4. Deliver local and national change by increasing opportunities for local and SME agencies to work with SBC.

5. Achieve value for money by ensuring significantly improved service delivery and guaranteed cashable savings.

4   Other Implications

(a) Financial

The Council has spent just over £2.56m in from April to September 2017 (the first 2 quarters of 2017/18).

A breakdown of spend by Directorate for April – September against comparison years is below:

Level 1	Net Spend 2015	Net Spend 2016	Net Spend 2017
Chief Executive	£140,152	£60,122	£140,656
Customer And Community Services	£265,062	£428,967	£453,978
Education	-	-	£25,200
Regeneration, Housing and Resources	£942,101	£1,117,282	£929,509
Wellbeing	£1,660,125	£1,552,434	£1,011,162
Total	**£3,007,440**	**£3,158,802**	**£2,560,503**

(b) Risk Management

Risk	Mitigating action	Opportunities
Employment Issues	Service areas unable to source requirements via supply chain on Matrix. Hard to recruit roles identified and processes in place to source these posts. Current market forces in relation to Social Workers are influencing this risk	Review current staff development programmes and look to invest in development of our current workforce to "grow our own talent" for the difficult to source roles.
Employment Issues	Unable to recruit on agreed pay scales in Matrix. Pay scales are aligned to council job levels and Spinal column points. Assistant Director and or HR approval required to alter pay scales	
Financial	Failure to maximise savings by increasing pre-agreed pay scales within Matrix. Assistant Director and or HR approval required to alter pay scales for specialist roles influenced by market forces	

		e.g. social workers	
Human Rights	None	None
Health and Safety	None	
Equalities Issues	Agency Worker Directive ensures pay parity between full time permanent employees and temporary agency staff.	None
Financial	None	• Guaranteed minimum savings of 3% on existing spend (with further opportunities to increase this) • Guaranteed maximum pence-per-hour agency fees • Pay parity between full time permanent employees and temporary staff workers in-line with Agency Worker Directive • Potential discount for workers that have been in post for longer periods of time (although the aim is to challenge the need for worker longer term posts and reduce the need) • Gainshare mechanism – whereby savings achieved over and above the guaranteed minimum will be shared between SBC (90%) and the supplier (10%) • Mechanism for supplier to credit SBC for failure to deliver agreed service levels
Other	None	None

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

An Equalities Impact Assessment has been undertaken and was attached to previous reports.

(e) Workforce

There are no implications for permanent staff.

5   Supporting Information

5.1   The data and charts below relate to the period to end September 2017.

5.2   Since the last report, Cambridge Education has moved back into the Council. Agency staff from these services are listed under the Education Services Directorate and can be found in the tables below.

5.3   The number of Matrix placements stands at 155 down on the last report, 56 in the Wellbeing Directorate. The table in fig1 later in the report gives a breakdown by directorate. This table also includes the length of service and the FTE (full time equivalent) attributed to each placement. Whilst FTE is included within this report and charts, the FTE is calculated based on the number of hours submitted for the reporting month. This is therefore only submitted as a guide to the FTE of agency staff.

5.4   Matrix continue to adhere to the KPI targets set in the original contract. These relate to the fulfilment of posts, the number of rejected candidates and helpdesk assistance. These rates are monitored through business reviews every quarter.

Staffing Scorecard – as at 30/09/2017

Level 1	Duration	Number of Staff Placements	FTE
Chief Executive	0-3 months	0	0
	3-6 months	0	0
	6-9 months	1	0.6
	9-12 months	0	0
	1 – 2 Years	1	1.0
	Over 2 Years	2	1.0
Chief Executive Total		4	
Customer And Community Services	0-3 months	6	3.2
	3-6 months	5	3.2
	6-9 months	1	0.4
	9-12 months	1	0.8
	1 – 2 Years	3	1.8
	Over 2 Years	2	1.5
Customer And Community Services Total		18	
Education Services	0-3 months	46	0.0
	3-6 months	0	0
	6-9 months	0	0
	9-12 months	0	0
	1 – 2 Years	0	0
	Over 2 Years	0	0
Education Services Total		46	
Regeneration, Housing and Resources	0-3 months	12	7.4
	3-6 months	6	5.2

	6-9 months	2	1.5
	9-12 months	2	1.7
	1 – 2 Years	6	4.9
	Over 2 Years	3	2.0
Regeneration, Housing and Resources Total		31	
Wellbeing	0-3 months	9	3.0
	3-6 months	18	5.0
	6-9 months	6	1.9
	9-12 months	9	5.7
	1 - 2 Years	8	5.7
	Over 2 Years	6	4.3
Wellbeing Total		56	
Grand Total		**155**	**60.6**

Fig 1

5.5　The table below (fig2) shows a breakdown of the number and title of active temporary staff placements by job category.

Job Category	Chief Executive	Customer And Community Services	Education Services	Regeneration, Housing and Resources	Wellbeing	Grand Total
Admin & Clerical	-	5	-	3	7	15 (6.9 fte)
Driving	-	-	-	-	2	2 (1 fte)
Engineering & Surveying	-	1	-	1	-	2 (1.5 fte)
Executive	1	6	-	9	3	19 (10.5 fte)
Facilities & Environmental Services	-	2	-	-	-	2 (0.4 fte)
Financial	-	-	-	2	-	2 (1.8 fte)
Housing, Benefits & Planning	-	1	-	13	-	14 (12.6 fte)
Human Resources	-	-	-	1	-	1 (0.6 fte)
IT	1	-	-	-	-	1 (0.4 fte)
Legal	1	-	-	-	-	1 (0.6 fte)
Management	1	1	-	1	2	5 (2.6 fte)
Manual Labour	-	-	-	1	-	1 (0.8 fte)
Social & Healthcare Non-Qualified	-	2	-	-	25	27 (10.7 fte)
Social & Healthcare Qualified	-	-	-	-	17	17 (10.0 fte)
Total	**4**	**18**	**46**	**31**	**56**	**155 (60.6 fte)**

Fig 2

5.6   Work started in February 2017 to assess and produce an options appraisal for the agency staff contract for the future. In conjunction with the councils programme for reducing agency staff, there are a number of possible options to assist the council in achieving its targets and costs. Committee will be updated on progress through this report on a regular basis.

5.7   Introduction of new IR35 regulations in April 2017 has had an impact on agency staff during March. Human Resources has been undertaking an exercise to determine those undertaking project work or filling substantive posts. This has affected the agency tenure figures in the report as consultancy staff have moved to revised job descriptions (project brief) to comply with regulation.

6   Conclusion

6.1   The matrix contract has been successful in improving governance around departmental engagement of agency staff and has substantially reduced maverick spend due to non compliance to corporate policies. We will continue to monitor and challenge spend that is outside of the Matrix system to ensure appointments and process are in line with the council's constitution.

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 24th October 2017

CONTACT OFFICER: Surjit Nagra, OD/HR Lead

AUTHORS: Jules Potter, Head of Organisational Development

WARD(S):   All

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PART 1
FOR INFORMATION

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ACTIONS SPEAK LOUDER… PROGRAMME UPDATE

1   **Purpose of Report**

To provide an update on the *Actions Speak Louder…*mandatory training programme. The Garnett Foundation has been commissioned to co-design and deliver a bespoke Values, Behaviour and Diversity programme for all employees. This is the starting point to embed the corporate values to drive positive cultural behaviour and change and promote greater working relationships and practices. It also comes as a time of leadership re-focus with the Senior Leadership Team restructure.

This programme is aligned with:

We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job – Five Year Plan 2017-21 Enabler; and

Develop a well-trained workforce of staff and managers at all levels, which understand and promote dignity at work to all – One of the council's Equality Objectives.

2   **Recommendation(s)/Proposed Action**

Committee members are asked to:

- Note this progress and to self-book on a workshop, details of which are available on SBCInsite or, for councillors, in their Members' Bulletin and via calendar invitation. Councillors will be invited to an *Actions Speak Louder…* workshop on Thursday, November 9.

- Raise awareness about the *Actions Speak Louder…*programme with their colleagues to encourage workshop attendance to meet our mandatory training requirements.

3   **Supporting Information**

In the April 2017 report to this committee, members were advised that the Corporate Management Team (CMT) had approved in principle the delivery of this programme. Such was the importance and relevance of its learning outcomes, CMT agreed it would be included in the Mandatory Training Schedule 2017/18.

Following an extensive procurement process, The Garnett Foundation was chosen as the preferred provider with the aforementioned learning outcomes:

- To drive positive culture and behavioural change;
- To address unacceptable behaviour and language;
- To promote better working relationships and practices leading to better service outcomes;
- To promote an inclusive culture and share the benefits of diversity for all;
- To promote leaders as role models; and
- To stimulate a passion for 'going the extra mile'.

4   **Programme Stages**

Stage 1: Research for co-design (August & September 2017)

To achieve the learning outcomes, the first step for The Garnett Foundation was to understand more fully the Slough Story and to examine our refreshed corporate values to support and inspire employees to 'live' those values every working day.

To do so, three Garnett Foundation representatives have facilitated focus groups over three research days to capture views from SBC employees from across the organisation.

The facilitators have also discussed aspects of the SBC culture with the Council Leader and the Interim Chief Executive.

These discussions have supported the design of scripts for professional actors to portray the reality of life at SBC through drama-based scenarios.

Stage 2: Mandatory workshops for all employees (November 2017 – January 2018)

A series of 35 half-day workshops, including a councillors' workshop, will involve a combination of these short drama-based scenarios which will mirror the reality and reflect issues that the Council faces daily. The employee workshops will be 'staged' at The Venue at The Curve.

Please note that no employees or councillors will be required to act at the workshops. The actors and facilitators will guide employees through a range of learning styles.

Workshop publicity is evident through *Newsround* articles, Members' Bulletins, and through posters, flyers and targeted emails to ensure mandatory training requirements are met within the commissioned budget.

Stage 3: Evaluation and Sustainability (February 2018 onwards)

The Garnett Foundation will produce a closure report to ensure we capture all learning and to support the sustainability agenda including a refresh of the appraisal process to be both values and competency-based; and updated bespoke values training at each Corporate Induction so that new employees are aware of the expectations of them as they join the SBC family. We also have the opportunity to close the programme and record our future ambitions at the 2018 staff conference.

Summary

All in all, there are high expectations that this programme will be a new learning experience for all employees and is complementary to sustain current good behaviour and practice and well as promote new ways of working.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee

DATE: 24th October 2017

CONTACT OFFICER: Surjit Nagra, OD/HR Lead
01753 875727

WARD(S):   All

PART I
FOR APPROVAL

SMART WORKING POLICY AND PROCEDURE - AMENDMENT

1.   Purpose of Report

The purpose of this report is to seek approval from the Employment Appeals Committee on the amendment to the definition of the types of smart workers as outlined in the Smart Working Policy and Procedure.

2.   Recommendation(s)/Proposed Action

The Committee is requested to approve the new definitions.

3.   Supporting Information

When we initially developed the Smart Working Policy and Procedure we had four definitions of the types of work styles outlined for staff and managers to assess their remote working needs against. However, during the initial consultation with staff around the work styles their feedback was that the definitions were hard to understand, in particular the differences between mobile and smart work profiles. Our proposal to address this feedback was to reduce the profiles to three, and the Employment and Appeals Committee ratified this decision on 20 June 2017.

However, since then, we have realised the benefits of maintaining the original four work profiles. Subsequent feedback from staff has been that since the policy is titled 'smart working' it seems beneficial to keep the category 'smart worker'. Staff additionally were unfamiliar with the term 'LIW' (Location Independent Worker) and therefore found this all the more confusing than the initial two categories (mobile and smart workers) – some staff were under the impression that location independent worker suggested working on your own as a lone worker, which was not the intention.

Therefore new wording was proposed with tighter definitions which made the distinctions much clearer. Additionally a decision tree had been developed and trialled with staff to support them in identifying which of the four work styles was appropriate to them (please see appendix A).
The use of four profiles has particular benefits in regards to the data gathering requirements to support the implementation of the Accommodation and Hub

Strategy and ensuring staff have the correct IT kit to enable them to work smartly.

We therefore sought approval from this committee to make this minor amendment to the policy to update the table of working styles, returning to the four originally proposed, but with enhanced wording to clarify the four categories

. The rest of the policy remains unchanged.

The amendments proposed were as follows:

Wording we proposed to remove	
Home worker	Employees have an arrangement where their home is either their main place of work or where they work from home on a regular and established basis (e.g. part of the week, most weeks is spent working from home).
Location independent worker (LIW)	Employees are not tied to a certain location; the work location is determined based upon the most effective location and work time.
Office based worker	The nature of the work undertaken dictates that employees must carry out their work (or the majority of their work) at council premises. This may apply to some face to face and front of house positions.

Wording we proposed to use instead (supported by attached decision tree)	
Home worker	My main place of work is or could be at home
Mobile worker	I spend a significant proportion of my time delivering my services out in the field.
Smart worker	I have the potential to work flexibly from any location providing I have the right technology.
Fixed location worker	In future I will need to work from a fixed location because I need to work with specific equipment or technology or with customers (internal or external) in a specific location.

It was agreed that we would re-submit the policy to Employment and Appeals for formal ratification to ensure the change is fully documented.
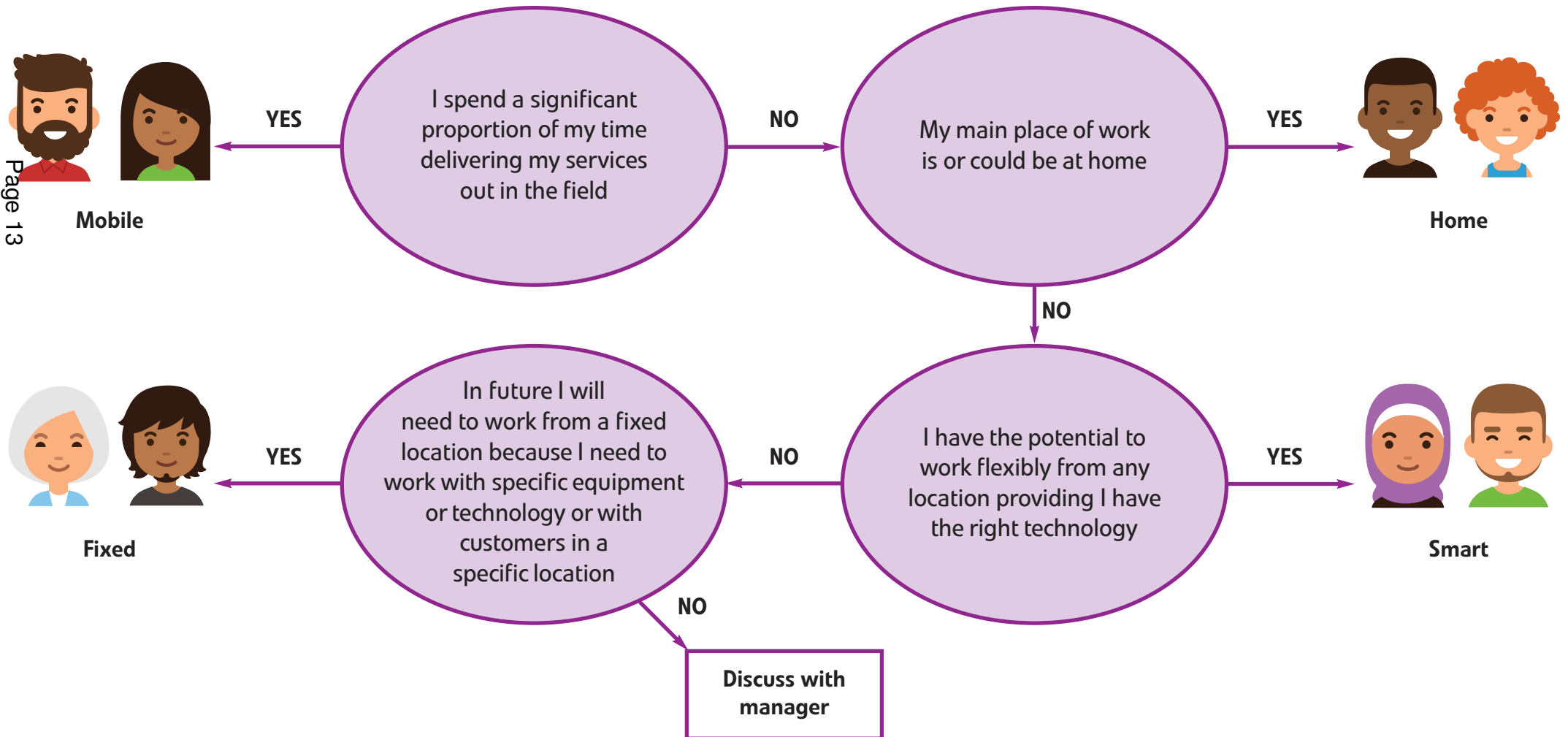
4. Background Papers

None

5. Appendices

Appendix A – Decision Tree
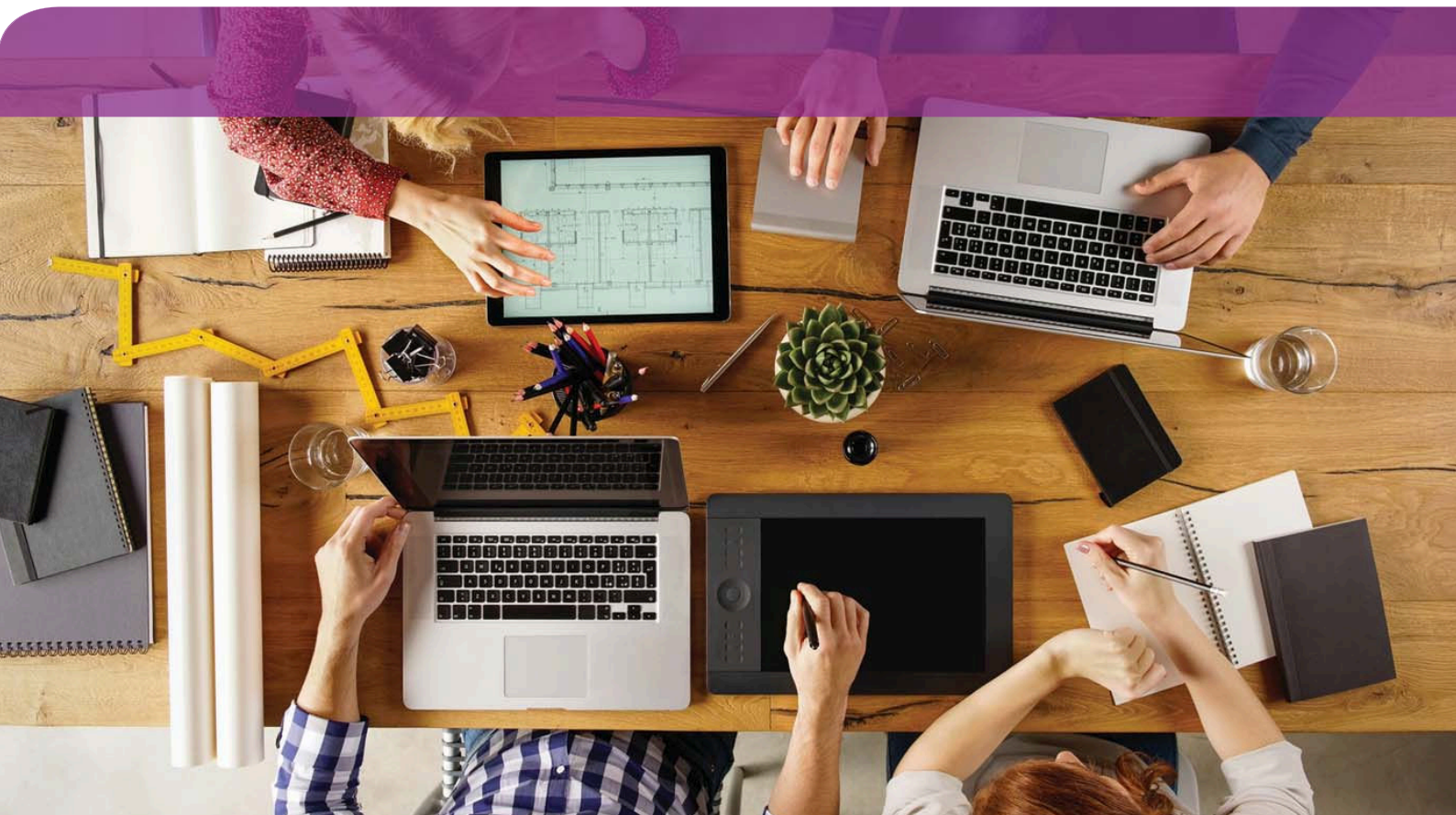Appendix B – Smart Working Policy and Procedure

Decision tree: What's your profile?

Thinking about my personal circumstances and the requirements of my role....

Mobile

← **YES** — I spend a significant proportion of my time delivering my services out in the field — **NO** →

My main place of work is or could be at home — **YES** → **Home**

NO ↓

Fixed

← **YES** — In future I will need to work from a fixed location because I need to work with specific equipment or technology or with customers in a specific location — **NO** →

I have the potential to work flexibly from any location providing I have the right technology — **YES** → **Smart**

NO ↓

Discuss with manager

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Smart Working Policy and Procedure

How and where we work
Agile, adaptable, accessible

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Contents

Appendices

1. Introduction

1.1 New technologies are making it easier to access information remotely, work from a variety of locations and to find more flexible and efficient ways to offer services. Slough Borough Council recognises the importance of modern working practices in enabling our employees to maximise their performance in the delivery of our five year plan.

1.2 The aim of this policy and procedure is to support the development of a flexible and agile workforce that can effectively respond to demands for services and resources. This policy outlines the types of smart working arrangements available and the procedures that should be followed.

1.3 Separate guidance on the benefits and operation of smart working, as well as frequently asked questions and case studies are available as part of the smart working toolkit and should be read alongside this policy and procedure.

1.4 This policy and procedure should be read and applied in conjunction with the council's Flexible Working Policy, Health and Safety Policies, IT Policies, Employee Code of Conduct and Working Patterns Arrangement Scheme.

2. Scope

2.1 This policy and procedure applies to all employees of the council. It does not apply to agency workers or contractors although managers may wish to consider smart working arrangements for such workers where there are clear business advantages.

2.2 This policy and procedure outlines a number of different work styles that support smart working and provides a framework that focuses on the job being undertaken. Requests for flexible working, which relate to the individual employee's personal circumstances rather than their position, should be made in accordance the Flexible Working Policy and Procedure (see paragraph 2.4).

2.3 In certain circumstances, management may want to consider if remote working applies. Examples are listed below:

- Apprenticeships, trainees and work experience placements consider whether this would be on a adhoc basis.

- Employees in roles that require them to carry out the majority of their work at council premises such as front of house roles - see Appendix C.

- Employees with day to day building management responsibility i.e. facilities staff.

2.4 Whilst the Smart Working Policy provides guidance around developing an agile workforce, the council's flexible working policy encompasses the statutory right to request flexible working and contains the statutory procedure for employees to make such requests. The council has extended the right to request flexible working to all employees and 'Smart' working can be requested as part of the flexible working request.

3. Definitions

3.1 Smart working describes an approach to working hours, location and methods that enable employees to perform to a high level and to provide excellent customer service. Working styles adopted by the council are summarised below:

Working style	Definition
Home worker	My main place of work is or could be at home
Mobile worker	I spend a significant proportion of my time delivering my services out in the field
Smart worker	I have the potential to work flexibly from any location providing I have the right technology
Fixed location worker	In future I will need to work from a fixed location because I need to work with specific equipment or technology or with customers (internal or external) in a specific location

4. Roles and responsibilities

4.1 Service leads, in conjunction with the line manager if they are not already the line manager, are responsible for implementing smart working as appropriate to the demands on the service and for the day to day management of smart working in their areas. Advice and guidance on effective management of smart working and on the implementation of this policy is available from the ODHR department.

4.2 Employees are responsible for ensuring they comply with the council's Employee Code of Conduct, their terms and conditions of employment, job requirements and other employment policies whilst working smartly.

4.3 Employees are responsible for ensuring that they are contactable during pre-defined working hours unless agreed otherwise whilst working at remote locations or from home.

4.4 Abuse of smart working arrangements may result in disciplinary proceedings and/or removal from smart working arrangements.

5. Identifying roles suitable for smart working

5.1 All positions will be assessed by the service lead to identify the potential for smart working to positively impact on the service provided. Appendix A outlines the criteria that should be used when undertaking an assessment and determining whether a position could be effectively delivered by a home worker, mobile worker, smart worker or whether the position must be fixed at a specific location.

5.2 Heads of services should discuss their assessment of a position's suitability for smart working with the employees who are already in post so they can contribute to the assessment.

5.3 Working from home is not mandatory. Employees in positions that have been identified as best performed by a home, mobile, smart or fixed location worker and who do not wish to work from home may instead work from council office hot desks and/or hub locations.

5.4 We recognise that there may be exceptional circumstances where a service lead may agree for an employee to work as an office based employee and such requests will be considered on a case by case basis. However, the council reserves the right to change the location of employees at any period.

5.5 Where a position has been identified as not suitable for smart working, the employee may still make an individual request for flexible working in accordance with the Flexible Working Policy.

6. Working smartly

6.1 Managers and employees should agree a set of working protocols prior to smart working commencing. These may include arrangements for making contact, communication routes, working patterns, meeting arrangements and how work tasks and responsibilities will be set and reviewed. Appendix D provides a template for these discussions.

6.2 Where an employee is regularly working from home or another remote location as part of their usual working patterns, a health and safety self assessment form must be completed in conjunction with the guidance in the health and safety section of the smart working toolkit. This form must be reviewed and signed by the service lead before home working begins.

6.3 The necessary IT equipment required to enable smart working will be provided to the employee from the council and will remain the property of the council. Equipment provided to employees is maintained and insured where appropriate by the council and not through the employee's own home insurance arrangements. However employees are required to take good care of the equipment provided to them; just as they would if they were office based.

6.4 Employees must ensure that information is protected and kept safe at all times. For security reasons, printing of council documents is not permitted from home and printing should be completed at a council location. Employees are encouraged to use electronic documents as far as possible and any printing that is required must be undertaken at council premises. Please refer to the IT/data security section in the smart working toolkit.

7. Business travel hierarchy

7.1 Before undertaking any journey, staff should consider the business travel hierarchy in Appendix A. Staff are encouraged to reflect on the need to travel for business purposes. The aim is to challenge the need to be physically present at meetings if alternative means of communication can be used and free up work time which would normally be used to travel across sites.

This may include for example: a telephone call, circulating comments and information by email or the use of tele and video-conferencing.

7.2 The location of meetings, where possible, should be decided on the basis of minimising overall travel by all participants.

7.3 The use of hot-desking to provide opportunities for remote working and reduce the need to travel to, or return to, the base location on particular days or following certain meetings should be promoted.

8. Hours of work

8.1 Employees working smartly must fulfil their contractual working hours. The operation of working hours will be agreed by the manager and must take into account the business needs of the service. It is expected that the majority of employees will operate their working hours during the standard working week (Monday to Friday) and include the core hours of 10am until 4pm unless the position specifically requires work to be completed outside of these times or where alternative arrangements have been agreed on service need basis with the service lead. The operation of working hours before 7am and after 7pm and at weekends must be agreed by the manager in advance and will not be paid as overtime unless specifically agreed in advance by the manager.

8.2 It is important that employees take regular breaks from work in accordance with the working time regulations and their contract of employment. Working hours and break periods are confirmed in the employee's terms and conditions of employment but must include:

- A break of at least 20 minutes if working more than six hours a day
- A rest of at least 11 hours between working days
- An uninterrupted break of 24 hours each week

Further information on working hours is included in the Working Patterns Arrangement Scheme.

8.3 Line managers may agree with the employee reasonable time out during core working hours in order to improve work life balance providing it does not negatively impact on the service provided. This could include time to take children to school or to attend an appointment. Such time should be recorded as unavailable in the employees Outlook calendar.

9. Sickness absence and other leave

9.1 Employees who are unable to work due to sickness should inform their manager in accordance with the Sickness Absence Policy and Procedure regardless of their work location. Similarly, other leave such as annual leave, dependant leave or compassionate leave should be booked in the same way as office based employees. Employees are not expected to pick up any work during sickness or annual leave.

9.2 Employees who have agreed an individual flexible working arrangement to assist with caring for dependants and who hold a position identified as suitable for smart working must confirm their care arrangements with their manager. Smart working is not a substitute for care arrangements and employees working from home should not be the sole carer for dependants on a regular basis unless as part of an agreed 'time out' period (see paragraph 7.3).

10. Workstations

10.1 Departments will continue to have designated areas of council premises as appropriate, although the number of desks will be reduced. Smart workers who share their time between the office and remote locations will not be provided with a permanent desk. Instead they will be required to use desk space available due to colleagues working remotely or on leave. If a desk is not available they should use hot desk facilities. Smart workers will also have access to a lockable storage in the designated office space for files and equipment. Desks should be cleared at the end of the working session to ensure it is left clean and tidy for the next occupant. No desk should be personalised or have in trays, files etc. sitting on top of them. A clear desk policy applies to all workstations.

10.2 As well as at St Martins Place, we also have hot desks available for staff to use in our community hubs such as Chalvey, Britwell and The Curve. These facilities are to support staff in working smartly i.e. if visiting a client or between meetings in the area, staff can go to these sites if PC access is required to undertake work.

10.3 Where an occupational health assessment has determined that a smart worker requires a dedicated work station to allow for specialist equipment as part of a reasonable adjustment for a disability, they will be given priority use of a specific workstation. However this workstation will remain a hot desk and can be used by other in the absence of this individual.

11. Supply of equipment

11.1 The equipment provided to a smart worker will depend upon the work style adopted and the nature of their position. Where possible equipment should be portable so that it can be utilised at a range of work locations. This includes providing a laptop rather than desktop PC and issuing telephone headsets, which can be used with a laptop, in replace of desk based telephones and land lines. A mobile telephone and/or tablet may also be required depending on the requirements of the position and subject to approval by the manager.

11.2 Heads of services should maintain a signed inventory for their section of all equipment supplied to employees and a signed copy placed on the employee's personal file.

11.3 All equipment and software supplied by the council will remain the property of the council and should be returned in good condition should the employee's working requirements change or if they leave the council.

11.4 The council is responsible for purchasing, installing, maintaining and servicing ICT equipment. Equipment should be purchased through a work request with IT in the usual way. Any defects or technical problems with ICT equipment should be reported to the IT service desk regardless of work location.

11.5 The council will be responsible for replacing damaged, lost, stolen or faulty equipment provided to employees by the council unless it occurred as a direct result of an employee's negligence. Equipment will be covered by the council's insurance arrangements and is not expected to be covered by an employee's individual home insurance policy.

11.6 The employee is responsible for ordering and collecting office supplies (such as stationery) where required and this should be collected from the main office location.

11.7 Where an employee is working from home, they are responsible for ensuring they have the necessary furniture (such a suitable table and chair) and broadband services to enable them to remotely access the council's IT networks.

11.8 The council will not reimburse employees for the costs of broadband or utility costs. We recognise that many employees will already have broadband services at home and employees who chose to work from home will also benefit from reduced travelling costs. However, working from home is not obligatory and employees may choose to work from council hot desks and hubs if they prefer not to use their own facilities at home.

11.1 Employees must ensure that all council data, equipment (including laptops, tablets, mobile phones) is stored securely to minimise risk of loss or theft. Smart workers must complete the mandatory training e-learning module on data security before starting to work remotely.

12. Change of circumstances

12.1 Smart working arrangements may be temporarily suspended or brought to an end at any time subject to business and operational demands. No change to working practices will be made without consulting with the employee affected first.

12.2 Other circumstances when it may be necessary to review smart working arrangements include:

- The employee moves to a new role, either permanently or on a secondment or acting up basis. The suitability of the new position for smart working would need to be assessed.

- The employee moves home. Home working may need to be re-assessed

- Following a re-organisation of the work area. Positions should be reassessed for smart working in light of any changes to service provision, job descriptions, person specification and interdependencies with other service providers.

12.3 Managers are responsible for reclaiming any allocated equipment when an employee leaves the council or moves to another directorate in order for it to be reallocated to the next post holder.