1. Vision

Our vision for *Agile working* is to transform the way in which we work; creating office environments that promote collaboration, embracing digital transformation, create offices without boundaries and develop a culture where our staff thrive and grow.

"Work, its about what you do, not where you do it!"

Our vision for transforming the way in which we work through agile working focuses on achieving the following benefits :

- ✓ Effective organisation, with an accountable delivery culture and a workforce that is able to work agilely, underpinned by a strong culture of health and wellbeing support

- ✓ A stable technical environment and infrastructure to support agile working

- ✓ Reducing the costs of running the ICB through making best use of our assets

- ✓ Focusing on work outcomes rather than processes

- ✓ A safe, well-connected and effective workforce supporting each other with a supportive corporate systems/culture

- ✓ Creating safe office environments to allow innovation and collaboration with system partners

- ✓ Reducing our overall impact on the environment and reducing our carbon footprint

- ✓ Meeting the aspirations of our workforce for an improved work life balance

Principles of agile working

- Work takes place at the most effective locations and at the most effective times

- Flexibility becomes the norm rather than the exception

- Everyone is, in principle considered eligible for flexible working without assumptions being made about people or roles

- Employees have more choice about where and when they work, subject to business considerations

- Space is allocated to activities, not to individuals and not on the bases of seniority

- The costs of doing work are reduced

- Managing performance focuses on results and outcomes, rather than presence

- Agile working underpins and adds new dimensions to diversity and equality principles

- Employees have the opportunity to lead balanced and healthy lives

- Work has less impact on the environment

In summary there are positive impacts from agile working with benefits for the ICB, our workforce, patients and stakeholders and for the environment.

2. Agile work places – how it works

Clear workspace and clear screen

Successful workspace sharing requires a clear desk and clear screen policy. This means that personal items – including 'personal professional' items, must be cleared from workspace when it is vacated.

Most of the workforce now works via a laptop computer rather than a desk top; with the added advantage of working via laptops we will not be in a position where computers and screens are locked by the previous person.

Even for those who are not able to work agilely they should also be part of the clear workspace and clear screen policy to maintain the quality of the work environment and a consistent storage and security discipline.

It is generally not good practice to allow someone to claim a workstation for the whole day when during that day they are going to be gone for hours at time.

The office hub environment has been developed and informed by the tasks which need to be performed; for example Finance and Business intelligence colleagues would benefit from having workstations with two screens and a docking station, whilst our Quality teams will need access to confidential spaces.

Workspace locations

The ICB currently has hub sites in Stafford, Burton and Hanley.

As we move toward the integrated care systems there will be opportunities to explore the options for creating shared flexible working spaces with our health and social care partners. As these opportunities are realised these will be added to the inventory of locations and workstations.

You may need to have a pass or code provided to access the buildings, this will be given to you when you advise which is your local hub.

There will be three types of work stations available for staff:

- **Open workstation**– these will either have one or two screens with a docking station and will be able to be booked via the booking app. These will be only be able to be booked out for either half a day or full day at a time.

- **Bench workspace -** these desks will be more informal, there will be no screens or docking station. These will be available either pre booked or on an ad hoc arrangements.

- **Privacy Pods –** 2 to 6 person pods developed for use for one to one meetings or informal collaboration spaces for smaller groups

The Booking app

- The booking app allows staff to book , work spaces and small meeting rooms.

- The site is very simple to use: you click on the site you want to attend, whether it's a desk or meeting room you wish to book and what time period you want to attend for.

3. Agile work places – Protocols/ Principles

The following are the protocols that should be adopted to ensure that space sharing works effectively:

1. Use of workspace is determined on the basis of the activities being carried out

2. Staff should use the appropriate space for the activity – e.g. informal meetings should not take place at workstation but in break out areas or meeting rooms

3. If your plans change, rethink your workspace requirements and move to the more appropriate work setting

4. Where needed, calls or discussions with a private or confidential subject matter should be held in a workspace designed for privacy

5. Workspace is not to be allocated on the basis of seniority, habit or personal preference.

6. Work-in-progress should not be stored on workstations but in team storage areas and only located on desks during period of active occupations

7. Personal items should be stored in team storage areas and only located on workstations during periods of active occupation.

8. If a workstation or other workspace is left unoccupied for more than two hours, the workstation should be un-booked for use by others

9. When a workstation or other workspace area is vacated, it should be left completely clear for use by other members of staff.

10. When vacating the workstation as well as leaving it clear for the next person, you should also use antibacterial wipes to clean down the workstation.

11. Teams are advised that exceptions to these protocols should be few, and based on genuine need, e.g. reasonable adjustment for staff with disabilities, or a specialist function that requires a particular location, e.g. receptionist or team administrator

12. Those employees who are allocated a shared workplace should still abide by the clear desk policy and expect others to use their desks when they are absent.

13. Hub infection control guidelines will be determined by the prevailing COVID infection control guidelines, these will be found on IAN365

3. Agile work places – Protocols/ Principles

Core Agile Principles for hub working	Hub activities	Technical details
1. Remote working is the default for majority of staff 2. Majority of ICB meetings expected to be virtual 3. In person meetings should be pre booked at least 24 hours in advance. You should be able to attend a hub within 24 hours' notice 4. Must use own laptop in hub, there will be screens and docking stations available on workstations 5. When working in the office, office attire is expected 6. The prevailing COVID restrictions for social distancing will be adhered to. • If you experience home connectivity issues you can book a workstation in the hub closest to your location • If required one wellbeing hub booking per week	1. Appraisals / complex 1:1* 2. Inductions * 3. Project design work & other design work* 4. Month end activities – heavy requirement of data/ interaction/ coordination 5. Team development session * 6. Workshops (creative thinking, project work) * 7. Training* *** All the above need to be agreed with your Line manager, as these could be considered discretionary travel.** **These are classed as "duties" in line with NHS terms and conditions of service handbook you will be able to claim travel expenses** • Wellbeing Hub booking *this could be a day or half a day depending on the situation • Emergency Office working day due to home connectivity issues **These are not classed as "duties" in line with NHS terms and conditions of service handbook, you will not be able to claim travel expenses**	• Workstation/pod/room booking system • IT equipment – for hybrid virtual in person meetings • Workstation set up – desks with two / single screen, docking station • Virtual meeting room/ pods • Limited access to printing and photocopy facilities **Hub etiquette** • Workstations must be pre-booked • Workstations booked and not checked in will be un-booked after 2 hours • Meeting don't have to be in 'office hubs' alternative free sites can also be used • Workstations must be cleared at the end of every day • Virtual meetings in the hub, you must wear you headphones • People must be responsible for the supply of their own any personal use items eg: cups, plates and cutlery glasses, these are NOT to be left in any hub location.

4. Technologies for agile working

Data Security

When working remotely and on portable devices, it is important for all staff to understand the associated risks to the information, and the responsibility to ensure that information accessed remotely or held on portable devices, is protected by adequate security. Please read: ICB IG Handbook

Staff are responsible for the security of any portable devices issued to them, and should take all necessary precautions to avoid loss, theft or damage. In the event of loss, damage or theft occurring, they must report this immediately to their line manager and ICT Service Desk. Please read the security management policy

A large majority of staff do not work with patient sensitive information or data, so there are no barriers to working remotely; however, for a number of our teams they do work with patient information and may on occasions have confidential and/or sensitive conversations for these teams working remotely will be challenging but not impossible. For these teams they will need to discuss with their mangers the measures and arrangements that will be put in place to safeguard against any accidental data confidentiality breaches.

Each service will be different and consideration will be given to:
- Any relevant legislation or government guidance
- The potential impact of the information being disclosed in the environment.

Whatever approach is taken it is vital that staff are made aware of and trained in good information management and security practice.

Agile working Information Governance best practice
- Encryption is mandatory in all mobile devices used to store identifiable data
- Laptops must not be left unattended in a public place or left in vehicles either on view, unattended or overnight. When transporting it, ensure that it is safely stored out of sight.
- Never leave your laptop in your car over night
- Be extra vigilance if using any portable computing device during journeys on public transport.
- When working at the organisations hot desk or bench seating should you leave your computer your screen should be locked to ensure there is no un-authorised access to your device
- Information should not be stored permanently on the laptop's internal drive. Always transfer documents back to their normal storage area as soon as possible
- All staff should be aware of their surroundings when using a mobile, especially when discussing confidential information.

CORPORATE

Personal usage of equipment and technology: The ICB will provide all required technical equipment to support the carrying out their roles; for staff who work from home over 75% of the time it is expected that when you apply to work at the ICB you understand that this means working from home for the majority if the time and you have the home office set up that will enable you to work from home.

Household bills: There will be no reimbursement for household bills, this includes but not limited to : internet, heating, lighting, water, landline connection etc.

Although financial assistance will not be provided many may find that they are still financially better off when considering the personal commuting and lunchtime costs. For staff who need to regularly make and take calls from members of the public they will be provided ether a MS Teams DDI line.

Facilities: It is necessary for employees to have the facilities to work from home, Staffordshire and Stoke-on-Trent ICB will provide the technology. However employees must ensure the have an adequate mobile phone reception and an appropriate internet connection to allow them to working seamlessly from home.

All employees should ensure that there are no restrictions that apply in either their mortgage or tenancy agreements against home office working.

Insurance: The ICB existing liability insurance is not limited to covering a particular place or building and there are no exclusion or limitation in cover for staff working at home or on the go.

However, it is important to ensure that reasonable care and precautions have been taken to minimise accident, injury loss or damage. The relevant health and safety policies and risk assessment should be undertaken to ensure that precautions have been satisfied.

In terms of personal home insurance, it is advisable to notified your home insurer that your are now working from home. Some household insurance providers may charge an additional premium if homes are used for business purposes. Each insurance company has its own attitude to business use at home and the ICB will not provide any allowance for personal house insurance.

Home working

It is ideal if there is a separate room to work in at home, that can be closed off from the rest of the house if needed however, it is recognised this is not always possible and in these instances we recommend establishing your workspace in a quiet space at home.

It is acknowledged that home working is not ideal for a few who may have home situations that make home working more challenging, such as rental agreements or shared living arrangements.

The default working arrangements for all staff is at home however, for the small number of staff where home working would be impossible, an initial assessment with their manager and HR should be undertaken regarding the barriers to home working. Following this assessment a jointly agreed solution should be found with an agreement on when the assessment needs to be reviewed either 3 or 6 months.

5. The fine print - agile working

Managing agile working: Managing agile working involves moving away from managing by presence to managing by outcome and delivery. This involves different ways of keeping in contact with staff, assessing workloads and monitoring and measuring performance.

For the team this will involve greater sharing of schedules with colleagues and managers and updating on work-in progress.

Many of the management skills required are the same, only applied over distance.
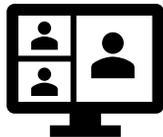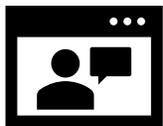
For teams it will be important to **develop protocols** about communication and reporting, to the work effectively and maintain team cohesion. We have previously had experience of our teams working in different locations and bringing the teams together for a single briefing had been difficult to coordinate and would often result in losing time due to staff commuting between offices.

Through the introduction of MS Teams bringing teams, directorates and even whole organsiation together has become a lot easier, which has enabled the team to work effectively and to maintain organisation, directorate and team cohesion during these challenging times.

Attending the Hub for business: You will need to ensure that you are able to attend the hub when requested, as you would normally have done if you were travelling to an office.

Ideally you will be given 24 hours' notice if you are required attend one of the organisations hubs, and it is expected that you attend.

Travelling time: If you are required to attend the hub for either work activities or a wellbeing day, these are classed as travelling as part of your job and this is classed as working time.

If you need to travel to the hub, dependant on individual start and finish times, you may require some flexibility. Any travel time will not be reimbursed through time off.
Please see working time policy for more detail about travelling time and working time polices.

Travel expenses: HMRC travel expenses taxation guidance, advises that a journey between home and any of the hub bases will be classified as "ordinary commuting" and as such not eligible for tax relief. Any mileage claimed from home to base, will be taxable at the prevailing rate. You need to claims, "home to base mileage".

Traveling from HOME to another SITE for business duties (such as meeting with partners), should be claimed as business miles.*

Discretionary travel: Sometimes travel is not a choice, but a requirement for the work you are doing. At other times, travel is discretionary and virtual attendance is better. Each circumstance is different, so we have developed some guidelines that may help you and your manager make that decision.

6. Health and wellbeing – agile working

 HR/WELLBEING

Full-time employees spend almost half of their waking hours working, travelling to and from work or thinking about work. It therefore makes good organisational sense to take care of their health and wellbeing. Agile working tends to attract a number of questions about health and safety considerations and precautions that may be required .

Regardless to wherever employees are working, whether in the employer's work place, at home, on the move or in some other working environment the principle of employee health and safety remains the employer's duty of care. In general, when it comes to health and safety, the aim has to be to enable agile working rather than being prohibitive, to enable staff to work safely wherever is the most effective and efficient location to get the work done.

Our **Health and Safety policy** includes a range of risk assessments and it is important that employees and managers understand the implications of these. These documents can be accessed through our policy's section on IAN. The guidance below covers some key areas you may need to consider.

Home working: Working from home your comfort and safety is just as important as it is when working in a office. Using laptops for prolonged periods in an office or home environment requires the use of a properly positioned separate monitor, keyboard and mouse.

There are no specific health and safety regulations for home working all the provisions that apply in the   workplace apply wherever an employee is working.

Particular regulations to consider include:
• Display screens
• Heating, lighting and ventilation
• Work place ergonomics
• Electrics, cabling and tip hazards
• Security, including data security

Everyone is expected to complete a health and safety risk assessment, alongside the Display Screen Equipment assessment.

The only time you should ever work on Display Screen equipment without a proper set up would be when you are working for a very short length of time usually under and hour at a touchdown space in the office hub, with the exclusion of the bench workspaces will be equipped with correct DSE equipment.

6. Health and wellbeing – agile working

Hub workstations and health and safety

One of the common questions that arise is about retaining personal chairs at the hub. The Health and Safety (Display Screen) Regulations indicate the minimum requirements that an operators chair should meet. In the case of chairs for shared workspaces or hot desks, these need to meet the minimum requirements and be adjustable for all those likely to use them.

If, for medical reasons you require a specific, specialised chair then you will need to raise this with your manager. Then arrangements can be made to look into individual requests in relation to health needs and work styles. This will be done with advice and involvement with Occupational Health Service.

Working time

One of the benefits for agile working is that it can help create work life balance. Having the ability to work at home or in different locations can sometimes tempt employees to work over and above their required number of house. Managers must ensure that all staff work within the provisions set out within the working time regulations. See tips on how to develop and sustain safe working practices can be found here .

Health and Wellbeing : the ICB values all of its employees and the contribution each of them makes to their overall success. They strive to create and maintain a working environment in which open effective communication and support for each employee and mutual respect between individuals are the expectations and the reality. The ICB is committed to ensuring the health, safety, wellbeing and resilience of **its entire** staff, the Health and Wellbeing policy provides direction and guidance for the ICB employees and managers on the management of work related stress, promotion of mental wellbeing and resilience. Check out the policy here

7. Our staff – the people factor

Communications: Good communication is fundamental when it comes to agile working to ensure that there is consistency in the organisational and team narrative. The ICB have a single on-line team brief (webinar) and regular weekday staff briefings, alongside the organisations Intranet IAN365

Emergency and/or ad hoc notifications can also be shared with staff using the MS Teams group chat function and the email function, currently provided by mailchimp.

The C&E team are also able to adapt messaging into audio visuals formats, such as videos, pre recorded presentations and even podcasts as an additional medium to share information with staff.

Working patterns, trust and autonomy: The most successful agile working arrangements are built on a culture of trust and responsibility. For agile working to be effective it is important to promote a motivated engaged team with a strong work ethic.

Agile workers require more autonomy and

trusted more to make their own choices about how to organise their working lives. This requires a new kind of dialogue with staff, based on clarity of expectation, transparent communications and trust.

Teamwork protocols: It is important to have clear expectations about what is to be done and about communications within the team.

Protocols for each directorate and team will be determined by the tasks to be completed and they should be coproduced by the directorate, but they should cover:
- Letting people know where and when you are working
- Clear reporting and escalation routes
- Sharing calendars and schedules
- Use of electronic document management systems
- Flexibility about flexible working
- Etiquette in online communications and behaviour in virtual meetings
- Signposting availability for phone or online contact.
- No discrimination between choice of workplace

Managing outputs: It is essential for managers to obtains regular progress updates so they can monitor service delivery and performance. The frequency and method of these updates will depend on the types of work being carried out, but could include a mixture of
- Task review meetings
- Team meetings
- Daily/weekly email updates
- Weekly informal catch up
- Monthly 1:1

Agreement should be reached about appropriate targets, goals and objectives and about the frequency and timings of communications to discuss these.

The focus should be on:
- Planning and scheduling work
- Setting clear, specific, measure objectives
- agreeing reasonable and manageable deadlines
- Applying standards and procedures to maintain quality

7. Our staff – the people factor

Highly collaborative and dynamic teams

The Staffordshire and Stoke-on-Trent ICB expect teams to operate more dynamically, and have both online and physical spaces in which to interact.

Though teams may not sit next to each other, the new technologies and team protocols should allow much more effective sharing of work, and enable team members to communicate more effectively. Agile working has already shown how it supports cross team working.

Dealing with problems and issues; human factor of working remotely and people are worried about issues such as:

- Being isolated
- Difficulties with time management
- Loss of team spirit or team effectiveness
- Level of support when working remotely
- Intrusion in to home life
- Dealing with technology and getting appropriate levels of support when working remotely
- Managing performance
- Loss of opportunities for career progression or training

It is the responsibility of teams to look out for each other, and in particular for managers of dispersed teams to spot problems and resolve them before they become major issues.

These can be teased out through regular conversations or clues spotted in terms of performance.

If necessary, the manager and team member can agreed an approach to find the right work style for the individual and about providing them with the appropriate support to overcome the particular problem.

These types of problems are not unique to agile working performance and personal issues are a factor of office working the challenge with agile working is identifying when someone is struggling, when you no longer see people on a daily basis. Regular formal and informal meetings/ interactions with managers and with colleagues will provide an opportunity to pick up on subtle changes in colleagues behaviours such as:
1. Decreased resilience
2. Making mistakes
3. Change in language becoming more negative and/or emotional

The CCGs Health and Wellbeing Policy provides both direction and guidance for managers of Staff on how to tackle work related stress and promote wellbeing and resilience. There is a handy risk assessment that managers are able to use with members of their team that would benefit from a wellbeing check-up. Managers and staff can seek further support from the CCGs Mental Health First Aiders who can offer initial advice and signposting to support any mental health interventions that are needed.

8. Our staff – the people factor

Rethinking meetings

Since March 2020, the majority meetings have been held on line and despite the initial reservations the move to virtual meetings has been a success. Through removing the barriers of travel and securing meeting rooms the scheduling of meetings has become easier and the ability to attend meetings has increased. However, with this benefit there is also a downside with back to back meetings resulting in the loss of quality productive time and often virtual meeting fatigue.

There needs to be a balance struck between the opportunity to have a meeting and necessity to have meeting, here are a number of tips on how to strike the right balance.

Don't have meetings for the sake of it: ensure that the meeting has a purpose and that is not one of just updating colleagues of progress, this could be managed in a teams channel chat or regular progress meetings.

Change the default time: most meetings are scheduled for 30mintes or an hour, change this to either 25 minutes or 50 minutes, which allows people for a small comfort break in between meetings.

Be clear on the purpose and goal: start each meeting with either a formal agenda or the outline of the agenda and the desired objectives or outcomes, check in at the end to ensure these have been achieved..

Meeting etiquette: join on time and with your camera on, welcome everyone to the meeting, remind everyone to go on to mute while they are not talking and raise their hand to make a comment.

Agree tasks and assign: be clear about why people are in meeting and at the end of the meeting with the list of agreed actions with names against them.

Agile working and our carbon footprint

Climate change posies a major threat to our health as well as our plan and in January 2020, Sir Simon Stevens highlighted that as the biggest employer in the UK we're both part of the problem and part of the solution. *For a greener NHS* sets out the ambition and target for the NHS to deliver a net zero Health service by 2050.

The as the biggest employer in this country, there is more that the NHS can do. Action must not only cut NHS emissions, currently equivalent to 4% of England's total carbon footprint, but also build adaptive capacity and resilience into the way care is provided.

The *Agile Framework* will play a big part in delivering against these targets. Through the move to Agile working we will be moving to a paperless office, over the last 24 months with majority of staff remote working the CCGs has dramatically reduced the amount of printing, the need for heating and lighting in offices and number of commuter and business miles driven.

In 2019/20 the CCG recorded 215,703 business miles driven, and many more commuter miles, during the pandemic this was dramatically reduced with the national work from home instruction. The *Back to the Future* programme proposes that, through introducing the Agile working Framework, the ICB could make a 65% reduction in business and commuter mileage.

During April 19 - December 19 the CCG, in one of the three buildings, printed 486,235 pages, this equates to 648,313 for 12months, or in environment costs used 58 pines trees worth of paper. With the move to Agile working and towards to the paperless office the *Back to the Future* programme proposes the ICB could reduce the paper consumption by 80%

New Beacon Building – Stafford hub

Where

Stafford
Education & Enterprise Park,
Weston Rd,
Stafford
ST18 0BF

What3words: ///poems.vocal.piano

Parking: Onsite, input car registration on site device

Onsite facilities: stand alone printer, café and kitchen

Office manager:
What's near by:
Gym across the road
Local shops 0.5 miles
Costa: 0.5miles

Work stations

Workstations
- Bookable
- Double screens
- Docking stations

Bench seating
- Non bookable
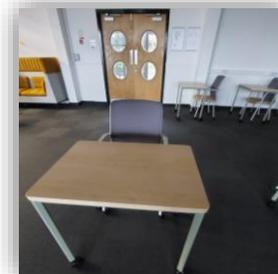
Single desk
- bookable

## Collaborations spaces

Formal
2 large rooms
1 smaller room
3 Pods (with screens)
- Bookable
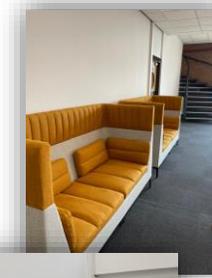
Informal
- Non bookable
- Settees
- Single chairs
- Tables

New Beacon Building - Site map
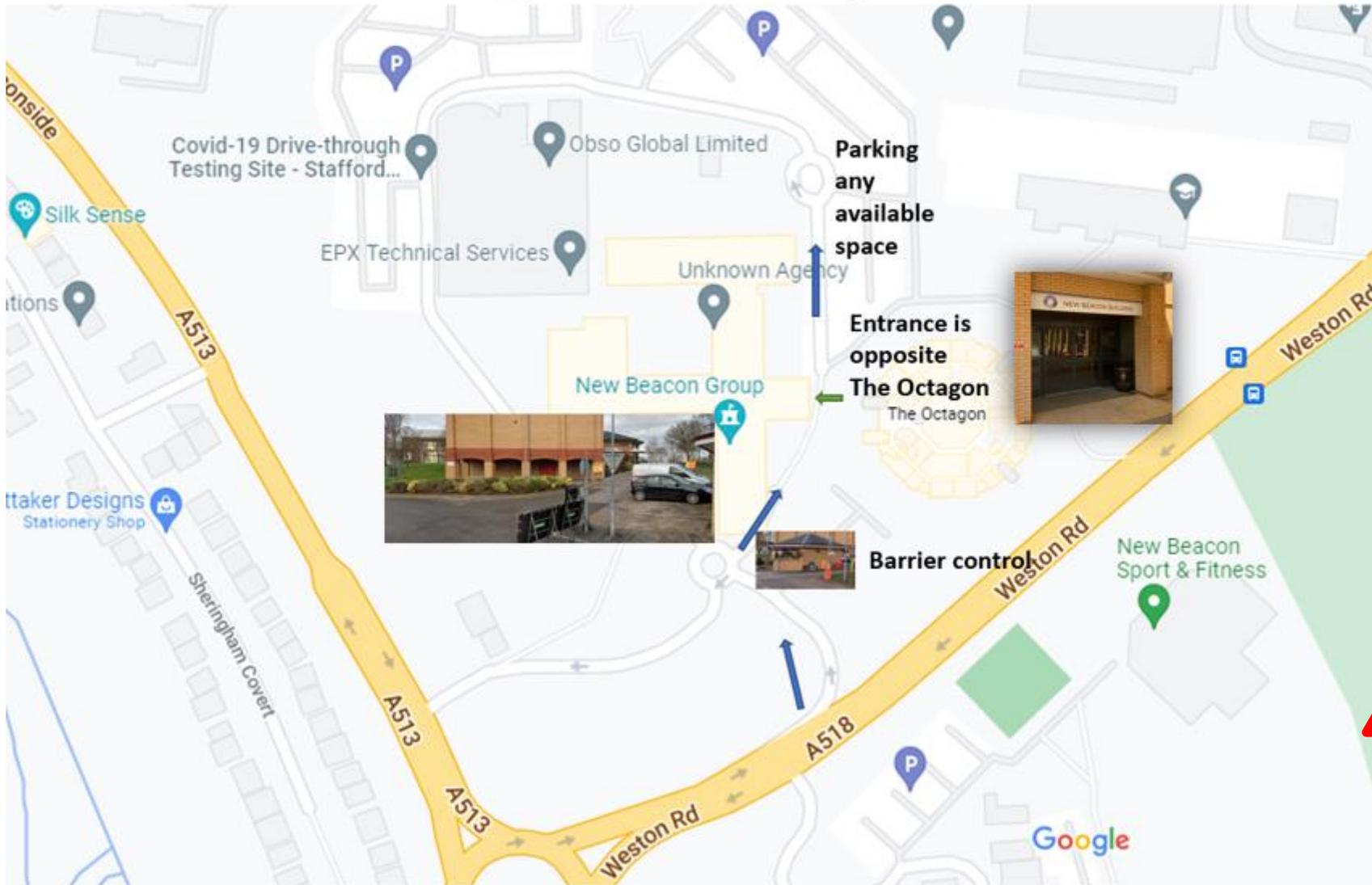
How to get to the hub:
- Go through the main entrance, the café should be in front of you.
- Turn right and walk passed the café through the double doors

To gain access is on the left use your code or fob

Add your car registration for parking here

⚠️

If you are visiting someone at Stafford Hub ensure you are able to contact them when you arrive, there is no reception