ARUN
DISTRICT COUNCIL

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12 September 2017

OVERVIEW SELECT COMMITTEE

A meeting of the Overview Select Committee will be held in Committee Room 1 (the Pink Room) at the Arun Civic Centre, Maltravers Road, Littlehampton on **Tuesday 26 September 2017 at 6.30 p.m.** and you are requested to attend.

Members: Councillors Dingemans (Chairman), English (Vice-Chairman), Mrs Bence, Blampied, Edwards, Elkins, Hitchins, Hughes, Mrs Oakley, Oliver-Redgate, Mrs Rapnik, Miss Rhodes, Dr Walsh, Warren and Wheal.

A G E N D A

1.   APOLOGIES FOR ABSENCE

2.   DECLARATIONS OF INTEREST

       Members and Officers are reminded to make any declaration of personal and/or prejudicial/pecuniary interests that they may have in relation to items on this agenda.

       You should declare your interest by stating:

       a)   the item you have the interest in
       b)   whether it is a personal interest and the nature of the interest
       c)   whether it is also a prejudicial/pecuniary interest

       You then need to re-declare your interest and the nature of the interest at the commencement of the item or when the interest becomes apparent.

3.   MINUTES

To approve as a correct record the Minutes of the meeting of the Overview Select Committee held on 25 July 2017 (which have been previously circulated.)

4.   ITEMS NOT ON THE AGENDA THAT THE CHAIRMAN OF THE MEETING IS OF THE OPINION SHOULD BE CONSIDERED AS A MATTER OF URGENCY BY REASON OF SPECIAL CIRCUMSTANCES.

5   SERVICE REVIEWS - UPDATE

In January 2017 the Committee considered a report on proposals to share a number of services with Chichester and Horsham Councils. This included ICT, Revenues & Benefits, Customer Services, Internal Audit, Human Resources/Payroll and Legal Services.

The report recommended, and the Committee agreed, that the Council would not enter into the shared services arrangements.

The Committee also recommended a review of the services involved to be carried out as part of the Council's 2020 Vision. These reviews are either complete or subject to consultation with appropriate staff and UNISON.

The potential savings from the process amount to £320,000 per annum and at a shorter timeframe than that envisaged in the shared services work. The Committee is asked to note this update.

6   REVIEW OF CONCESSIONS

When considering its Work Programme for 2017/2018, the Committee agreed that a review of Concessions be considered at the Committee's meeting in March 2018.

To assist the Property & Estates Manager in preparing for this review, he will attend the meeting so that Members can agree its scope. This will be a verbal item.

7   DATA PROTECTION POLICIES

As part of the ongoing review of data protection policies and guidance in preparation for the requirements of the General Data Protection Regulation (GDPR), a new policy has been developed to support non-contractual home working by the Council's employees; whilst the existing policy for contractual home working has been reviewed. The Committee's views are sought on these policies which cover arrangements for regular homeworking, together with the supporting guidance for managers.

8   CABINET MEMBER QUESTIONS AND UPDATES

(i)Cabinet Members will update the committee on matters relevant to their Portfolio of responsibility.

(ii) Members are invited to ask Cabinet Members questions and are encouraged to submit these to the Committee Manager in advance of the meeting to allow a more substantive answer to be given.

9   FEEDBACK FROM THE COUNCIL TAX SUPPORT WORKING PARTY HELD ON 10 AUGUST 2017

Councillor Hitchins will present the Minutes from the meeting of the Council Tax Support Working Party held on 10 August 2017 which are *attached.*

10   WORK PROGRAMME - 2017/2018

The Group Head of Policy will update the Committee on any required changes to its Work Programme for 2017/2018. The latest version is *attached*.

(Note: *Indicates report is attached for Members of the Committee only and the Press (excluding exempt items). Copies of reports can be viewed on the Council's web site at www.arun.gov.uk or can be obtained on request from the Committee Manager.)

(Note: Members are also reminded that if they have any detailed questions, would they please inform the Group Head of Policy, Cabinet Member and/or relevant Lead Officer in advance of the meeting in order that the appropriate Officer/Cabinet Member can attend the meeting.)

<u>AGENDA ITEM NO. 5</u>

<u>ARUN DISTRICT COUNCIL</u>

<u>OVERVIEW SELECT COMMITTEE – 26 SEPTEMBER 2017</u>

Recommendation Paper

Subject   :   Service Reviews - Update

Report by   :   Nigel Lynn – Chief Executive   Report date: August 2017

<u>EXECUTIVE SUMMARY</u>

In January 2017, the Committee considered a report on proposals to share a number of services with Chichester and Horsham Councils.

This included ICT, Revenues & Benefits, Customer Services, Internal Audit, Human Resources/Payroll, and Legal Services.

The report recommended, and the Committee agreed, that the Council would not enter into the shared services arrangements.

The Committee also recommended a review of the services involved to be carried out as part of the Council's 2020 Vision.

These reviews are either complete or subject to consultation with appropriate staff and UNISON.

The potential savings from the process amount to £320,000 per annum and at a shorter timeframe that envisaged in the shared services work.

<u>RECOMMENDATIONS</u>

The Committee is requested to note and welcome the potential level of savings made from those areas included in the earlier shared service project.

1.0 <u>BACKGROUND</u>

1.1 The sharing of services with neighbouring authorities formed part of the Council's 2020 Vision work programme, as agreed at Full Council on 20 July 2016.

1.2 Over a period of twelve months, Chichester, Arun and Horsham District Councils worked together to explore the possibility of delivering services on a shared basis. Arun and Chichester were looking at joint ICT, Revenues & Benefits, and Customer Services. Horsham was working with the other two councils on proposals to share Internal Audit, Human Resources, and Legal Services.

1.3 In July 2016, the three councils approved outline business cases for sharing these services, subject to the development of detailed business cases to establish in more detail the costs, benefits and savings allocation model to be applied.

1.4 Full business cases were then produced and evaluated by senior manages and the conclusions discussed with the three council's Leaders and relevant Cabinet Members in December 2016. Leaders and Officers agreed that the work undertaken to pursue these projects had been valuable in analyzing and comparing resources, operating methods and productivity. However, they considered that the projected scale and timing of savings and the degree of difference in the Councils' operating models, resource levels and systems do not justify the costs and risks of implementation.

1.5 In assessing the risks, assumptions, implementation costs, and payback periods for each business case, the Programme Steering Board (Chief Executives and Portfolio Holders from each authority) recommended that none of the proposed business cases be progressed. It was felt much of the proposed savings could be made in-house.

1.6 Overview Select Committee confirmed this decision and asked that officers reviewed the operating models of those areas initially identified as part of the shared services programme, to make efficiency and financial savings of a similar scale and within the required timescale.

1.7 The work done since January has identified savings of approximately £320,000. These savings will be made from 2018/19 onwards, which is earlier than anticipated from the shared services project. A 5-year saving would amount to £1.6m, less any redundancy payments This exceeds the potential savings of shared services and maintains local management of the services.

1.8 Not using Arun office space for a shared service has allowed us to rent the ground floor to the Probation Service and produce income of £60,000 per annum.

2.0 <u>PROPOSALS</u>

That ongoing consultation with staff and UNISON continue with a view to achieving the projected savings.

3.0   OPTIONS

The alternative options are to:-
i.   Re-open discussions about shared services, although there is little prospect of success
ii.   Leave the services "as is" and not make savings presently but look to bring systems and hardware in line for future possible shared services.

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ARUN DISTRICT COUNCIL

REPORT TO THE OVERVIEW SELECT COMMITTEE
ON 26 SEPTEMBER 2017

SUBJECT:	Home Working Policies

REPORT AUTHOR:	Liz Futcher – Group Head of Council Advice & Monitoring Officer Rupert Webb – Service Development Manager Karen Pearce – Human Resources Manager
DATE:	August 2017
EXTN:	01903 737610/ 01903 737786/ 01903 737807

EXECUTIVE SUMMARY:

As part of the ongoing review of data protection policies and guidance in preparation for the requirements of the General Data Protection Regulation (GDPR), a new policy has been developed to support non-contractual home working by the Council's employees; whilst the existing policy for contractual home working has been reviewed. The Committee's views are sought on these policies which cover arrangements for regular homeworking, together with the supporting guidance for managers.

RECOMMENDATIONS:

It is recommended to Full Council that:

1. The Home Working Policy (Regular non contractual) as set out in Appendix 1 to the report be approved;
2. The revised Home Working Policy (Regular contractual) as set out in Appendix 2 to the report, be approved;
3. The Guidance for Managers as set out in Appendix 3 to the report, be noted; and
4. The Group Head of Corporate Support or his/her nominated representative be delegated authority to make any necessary consequential changes to the Home Working Policies as a result of new legislation or alternative practices.

1.0   BACKGROUND

1.1   The Council already has a Home Working Policy in place which covers anyone contracted to work from home on a permanent arrangement. This Policy has not been reviewed since its introduction and the opportunity has been taken to revise this to reflect current practices and latest guidance. In addition, this did not cover arrangements for those working at home on a non-contracted basis and so a second policy has been developed to cover these working practices.

1.2   With the importance of providing a more flexible working environment for staff whether this is at different office locations or at home, there is a need to formalise these working

arrangements and put clear procedures in place. The proposed policies aim to cover the key considerations that a manager will need to work through in agreeing to such arrangements as well as ensure that the requirements for health and safety, and security of IT equipment and data, is maintained at all times.

4.0 **PROPOSALS**

4.1 The proposed Home Working Policy for regular non contracted activities is set out in *Appendix 1*. This aims to set the parameters that home working arrangements need to work within, particularly the considerations for approval by the line manager; health and safety requirements; and the security of data and IT equipment. It links into the Clear Desk and Clear Screen Policy that was considered by the Committee at its last meeting on 25 July 2017.

4.2 The revised Home Working Policy for regular contracted activities is set out in *Appendix 2*. This again covers the parameters of such arrangements, however, as the staff are permanently based at home, it also highlights the considerations for insurance, communication, costs/expenses, and personal security. The Policy has been updated based on experience of permanent home working arrangements put in place, particularly in the Revenues and Benefits Team.

4.3 To support both policies, guidance for managers has been developed, as set out in *Appendix 3*. This provides the detail that managers will need to assess the suitability of home working for their teams; how they will measure performance and maintain communication; and how they will ensure that the legislative requirements for health and safety and data security will be managed, particularly when the member of staff is working at home.

4.4 The draft policies have been discussed with the Chief Executive and Directors who have confirmed their support. Unison, through the Staff Consultation Panel, has been consulted and their comments incorporated in the policies as presented. Any further views from the latest consultation with the Panel will be reported at the meeting.

3.0 OPTIONS:

1. To support the two policies as presented.
2. To not support the policies and request that additional work is undertaken and reported back to a future meeting.

4.0 CONSULTATION:

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		✓
Relevant District Ward Councillors		✓
Other groups/persons (please specify) • Unison and the Staff Consultation Panel	✓	

5.0 ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail below)	**YES**	**NO**
Financial		✓
Legal	✓	

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Human Rights/Equality Impact Assessment		✓
Community Safety including Section 17 of Crime & Disorder Act		✓
Sustainability		✓
Asset Management/Property/Land		✓
Technology		✓
Other (please explain)		✓

6.0   IMPLICATIONS:

The policies consider relevant legislative requirements and the key considerations that line managers will need to assess in determining whether to approve home working.

7.0   REASON FOR THE DECISION:

To ensure the Council is compliant with the General Data Protection Regulation.

8.0   BACKGROUND INFORMATION

None

Appendix 1

Home Working Policy
Regular non-contracted

1. Introduction

The Council recognises the importance of providing a flexible working environment for staff whilst not disadvantaging services to residents or increasing costs. Providing opportunities for homeworking also allows the Council to best utilise its resources, including its premises, with sharing or hot desking now viewed as a more cost effective solution for a large staff base.

The Council wishes to formalise its stance on homeworking and to encourage take up in order to see the following benefits…

- reduction in accommodation costs
- more responsive and flexible service delivery
- improved work-life balance for employees, leading to…
- increased employee satisfaction and morale and
- improved recruitment and retention of skilled employees
- maximisation of opportunities for people with disabilities to enter or remain in employment
- reduction in unnecessary travel and travelling costs
- reduction in traffic and carbon emissions

This document sets out Arun's main policy principles regarding non-contracted homeworking. It is accompanied by a second document which aims to provide guidance and help for managers and staff when introducing formal home working arrangements in their teams.

Arun District Council is also committed to a comprehensive policy of equal opportunities for its employees and the Home Working Policy can be read in conjunction with the Flexible Working Policy wherever relevant.

2. What is Home Working?

For some roles, work is an activity that can be done from any location, including the community, customer sites, on the move, or at home, subject to the requirements of the job and the ability to provide an appropriate IT solution.

The Council already has a Home Working Policy (Regular Contractual), which covers anyone who works at home regularly as a permanent arrangement. This policy (Regular non-contracted) aims to cover employees and teams who work flexibly across different locations, including the office where they may still have a dedicated desk, or share accommodation with their colleagues in a hot desking arrangement.

This policy covers:

- employees who take work home occasionally, on an ad hoc basis, to concentrate on a particular project or task ('working at home').
- employees who regularly work at home, but expect to come into the office at least once a week and retain an office base (either dedicated or through team hot desk provision).
- mobile or remote employees who are not tied to a particular building on a daily basis and may choose their home as an occasional / regular venue for work.

Regular contractual working at home is not covered here – please refer to the Home Working Policy (Regular Contractual).

Any changes to normal flexi-time working or working time regulations should be discussed with HR prior to commencement.

3. Key Considerations

Any work conducted away from Council offices must be approved by the employees' line manager and conform to Council data security requirements.

Line managers will decide whether a role is suitable for home working and will authorise the eform, but Group Heads carry the ultimate authority. Group Heads should ensure that teams can still function effectively and that their customers (internal and external) are not disadvantaged in any way.

There is no automatic entitlement to a home working arrangement, which will depend upon individual and service circumstances. Should an employee subject to a home working arrangement change post, there is no automatic entitlement to continue with the arrangement in the new post – a separate agreement will be required.

A proportionately higher cost or effort may be required to accommodate homeworking for someone with a protected characteristic under the Equality Act 2010. While the cost or effort must be covered by the department in question, this should not rule out homeworking for such individuals.

Where contracts refer to the Arun Civic Centre, or Bognor Regis Town Hall as a normal place of employment, this does not exclude other alternatives.

No financial allowances are available for employees who work at home under this policy. Anyone who does this is likely to benefit from time and transport savings. Likewise, the Council does not expect to provide employees covered by this policy with furniture or other office equipment for use in their home environment.

It should be noted that supervisory responsibility does not automatically exclude employees from being considered for home based working.

Should a Job vacancy arise where homeworking has been successful then the job could be advertised as 'Home working will be considered'.

Employees who are unable to work due to sickness must report their absence to their manager in accordance with the Council's Sickness Absence Management Policy. Employees may be required to attend the office for a return to work interview after a period of sickness absence.

Homeworkers must ensure that they take adequate rest breaks and complete flexi time records as if they were in the office.

4. Health & Safety

Employees are expected to familiarise themselves with health & safety requirements (available on the H&S page in SharePoint) and to set up their home work stations with regard to their own safety and the security of the information they are working on or which may available through their devices. A checklist is provided in the accompanying Manager's Guidance document which confirms that Working Time Regulations and Display Screen Equipment Regulations must be complied with – details are also available on SharePoint.

Employees must advise their manager immediately of any injuries to themselves or third parties, as well as any loss, accidents or damage involving council property, which occur whilst carrying out their official duties at home. Should damage be caused by criminal activity (e.g. theft or malicious damage), it must also be reported to the police and the police reference taken.

The employee's personal details (personal telephone number, home address, etc.) should remain confidential at all times and must not be released to clients and service users.

Employees' homes are not to be used as the location for meetings with clients and / or service users. All such meetings should be held on Council premises or at a suitable alternative venue.

Protocols for personal security should be agreed by the employee and their manager, prior to any home based working arrangements being implemented. Employees should maintain contact with their team. Electronic diaries and Mitel presence must be regularly updated to ensure that the employee's whereabouts are known. Managers have the right to visit a home workers' property with notice to ensure that health and safety rules and good working practices are being adhered to.

5. IT and Data Security

Employees working from home are personally responsible for the security of the data that they keep in paper and electronic form, and must comply with all relevant legislation and Council policies, just as if they were working in a Council office. Of particular importance are the Council's Information Security Policy and the Data Protection Act. Homeworking access must only be via the Direct Access VPN, which can be used wherever public or private Wi-Fi exists. Homeworkers must not use their own computer equipment or send council data via private email. Likewise sending data to private email addresses to work on later is strictly prohibited.

Details of the Government Security Classifications (GSC) are contained in the Council's Information Security Policy. It is the responsibility of the Information Asset Owners, in conjunction with the Senior Information and Risk Officer to ensure that personal data / information for which they are responsible has been considered and appropriately classified. All information must be subject to appropriate protection in line with its classification via approved Council security products / mechanisms. As well as the general authorisation to work from home from a line manager, there should also be a specific approval (Group Head or above) for data that is above the base OFFICIAL level (or other data deemed to be sensitive) that is to be worked on at home.

Data should only be stored on council equipment. Encrypted memory sticks can be provided by IT if required. Home working staff must not allow any other individuals, including family members, any access to Council information and services, especially through its equipment. This includes basic internet access. Any high risk information or data should not be taken home in paper format. High risk data should always be stored, accessed and worked on using secure council supplied IT equipment when outside the council offices. In those cases where this is not a viable option, Group Heads have discretion to agree individual arrangements with the staff members concerned to ensure the security of the printed information or data. This decision must be recorded with a copy retained by the Group Head and provided to the staff member.

The employee must immediately notify their line manager if IT issues impact their ability to work at home. It is the employees' responsibility to bring their computer equipment back into the office if it needs to be directly accessed by IT. In the event that an employee is unable to undertake their work from home for any reason including IT problems, the employee may be allocated alternative work or the manager can call the employee back to work in the office whilst the matter is being resolved.

Computer equipment, but not other council property, is insured by the council for use anywhere in the UK. The policy definition of computer equipment is "computer equipment and its peripheral devices including interconnecting wiring and media used for electronic

processing, communication and storage of data… in the insured's custody or control". The main policy conditions to be aware of are:

- No cover for theft or attempted theft from unattended motor vehicle unless (i) the equipment was concealed in a glove or locked luggage compartment and, (ii) all doors were locked, and (iii) all windows and roof openings are closed and fastened, and (iv) all security devices are put into full and effective operation, and (v) all keys or any other removable ignition devices have been removed.
- No cover for unexplained losses
- The insured equipment is described and valued in an inventory prepared and maintained by the council – note: the inventory is maintained by Technology Services and generally only includes equipment purchased by or supplied through them.

Employees should be encouraged to check that their own personal buildings or contents insurances are not affected by using part of their home for a business purpose, however infrequently.

If after the appropriate support and advice is given it is determined that the arrangement is proving to be ineffective, or unsafe, i.e. following a reduction in performance, or because of concerns over the employee's health, then the manager can end terminate the agreement with appropriate notice.

Should the employee wish to end the homeworking arrangement, they should speak to their Line Manager in the first instance explaining their reasons for wishing to return to permanent office working. Where the original homeworking agreement has led to a reduction in desks/office space, the manager will be allowed reasonable time to make alternative desk arrangements and the employee will continue to work from home during this period.

Staff permanently working from home wishing to end the agreement should be referred to the Home Working Policy (Regular Contractual). Where regular homeworking was agreed under the Flexible Working Policy, advice should be sought from Human Resources if either the employee or the manager wishes to change or end the homeworking arrangement.

Appendix 2

Home Working Policy
Regular Contractual

Document owned by HR – September 2017

1.   Introduction

Arun District Council is committed to a comprehensive policy of equal opportunities in employment for all categories of employees in all Service areas. Flexible working is about reviewing employees' job roles / working patterns to see whether it is possible to implement different arrangements, such as using their home as a base. Any arrangements must, however, always take into account the need for the organisation to achieve its core business purpose as efficiently as is possible.

This Policy has been developed to support the Council's programme to best utilise its resources, both staff and premises. The aim is to modernise the way employees work, while delivering improved services to residents.

Traditionally, employees are workplace-based and undertake their role at a given location. This is currently the most common working style and will continue for the majority of staff. This does not, however, preclude future changes to the arrangements in appropriate circumstances.

This document sets out the key considerations as to how management can introduce an element of home working in their teams, in a consistent manner across the Council. The Policy will be evaluated on a regular basis, to ensure it remains in line with current requirements.

2. What is Home Working?

For some roles, work is an activity that can be done from any location, including the community, customer sites, on the move, touchdown points or home, subject to the requirements of the job and the ability to provide an appropriate IT solution.

There are various ways that home working may operate, ranging from ad hoc occasions that arise and do not form a routine, to formal arrangements that are agreed by a variation to contract. Managers and staff should be aware of the Council's flexible working policy which offers a number of alternative office based working arrangements.

When considering the possibility of working at home, management / staff first need to identify what sort of home working is being suggested:-

o Occasional working at home
  Taking work home occasionally, on an ad hoc basis, to concentrate on a particular project or task ('working at home'). This is **not** covered by this policy; please see Home Working Policy – Regular Not Contracted for more information

o Mobile Workers
  Mobile or remote employees who are not tied to a particular building on a daily basis. A significant proportion of their work can be carried out in the community, at customer sites, on the move or from home. These employees will be provided with the most appropriate IT solution that will allow them to access required

information while off-site (e.g. a laptop computer, Ipad), and connect to / exchange information with the Council's systems when visiting Council offices or from home. This is also **not** covered by this policy

o Regular contractual working at home
A home-based employee is someone who can conduct the majority of their work activity at home as part of an agreed working pattern. As a consequence, the employee's home becomes their contractual base of work, although they may still be required to attend the Council's offices for appropriate meetings, training, etc. This is 'Home Working', and is covered by this Policy document.

Any work conducted away from Council offices, whether it be formal or informal, must be approved by management and conform to Council data security requirements (see Section 7).

Where the frequency of such working is significant, an employee may **not** be provided with a dedicated desk and exclusive workstation at their current normal place of work. This will be substituted by a flexible 'office facility', or hot desk, with where appropriate a lockable facility to store personal effects for that day. Mobile or remote employees can also apply for working at home.

Benefits of home working include:-
- improved recruitment and retention of skilled employees
- increased employee satisfaction and morale
- reduction in traffic
- reduction in carbon emissions
- more responsive and flexible service delivery
- maximisation of opportunities for people with disabilities to enter or remain in employment
- reduction in unnecessary travel and travelling costs
- reduction in accommodation costs
- improved work-life balance.

Managers will determine with employees, using the business case and associated templates, whether home working is a possible option, giving careful consideration to the effect of the arrangement on the Service and the individual. Employees will therefore enter into a home working arrangement through mutual agreement between themselves and their manager. Any such arrangement will be subject to an agreed trial period.

There is no automatic entitlement to a home working arrangement, which will depend upon individual and Service circumstances. Should an employee subject to a home working arrangement change post, there is no automatic entitlement to continue with the arrangement in the new post – a separate assessment / agreement will be required.

Other than location, for a contractual homeworker this Policy is based on the principles that your general terms and conditions will remain unchanged.

3. Key considerations when considering potential Home Working

3.1 Suitability of Posts

Whether a job / post is suitable for home working will be a decision for Council management.

Generally speaking, any job that does not require the majority of time to be spent in one location, does not require access to IT or equipment that cannot be provided remotely and is not high visibility (e.g. staff management, face-to-face office-based meetings, etc.) may be adapted for home working. (Jobs that involve project work, or those which provide services within the community, may in particular lend themselves to occasional working at home or remote / mobile working, as defined above).

The following job characteristics may lend themselves to home working:-
- project work
- discrete projects or functions
- relatively autonomous jobs
- jobs requiring frequent travelling
- jobs requiring high periods of concentration.
- longer commute

Managers will also need to consider the following general points when assessing a post (or some aspects of a post) for home working:-
- there should be no adverse effect on the level and quality of service to customers, the Council, the employee or their immediate team (home working should demonstrate positive benefits)
- the method / amount of home working appropriate must be compatible with the amount of face-to-face contact and direct supervision required (there will be more empowerment and a greater level of responsibility placed upon the employee)
- there must be clear objectives and measurable outputs, which are set and regularly reviewed between manager and employee (managing by outputs is a key requirement)
- work should be capable of being provided to the employee using the IT solutions, as advised by Technology Services and approved by the Council
- all data to be worked on must be assessed against the criteria of the Government Protective Marking Scheme (GPMS) and its 'protective marking' level agreed with the Group Head for Advice and Monitoring. This is a method by which data can be classified due to its sensitivity and if it contains personal information. Level 3 'Restricted' or above may only be worked on using Council-supplied equipment. At the Council's discretion, lower level data may be worked on using personal equipment, provided the risks have been assessed and appropriate security measures are in place
- if the office-based work of the employee requires the use of a GCSx connection, or other special security measures, then Technology Services must be consulted to identify whether a secure IT solution is available for home working

- costs involved should not be beyond the level that would be incurred to maintain a comparable post in the office (a business case to demonstrate this will be required)
- there should be no increase in workload for colleagues as a result of an employee working away from a team base
- their home must meet health and safety guidelines (see Section 9)
- arrangements must be put into place to protect confidential and personal information held on remote devices and at home, including any hardcopy documents required
- effective communication arrangements with home workers must be able to be put in place.

3.2   Suitability of Employees

Having established the suitability of the job for home working, the situation of the employee must then be assessed.

Home working does not suit everyone. Office dynamics and informal information flows may have a significant impact on the employee's performance. Some employees may develop better in a traditional office environment and those without very much experience in their role are likely to need closer supervision, which would not be possible if they were working from home.

It is important to ensure that there is not a distorted view of home working, by both management and employees. It is important that both the advantages and disadvantages are considered and discussed when considering the potential for home working.

It must be particularly emphasised that, where an employee is authorised / contracted to work from home it is expected that they will conduct their duties in a similar manner to that required if they were in the office. A 'work' day must not be combined with child or dependent care responsibilities. For example, in agreement with your manager, you can take your children to and from school and work for the hours in between providing you meet your contractual requirements. However we would not expect you to work whilst looking after your children. In the event of an emergency requiring such care, the employee must notify their manager with a view to agreeing alternative work arrangements (e.g. switching a working day) or using part of their allocated leave entitlement. In these circumstances both the member of staff and manager should be flexible.

There is a greater emphasis on personal responsibility to achieve outputs and work effectively at home. In assessing the suitability of employees, managers should discuss the pros and cons of home working in depth with them, to identify areas of strength and weakness and to prepare for the latter. Points to consider may include:-

- ability to meet customer needs efficiently and effectively
- self motivated
- able to organise and manage working time effectively
- flexible in approach to work location / preferred working style
- ability to work without direct supervision

- confident to work away from the workplace environment
- ability to travel to required meetings
- home and family commitments
- suitability of home for home working (space, environment, distractions).

It should be noted that supervisory responsibility does not automatically exclude employees from being considered for home based working.

Should a Job vacancy arise where homeworking has been successful then the job could be advertised as 'could be suitable for home working'.

3.3   Training Issues

Any additional training needs for home working (and remote / mobile working) must be identified and considered through discussions between the manager and the employee.

IT solutions (provided, as appropriate, via Technology Services) for home working may differ significantly from those used in the office and may not be subject to the same levels of support as for equipment that is accessible at an office location. Additional costs of training and support must be considered by management as part of the business case to support home working.

4.   Suitability of the home as a working environment

4.1   The home environment

The home environment needs to be right for home based working, which addresses the need for information security. Ideally, a separate area for work in the home should be identified (such as a spare room). This will not always be possible and should not exclude anyone from consideration for home based working, as long as the appropriate Health & Safety checks are carried out and are periodically reviewed (see Section 9).

An employee needs an environment at home which offers the following:-
- suitable "office" space, ideally a separate room but at least a dedicated space
- freedom from interruptions and distractions
- security and confidentiality
- the ability to meet Health & Safety requirements
- the ability to attend Council premises if required.

As noted above, it is not considered appropriate to combine home based working with dependent care. Management may require the employee to demonstrate that they do not have dependent care responsibilities within their contracted working hours if this is believed to be the case.

4.2   Insurance Issues

As part of the discussions / agreement of any home working arrangement, management must advise the employee and ensure that they fully understand and comply with the following:-

- in the event of an accident occurring when the employee is working at home involving injury, or damage to Council equipment, they notify their manager immediately
- management must immediately be advised of any loss or damage to Council property (including its information / data). Should this be caused by criminal activity (e.g. theft or malicious damage), it must also be reported to the police and the police reference taken
- the employee must advise management of any injuries to themselves or to a third party, which occur whilst carrying out their official duties
- furniture or equipment supplied by the Council for employees working from home (or for remote / mobile working) will be at the Council's risk and covered by corporate insurance. However, the employee will be responsible for any loss arising from misuse, abuse or wilful damage to Council equipment within their home. The employee will be required to sign a disclaimer to this effect (see appendix 5)
- employees using their own equipment must ensure that it is insured for such use through their own insurance policies. They must also check that their own personal buildings or contents insurances are not affected by using part of their home for a business purpose
- employees undertaking travel for work purposes, and when on Council business in their own vehicle, are responsible for ensuring that they have an appropriate level of insurance and periodic documentation checks will be performed by management, as per the Council's current Driving At Work Policy.
- if there are any concerns or queries concerning insurance, the issue should be raised with the Council's Insurance Officer.

5.   Managing Home Working

5.1   Management considerations

Managers need to determine the duties and responsibilities of the team and how this can be achieved efficiently and effectively when allowing home working. Some jobs will require greater communication between team members and their manager, and it is important that the method of working and organisation of duties are clearly understood by all concerned.

In order to ensure that home working is meeting the agreed requirements, managers may need to adapt their style of management from one based on conventional day-to-day contact management to "management of output".

Objectives must be clearly defined and measurable. Managers must introduce / have in place measures that enable outputs to be measured, before a home working arrangement is approved. This must include sufficient information to compare and assess individuals and teams, for inclusion as part of employee and Service performance management processes required by the Council. Such performance information should be available for appropriate inspection and review. Any unsatisfactory performance must be identified quickly and appropriate action to rectify it taken under existing Council policies.

As part of these requirements, management must consider whether service specific policies and processes need to be changed to include the different working methods. Existing job profiles may also need to be changed.

Some key points for consideration are:-
- the ultimate aim of the job
- the distinct tasks and projects
- the objectives
- the responsibilities
- the accountabilities
- any different work methods necessary must be identified
- definition and agreement of the expected outcomes
- the actual tangible work output(s) to be delivered
- qualitative measurement systems (e.g. define task, projects or objectives) / the level of detail (e.g. outline or final version)
- the standards expected
- quantitative measurement systems (e.g. agreed deadlines and / or targets / milestones)
- creation of a monitoring and review system
- application of standards and procedures to maintain quality
- ensuring arrangements are discussed and clearly agreed / documented between the manager and employee
- agreement of days / hours to be worked
- identification of any peaks and troughs in workload
- the extent to which time at work needs to be measured and recorded, including consideration as to whether the work needs to be done / outputs delivered at a particular time of day or work needs to be conducted for a specified length of time each day
- the requirements to take standard breaks and ensure that excessive hours aren't worked, to comply with working time regulations
- regularity of reporting
- agreement of requirements for regular meetings, training, etc., some of which may require attendance at Council offices.
- the 'risk' of confidential information being seen or used by other parties.

If an employee being considered for home working is subject to the provisions of flexi-time, management must agree with the employee whether it will continue while home working is in operation and how it is to be applied. Consideration will also need to be given to whether the job is likely to incur overtime and how this will be approved / monitored. Adequate documented evidence will need to be maintained by the manager and the employee for appropriate inspection or review.

Management must also consider the impact of one or more members staff undertaking home working on the other members of their team:-

- the roles of other staff whose jobs interact with that of the home worker must be reviewed, to ensure that any "knock on" effects in terms of duties, responsibilities, working methods, etc. are taken into consideration and do not have an adverse impact on office-based team members.

As with all jobs, training and support needs should be identified to meet the job's requirements. It is also important to ensure that home workers do not feel cut off from the usual development and promotion opportunities. Training may include:-

- o For the home worker
  - skills training e.g. to operate equipment
  - self-management e.g. time management, communications, career management
  - the opportunity to attend conferences, seminars or discussion groups
  - allocation of a "mentor" or "buddy" i.e. someone who has experience of home working and who provides an additional point of informal contact.

- o For the manager
  - performance management for home workers - management by objectives, setting performance standards, performance feedback, etc.
  - managing communication networks
  - career management.

As well as the contact established under ongoing management and communication needs, management should consider an office contact who will keep the home worker updated on office news, both work-related and social. These might include circulars, legal advice, professional and corporate information, copy reports, HR notices and Health & Safety information.

It will also be reasonable for Managers to revisit home workers to ensure Health & Safety and security issues are being adhered to.

Management will also need to agree the circumstances in which a visit to the home worker might be necessary or desirable and gain agreement from the home worker to permit such access.

Before any permanent home working arrangement is agreed, a trial period will be undertaken to ensure that:-

- the needs of both internal and external customers are met
- issues with the arrangement are identified, discussed and (if possible) addressed
- benefits and drawbacks of the arrangement are identified and discussed
- the arrangement is suitable for, and meets the needs of, both the Council and the employee
- any required changes are agreed.

Based upon these discussions, the arrangement may be agreed as permanent or the trial terminated and the employee returned to normal office-based working arrangements.

Management will also need to consider what the 'hot desks' arrangements should be within their department/section. For obvious reasons employees working from home will not have a dedicated office based PC. They should however have access to one if required. It is suggested that for every 3 home workers there should be one 'hot desk' and a booking system be created to prevent 2 people turning up to use the same PC.

5.2. Communication

Clear communication systems with home workers are just as important as for the office-based worker. One of the concerns relating to employees working remotely is the possibility of a feeling of isolation. It is advisable that they agree with their manager a minimum frequency of visits to their office base, taking into account the individual needs of the Service and the employee. These visits should be structured and aim to include:-

- general update of Service / team activities / briefings
- feedback on performance / update on progress towards objectives / appraisal targets
- new developments / procedures
- technical queries
- team updates.

The Council must also ensure that:-

- a system is set up to ensure the collection / delivery of work, regular updating and the distribution of papers, etc. Ideally, this should be achieved by electronic means, minimising special arrangements
- that team and corporate information distribution systems are extended, in some form, to the home worker e.g. access to Intranet, office memos, notice board material, etc.
- consideration be given to the inclusion of home workers in appropriate social occasions to sustain the informal contacts and networks.

As noted above, systems to monitor and supervise the work must be put in place by management at the outset and form part of any agreement reached with the employee. The degree to which regular visits to the office are important needs to be taken into consideration. A combination of the following methods is likely to be required depending on the work:-

- regular face to face meetings at the Council offices, or a mutually agreeable location
- regular telephone conversations, as well as e-mails and / or teleconferences
- regular progress reviews
- formal PDR's.

While attendance at Council offices should be arranged on a regular basis and adequate notice should be provided, there may be occasions where an employee is required to attend at short notice and /or outside of the normal, agreed working pattern.

Both the manager and the employee need to understand the information in this policy.

6.   Equipment and Information Technology

IT is a constantly evolving field.   Guidance in this section therefore cannot be exhaustive and depends to a great extent on the technological facilities that are currently, or imminently, available to the Council.   Requirements will also depend upon the needs of the particular job being considered for home working.   Planning the requirements in each case is a crucial pre-requisite to home working.

The equipment that the Council may need to provide depends on the type of job the home worker will be doing, but may include:-

- desktop pc, including screen, keyboard and mouse
(some roles may require twin screens)
- laptop pc, with appropriate disk encryption
(depending on the usage, a docking station and separate screen, keyboard and mouse may be required)
- laptop case (suitable for the demands of the role)
- mobile telephone / internet telephony solution
- telephony headset / microphone
- appropriate software to enable access to Council systems, anti-virus / security software, etc.
- office furniture (e.g. desk, chair, lighting)
- secure storage
- Any additional equipment provided due to Health & Safety i.e., first aid kit and fire extinguisher.

Due to security reasons printers will not be provided. All printing will be done from the Civic Centre and sections will have to consider introducing procedures to overcome any issues this entails.

Where electrical equipment is provided, the Council will arrange for this to be correctly installed and maintained. The IT Requirements and Responsibilities (see Appendix 2) must be adhered to in all home working situations. This Checklist includes protocols and guidance on:-
- provision of equipment and funding
- access to corporate information systems
- security of information and equipment
- technical support
- care of equipment.

All IT equipment supplied by the Council will be supported by Technology Services. In the event of an IT problem, the first point of contact for the user will be the Technology Services Help Desk, in the same way as if they were office-based (it is recommended for security reasons that all IT equipment is supplied by the Council).

Appropriate software will be installed to enable remote support, where possible. In the event of hardware or software faults that cannot be resolved remotely, the equipment must be returned to the Civic Centre for examination. The employee must immediately notify their line manager in the event that IT issues impact their ability to work at home, as this:-

- will adversely impact their ability to meet their work objectives and require management to agree contingency measures (e.g. working temporarily from the office)
- could impact upon other team members or the Service area
- will require arrangements to be made for equipment to be returned. This could involve additional costs to the Service or an agreed switching of days, if the employee is required to make periodic office visits.

7. Information Security

7.1 Data Protection

As part of the process for agreeing any home working arrangement, management must ensure that employees are advised of, and understand, their responsibilities in respect of the security of Council equipment and data.

Employees working from home (and remote / mobile workers) are personally responsible for the security of the data that they keep in paper and electronic form, and must comply with all relevant legislation and Council policies, just as if they were working in a Council office. The Data Protection Act in particular must be considered. Home working staff must not allow any other individuals, including family members, any access to Council information and services (including internet access).

Home working staff will also be responsible for taking adequate steps to ensure the security of Council equipment in their home.

Employees are reminded that they are required to comply with the terms of the Council's Information Security Policy while home working:-

- they must not allow their user name and password to be used to gain access to Council systems by any other party
- they must not store Council data on personal computer equipment. If data is to be stored, then an encrypted USB memory stick will be provided by the Council
- any data stored on Council-supplied equipment (e.g. laptops) must be stored in secure (e.g. encrypted) areas, as advised by Technology Services

- Council systems automatically log use of resources at work, such as the internet, e-mail and other computerised systems and this will also apply to use of Council systems accessed remotely. The Council has the right to monitor systems use - any inappropriate use may be investigated and could result in disciplinary action
- some personal use of Council equipment and facilities is allowed, as notified to all employees periodically. IT equipment for home workers is supplied primarily for business use and will be subject to the same usage restriction as for office-based staff.

8. Costs / Expenses

8.1 General

Any request for a home working arrangement will require careful consideration and the preparation of a business case to demonstrate how it will benefit the Council. As part of this, management will need to identify the costs and expenses that will be incurred for the set-up and ongoing operation of home working for an employee. These will depend on the nature and level of home working. In the case of those working regularly or permanently from home, they could include:-

- the cost of equipment required to be provided by the Council (IT, furniture, etc.)
- installation costs
- homeworkers allowance
- costs involved in the delivery and collection of work
- costs of training and communications
- cost associated with increased or changed management / supervision time
- travel costs, when an employee is required to attend the office location, outside of the agreed normal work pattern.

One-off and ongoing costs of equipment, software, etc. will be charged to the Service area and management must ensure that there is an appropriate budget available to fund such expenditure. Costs will vary, depending upon individual circumstances and requirements, as identified in this Policy. Indicative costs of the most likely items are included in Appendix 5.

As part of the business case, consideration should be given to the revenue that may be generated from the freed office space – assuming that it can be used for an alternative purpose by the Council, or rented for use by an external party.

A Home Working Business Case Checklist is attached as Appendix 3. This will provide guidance to managers in the preparation and submission for authorisation of the business case for home working proposals.

8.2 Additional Broadband & Utility Costs / Homeworkers Allowance

In order for an employee to homework they must have the appropriate unlimited broadband connection.

If a mobile phone is provided for use by the employee in connection with home working, standard Council arrangements in connection with charging will be applied to:-

- the Service for the handset / line rental
- the user for any personal calls made.

If applicable, the Homeworkers Allowance will be paid in accordance with the HMRC rate, , on a monthly basis This amount will not be pro-rated for part time staff. The employee will be required to complete a statement confirming that they have incurred additional costs. No evidence of these costs are required (see Appendix 5).

Included in the Homeworkers Allowance will be;

- any additional costs incurred by the employee in terms of energy and other utilities at their home
- any existing and ongoing rental on equipment belonging to the employee, such as the phone line for access to the internet
- any additional costs in home insurance

Should an employee be off sick for a period of more than 3 months then only 50% of the Homeworkers Allowance will be paid. If they are still off sick after 6 months then no allowance will be paid.

The cost of moving or installing equipment, if the employee subsequently moves home will be met by the Council.

It is expected that all the IT equipment will be provided by the Council, unless approved solutions allow the use of equipment owned by the employee and suitable existing equipment is available.   Any personal equipment will not normally be supported by the Council and employees will be responsible for ensuring that appropriate warranties, insurance and support arrangements are available.

8.3   Taxation

Equipment supplied and reimbursements paid by the Council, solely for the purposes of home working, will be tax free.

Where the employee can demonstrate that he / she has incurred any other expense 'wholly, exclusively and necessarily' as a result of his / her employment, then it may be possible to claim tax relief from HM Revenue & Customs. This is entirely a private matter to be settled between the individual employee and the tax authorities.

8.4   Car Mileage / Travel Allowances

Where a home working arrangement is entered into, the employee's home becomes their contractual work base for each day on which they are required to work at home, as per the work patterns agreed and advised as a Variation to their contract of employment.

Any home to office travel expenses for days on which they are contractually required to attend the office work-base will not be reimbursed. In the event that travel is required, outside of this arrangement, it will be reimbursed through standard Council arrangements. This will include:-

- travel to the work-base on non-contracted days at the request of management
- travel to client / remote sites at the request of management
- travel to external training events.

8.5   Evidence of Expenditure

It is the duty of the employee to obtain appropriate receipts and to present these to line managers for approval and reimbursement of any expenses incurred. The employee must ensure that appropriate documentation is retained and can be produced for inspection / review upon the reasonable demand of managers, Internal Audit or authorised external agencies (such as HM Revenue & Customs). Failure to do so could result in a retrospective assessment to Income Tax and / or clawback of expenses.

8.6   Ownership of Equipment

Equipment (and any documents and material) supplied by the Council shall remain the property of the Council and must be returned immediately when:-

- employment is due to end
- it ceases to be used e.g. through long-term sickness, maternity leave, career break, etc.
- any home working trial / pilot or contractual home working arrangement ends
- management requests its return.

Employees must allow the Council to retrieve such equipment as necessary, and all equipment must be returned in working order and good condition subject to any normal 'wear and tear'.

8.7   Employee Responsibility

It is the responsibility of the employee to ensure that they are aware of the impact of a change to home working on their domestic arrangements and payments, before agreeing to a trial or permanent arrangement. While advice may be provided by the Council, it will be up to the employee to confirm that they do not become liable to additional charges due to a change of use in setting up a 'home office' space:-

- Council Tax – this type of home working should not affect the calculation / payment of Council Tax
- Utility charges – certain utility companies may consider that the use of a home for work purposes incurs business charges, rather than a domestic tariff. Please note that any additional utility charges incurred will be included in the Homeworkers allowance .
- Planning Regulations – as long as the home is first and foremost a residence, planning permission should not be required
- Insurance - confirmation that home and motor insurance are adequate for the revised working arrangement should be obtained, particularly if equipment is to be transported in the employee's car.

9.   Health & Safety

9.1   Employer and Employee Responsibilities

The Council has a general duty to protect the health, safety and welfare of its employees under the Health and Safety at Work Act 1974, etc. and this applies whether employees are working in a conventional office, at home or remotely. This general duty is qualified by the principle of "so far as is reasonably practicable". In other words, the degree of risk in a particular job or workplace needs to be balanced against the time, trouble, cost and physical difficulty of taking measures to avoid or reduce the risk.

Managers and employees are advised that they should follow the Health & Safety Requirements (contained in Appendix 1), which provides guidance on the risk assessment documentation that must be completed and be available for inspection, covering home working locations / arrangements. These requirements have been compiled in consultation with the Council's Corporate Health & Safety Officer and will be amended to meet any future legislative changes.

Managers must ensure that employees undertake an initial general home and workstation self-assessment. Following completion of these, managers should determine if a full risk assessment is required, including identification of any hazards and decide whether enough steps have been taken to prevent harm to the employee, or anyone else who may be affected by that work, BEFORE home working commences. Where there are any concerns / doubts, the Council's Corporate Health & Safety Officer should be consulted and consideration given to a site visit by the appropriate manager and / or Corporate Health & Safety Officer to confirm that the arrangements are adequate.

It must be emphasised that the employee has a responsibility for his / her own actions and omissions, which may affect safety. Employees must therefore take due care and attention and ensure any equipment provided is utilised and cared for appropriately, so as not to impair the safety of themselves or others. Any health and safety issues arising or identified whilst working at or from home must be notified to their manager or the Corporate Health & Safety Officer immediately.

Working Time Regulations and Display Screen Equipment Regulations must be complied with – details are available from the Council's intranet site.

Whilst it is a matter of trust, Managers may decide to revisit a home workers property to ensure that regulations are being adhered to.

9.2   Personal Security

The employee's personal details (personal telephone number, home address, etc.) should remain confidential at all times and must not be released to clients and service users. It is therefore essential that an employee's home is NOT used as location for meetings with clients and / or service users. All such meetings should be held on Council premises or at a suitable alternative venue. (As noted elsewhere in

the Policy, in certain circumstances there may be a requirement for the employee's manager and / or the Council's Corporate Health & Safety Officer to visit the employee's home to review the current arrangements).

If the Council has provided a mobile phone, or separate telephony arrangements have been installed specifically for the home worker (either a fixed line or via the Internet), then the number / contact details may be passed on to clients / service users, as appropriate. In the absence of such arrangements, the office number should be used for contact purposes.

Protocols for personal security should be agreed by the employee and their manager, prior to any home based working arrangements being implemented. Employees should maintain contact with their team and electronic diaries must be regularly and frequently updated to ensure that their whereabouts are known. Employees visiting or contacting clients must ensure that they refer to the Council's Customers of Concern register, to ensure that they are not exposed to vulnerable or violent situations.

10.   Contracts

The Council has the same legal obligations towards home workers as it does towards other employees. Although general terms and conditions of employment for home workers are the same as for office-based staff, employees will be required to sign a new Variation to their Contract including the additional points relating to home working.

Home working agreements will be on a pilot / trial basis for an agreed period (generally between 3 and 6 months) during which time a decision can be taken that the home working arrangement is practicable or that it should cease, with the employee reverting to their previous working arrangements.

Managers must also agree and specify an ongoing review period with the employee to ensure that the needs of internal / external customers and of the employee continue to be met.

Management must liaise with Human Resources staff to ensure that the letter of agreement / contract covers all appropriate areas. This will depend on the particular circumstances, but may include:-
- start date (and end date if appropriate)
- pilot / trial period
- review period and Council / employee rights to terminate the arrangement
- working pattern / hours of work
- statement of broad objectives
- work to be undertaken and how performance is to be monitored / assessed
- Health & Safety requirements
- provision of equipment and ownership
- security / confidentiality of information
- supervisory arrangements
- sickness arrangements

- availability for contact, meetings, etc.
- frequency of visits to the office required
- payment of allowances / expenses (if applicable)
- personal responsibilities
- arrangements for return of Council's property when contract of employment terminates
- options and procedures for home workers to return to employment at the Council's normal workplace.
- should the home worker leave Arun then all equipment should be returned to the Council. If the home worker transfers a to different role within the Council then this process should be followed in ascertaining if the new role is suitable for home working.

Where a home working arrangement is agreed, the employee's base will become their current home address. The arrangement is not transferable to a different address without the formal agreement of the Council and the completion of new checks on suitability, H&S, etc.

Such an arrangement will also only apply to the employee's current post. If an employee applies for another post, it must be on the basis of the working arrangement / location as per the job advertisement. There is no automatic right to continue working at home in a different role – a separate application and assessment of suitability will be required.

Where a home (or remote) working agreement is in place, management will need to keep this in mind when considering future recruitment for the same or similar posts

In the event of organisational change, any decision to amend / remove a position will be made in accordance with current Council policies and home workers must be treated in exactly the same way as office-based staff.

Employees who are unable to work due to sickness must report their absence to their manager in accordance with the Council's Sickness Absence Management Policy. Employees may be required to attend the workbase for a return to work interview after a period of sickness absence at the appropriate location.

If after the appropriate support and advice is given it is determined that the arrangement is proving to be ineffective i.e., reduced performance, there is the provision for the council to terminate the agreement following due consideration.

The Manager must give reasonable notice in relation to their contract of employment, so that arrangements may be made for a return to office-based working. All Council equipment is on loan to the employee and must be returned if the home working arrangement is terminated.

In exceptional circumstances, it may be necessary for the employee to be given a shorter period of notice, or no notice of termination of a home working arrangement e.g.:-

- where there is serious concern regarding the application / abuse of the Policy action will be taken under the Councils disciplinary procedures for which a sanction maybe enforced.
- where there is concern regarding a serious Health & Safety issue.

Action may also be taken under the Council's Disciplinary Procedures where an employee is found to be abusing or contravening the policy / home working arrangement.

11.   Applying for Regular Contractual Working from Home

In situations where the Manager requires the employee to work from home on a permanent basis, for reasons as stated in section 2, the manager would in practice be looking to vary the contract of employment and advice should be sought from Human Resources as to how this should be approached.

If the employee wishes to make a request to work from home on a permanent basis, then an application should be made via the Flexible Working Policy taking into account the points raised in this policy.

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Appendix 1

Health & Safety Requirements - Guidance for Managers and Employees

Home working places joint responsibilities under Health & Safety Legislation on the home worker and the Council. Prior to agreeing home based working, the following requirements must be met:-

What the law requires	Home worker's responsibilities	Manager's responsibilities
Health, Safety & Welfare Employers have a duty to protect the health, safety and welfare of home workers	Ensure the home work area remains safe, and report any concerns or risks to line manager immediately	With the member of staff, complete a risk assessment of the work activities and work area involved. A pro forma is available on the Council's intranet Homeworking Self Assessment Form
Electrical Equipment Employers are responsible for the maintenance of electrical equipment supplied for use by a home worker	To report any concerns about the safety or condition of electrical equipment provided by the Council for use at home. Employees are responsible for their domestic electrical system and for ensuring any personal equipment used for work is kept in good repair by a competent person	Ensure electrical equipment provided by the Council for work use at home is checked at the correct intervals
Display Screen Equipment Employers have a duty to ensure display screen equipment used by home workers is safe and does not adversely affect the user's health	Complete a workstation checklist to identify any adjustments or equipment required. The Checklist is available on the intranet Health & Safety Policy and Guidance - Display Screen Equipment	Provide relevant equipment if required. Choice of Laptop or desktop computer will depend upon long it is being used Particular attention needs to be taken if employees are undertaking mobile working from home. For example 'tough' laptops may be required for planners or surveyors making site visits
New and Expectant Mothers Employers are required to risk assess new and expectant mothers who work at home	Home workers who are pregnant, have given birth in the previous 6 months or who are breast-feeding must inform their manager so that an appropriate risk assessment can be completed	Complete an individual risk assessment for new and expectant mothers, using the risk assessment pro forma, available on the Council's intranet New and Expectant Mothers Risk Assessment

First Aid Employers are responsible for the provision of a basic First Aid kit	Take steps to prevent accidents by ensuring the home work-area remains safe and report any concerns or risks to manager	Provide a basic first aid kit
Accidents Employers have a duty to ensure they are informed of (and record) work-related accidents, injuries and dangerous occurrences	Take steps to prevent accidents by ensuring the work area at home remains safe. In the event of an accident associated with home working activity, this must be reported to manager	Keep a record of work-related incidents using the appropriate accident report form available on intranet Accidents & Incidents Procedure and Guidance

Any concerns identified by the employee and / or manager should be discussed with the Council's Corporate Health & Safety Officer. When the Corporate Health & Safety Officer, line manager and home worker are satisfied with the safety arrangements in the home, action can be taken to progress the home working request.

Risk Assessment

The Risk Assessment involves identifying hazards relating to the work activities of a home workers and ascertaining that sufficient steps have been taken to prevent harm to them, or anyone else, affected by their work. The Risk Assessment must address:-

- are the premises suitable for the intended home working?
- is the work area well lit, sufficiently ventilated, heated in the winter and cool in the summer?
- is the designated area sufficiently large and suitable for the work activities?
- is there suitable furniture belonging to the home worker to use for the work activity?
- will the Council have to supply furniture e.g. for compliance with the Health & Safety (Display Screen Equipment) Regulations 1992?
- is there an adequate power supply in a safe condition?
- how will the equipment be supplied, maintained and where necessary, tested (e.g. following the initial workplace check)?
- are the floor coverings in the proposed working area suitable for the work activity and will not create slipping or tripping hazard?
- is there safe access and egress from the work area?
- how will the home worker control persons having access to the work area?
- will the work activity involve handling loads?
- will the work activity involve the use of hazardous substances?
- will the work activity involve the use of a VDU / display screen?
- is the fire loading of the proposed work area increased? Consider the supply of smoke alarms or fire extinguishers (suitable training on the use of fire extinguishers will be required if supplied)
- home visits to be arranged by the line manager or Corporate Health & Safety Officer to undertake a safety check / inspection e.g.:-
  - following the initial work place check, arrange at least an annual visit to carry out a safety check / inspection
  - Union safety representatives may wish to carry out a safety inspection individually, with the line manager and / or Corporate Health & Safety Officer
  - Health & Safety Executive Inspectors enforce the Health and Safety at Work Act and have a right to visit home workers to ensure those risks from work and working at home are adequately managed.

Under the **Control of Substances Hazardous to Health** (COSHH) Regulations 2004, a COSHH Assessment is required to be undertaken for any hazardous substances or materials supplied by the Council for use by the home worker. If a COSHH Assessment is required, the manager / employee should contact the Corporate Health & Safety Officer for advice.

Electrical Checklist for home workers using equipment supplied by the Council for home working. (Training to undertake the checking of electrical equipment is available for staff upon request):-

Checks Required	Yes / No
1. Has the Council checked that the domestic electrical system ratings are adequate for the electrical equipment to be used in the home?	
2. Is the electrical equipment turned off before it is checked?	
3. Are the plug casings damaged?	
4. Are the plugs wired correctly?	
5. Is the outer covering of the cable or wire caught where it enters the plug or equipment?	
6. Is there any damage to the outer casings of leads, wires or cables?	
7. Is there any brown mark or staining on the equipment leads, cables or plugs which would suggest overheating?	
8. Is the outer cover of equipment damaged (e.g. are there any loose parts or missing / loose screws)?	
9. Are there any trailing wires / cables around your workstation? If there are trailing wires, they should be secured behind the workstation or the workstation re-positioned to eliminate / reduce tripping hazards from trailing wires / cables.	
10. Has the equipment been electrically tested? (Check the date of testing on the label attached to the equipment).	

Handling Loads

Handling loads can cause serious injury, particularly to the back. The home worker must reduce the need to lift and carry items to an acceptable level. When lifting, it is necessary that good techniques are used which can help reduce the risk of injury and support can be provided to the home worker by way of a manual handling awareness course. In appropriate circumstance, suitable lifting aids (e.g. trolleys) can be provided to allow the load to be moved more easily.

Workplace Documentation

The following documentation should be available in home working locations:-
- a copy of the Risk Assessment and checklist
- a copy of the list of equipment used in the working area, together with a schedule of tests undertaken with dates and results of the last test
- a copy of the HSE leaflet 'Health and Safety Law, What you need to know'
- copies of COSHH assessments (if applicable)
- a copy of the HSE leaflet' 'Getting to Grips with Manual Handling'

<div align="right">**Appendix 2**</div>

IT Requirements - Guidance for Managers and Employees

Staff and their managers should discuss their IT requirements with Technology Services, to ensure that an appropriate solution to fit the circumstances can be provided and that all appropriate costs are taken into consideration. **It is strongly recommended that the Council provide the IT rather than the home worker** but the following guidance is provided to raise awareness of the issues that should be considered:-

PC Provided By:	Advantages:	Disadvantages:
Arun District Council	• Supported by Technology Services • Can be used for sensitive data, subject to adequate security measures • Anti-virus software provided and updated when connected to the Council's network	• Must be returned to the Council if a problem cannot be resolved by remote support • Cannot be used by anyone other than the employee • Can only be used for approved non-work purposes • No software can be loaded by the user
Home Worker	• Can be used for own purposes, subject to appropriate security for Council information • Can be used by other family members • Can load own software onto PC	• Can only be used to work on less sensitive information, subject to adequate security measures • Own licensing and support arrangements must be made • Appropriate anti-virus software must be maintained by the user • Could lead to downtime if adequate support arrangements are not in place

• Where appropriate, the choice of approach should be negotiated between the home worker / manager and Technology Services to agree the most appropriate solution, taking into consideration the sensitivity of the data to be worked on
• staff wishing to home work should not be forced to provide their own equipment
• home working should only be considered when the manager and staff member have satisfactorily completed the checklist below and agreed the key responsibilities, which should be formally signed to show acceptance
• the manager and employee should both keep copies of the signed documents for their records
• the original copy of the signed documents will be held by Technology Services.

Item:	Comments:
Has the staff member had adequate training to use the PC at home and software confidently when unsupervised?	
Has the staff member signed up to and understood the Council's Information	

Security Policy and Internet & E-Mail Acceptable Usage Agreement?	
Has a risk assessment been completed to ensure security of hardware, software, and Council information? Have issues raised been addressed, or agreed mitigating actions implemented?	
Have the systems / data to be worked on been identified and their 'protective marking' level been agreed with the AIG / Head of Information Management?	

IT Security Risk Assessment

Item:	Comments:
What Council systems / data will the home worker require access to?	
What are the agreed 'protective marking' levels?	
Is Council-supplied or personal equipment to be used? (If the classification is level 3 'restricted', or higher, then Council-supplied equipment MUST be used)	
What are the security risks? e.g.:- - unauthorised access - loss of equipment / data - viruses / malware	
What security mechanisms are in place to address the risks?	
What additional security mechanisms / mitigating actions are required to allow home working?	
Who will address these and by when?	
Completed by:- Manager Employee	
Confirmed by:- Information Technology Manager	

Key Responsibilities

In most cases, it is firmly believed that the best option for home working will be to use IT equipment provided by the Council. This will ensure that appropriate equipment and support is available to the user and the Council will be satisfied that licensing, anti-virus, etc. arrangements are being met. Where personal equipment is being used, such arrangements will be the responsibility of the user (and will be a condition of the home working agreement) – Technology Services will only supply sufficient software / mechanisms for the user to securely access approves systems / data from their machine.

Manager:	Council:	Home Worker:
Ensure the home worker is adequately trained to enable effective use of IT equipment and to access the required systems / data	Provide training, as appropriate	Confirm they are aware of security requirements, etc. Identify any areas of uncertainty and raise with manager for resolution
Ensure adequate IT equipment / software is in place	Council-supplied equipment:- Provide, configure and demonstrate appropriate hardware, software and security mechanisms to enable the user to access the required systems / data Ensure appropriate encryption, anti-virus, etc. arrangements are in place Ensure all software is appropriately licensed and support arrangements are advised to the home worker	Confirm arrangements are appropriate and understood. Advise manager and / or Technology Services of any issues experienced Ensure user name(s) and password(s) secured and access is not allowed to family / visitors
Ensure all appropriate forms, checklists, risk assessments, etc. are completed and required actions taken before home working is agreed / commences	Ensure systems / data to be accessed are assessed and the solution recommended / implemented meets security requirements	Ensure appropriate licences, warranties, anti-virus software, etc. are in place and maintained Ensure Council login details are kept secured Ensure no Council data is stored on personal equipment
Ensure home working requests and supporting documents are provided to Technology Services and appropriate arrangements are agreed	Confirm that all appropriate Council equipment is returned Cancel remote access arrangements, as appropriate	Report any damage to equipment, accidents, sickness, etc. as required by the Policy
Ensure business case has been completed and that appropriate budget / funding is available	Personal equipment:- Provide and demonstrate / provide mechanisms to access required systems and data. Provide any additional equipment eg headset or encrypted USB stick	Ensure pc (Council or personal) does not remain logged-on to Council systems when unattended
In the event a trail or home working arrangement is terminated, ensure all appropriate equipment is returned and rentals terminated		Advise manager promptly if a home working arrangement is to cease e.g. at end of trial, change of post, leaving, etc.
Ensure arrangement is		

subject to review and a periodic home visit to ensure H&S requirements continue to be met, equipment / data is secure and undamaged, etc.		

Home Working Business Case Checklist

In considering any request for home working, a business case must be raised by the line manager of the employee(s) involved, for authorisation by the appropriate Service Head / Assistant Director. In preparing the business case, consultation is likely to be required with:-

- the home working applicant
- Technology Services staff
- Corporate Health & Safety Officer.

As a minimum, the Business Case prepared must include the following information:-

o Purpose
- Justification of why the home working arrangement should be approved, based on the estimated costs involved and the anticipated business benefits to be gained. The business / financial benefits should outweigh the costs
- This should include any relevant caveats, or additional information e.g. that it will be for a trial period, that the post involved already has staff home working, etc.

o Background / Reasons
- Who has requested the arrangement and who (manager, etc.) supports the request

o Benefits
This should include all relevant information e.g.:-
- What service does the role and team (if they are part of one) provide – how this is currently undertaken
- Is the role common to a number of employees, who could also be considered for home working (should they desire)?
- What are the expected business benefits of the proposed home working arrangements?
  - Employee
  - Team / Service
  - Community / customers
- Will there be an increase in productivity, efficiency or quality of service?
- Will there be financial savings (short / long term)?

o Costs
This should include all relevant information e.g.:-
- What are the anticipated set-up costs (one-off / annual)?
- Have the IT solutions been agreed (council or personal equipment) and costs obtained
- Have additional costs for the home environment been identified, to ensure H&S requirements are met?
- Have any additional costs e.g. in respect of management / supervisory time, travel allowances, etc. been identified?
- Has an appropriate budget been identified (including external funding, where appropriate)?

o General
- Have all appropriate assessments and checklists required by the Policy been completed?
- Have any issues identified been addressed or mitigating actions agreed?
- Have the proposed changes been assessed to ensure that there is no detrimental impact to other team members and internal / external customers?

In compiling the Business Case, the following checklist includes the main areas for consideration (as contained in the Policy):-

Item:	Involved / Consulted:			
	Employee	Manager	Technology Services	H&S
Suitability (Section 3)				
Has the post / job role been assessed and confirmed as suitable for home working?				
Has the individual employee and their circumstances been assessed and confirmed as suitable for home working?				
Is it clear that a home working day cannot be combined with child or dependant care?				
Have any training needs been identified and costs included? **(*)**				
Home Environment (Section 4)				
Has a suitable 'office' space been identified for home working and assessed for suitability?				
Are insurance arrangements clear / understood?				
Managing Home Working (Section 5)				
Have proposed work patterns been agreed, including requirements to attend the office?				
Have objectives / outputs and how these will be monitored / performance assessed been agreed?				
Has the impact on other team members been identified and considered?				
Have arrangements for flexitime / overtime been agreed?				
Has a trial period / review been agreed?				
Have communication arrangements been agreed?				
Equipment & IT (Section 6)				
Has any additional furniture, etc. required for the home office been identified and costs included? **(*)**				
Has an IT solution, appropriate to the circumstances, been identified, agreed and costs included? **(*)**				
Information Security (Section 7)				
Have Data Protection Act and information security requirements been identified and understood by both the applicant and management?				
Have Council systems / data to be worked on at home been assessed and the IT solution confirmed as appropriate?				
Costs / Expenses (Section 8)				
Have appropriate one-off and ongoing costs been identified and included in the Business Case – including purchase / installation of equipment, broadband rental, etc.? **(*)**				
Has an appropriate budget been identified within the Service area for the costs / expenses involved?				
Have any financial benefits (e.g. rental of office space) / cost savings been identified and included in the Business Case?				
Has the employee been made aware of expenses / allowances that they may claim, the documentation required and their responsibilities to ensure that their personal arrangements / costs are not adversely impacted?				

Health & Safety (Section 9)				
Have appropriate H&S assessments taken place (including a home visit, if appropriate) and any issues raised been addressed? **(*)**				
Have arrangements for personal security of the employee been discussed and agreed?				
Contracts (Section 10)				
Have appropriate contract variations been advised to the employee, which will be included in a formal Variation to their Contract of Employment of the arrangement is approved? **(*)**				
Have requirements to comply with appropriate Council policies, as if they were an office-based employee, been discussed and understood (e.g. sickness reporting, accident reporting, etc.)?				
Has the process for review of the arrangement and rights to terminate a trial / contractual arrangement by either the employee or manager been explained and understood?				

Items marked (*) – commitment to / actual expenditure and variations to contract should not be progressed until a Business Case / home working arrangement has been approved.

Appendix 4

A R U N
DISTRICT COUNCIL

Name …………………………………

Payroll number ………………………

Homeworkers Allowance

For an employee to be reimbursed for any additional household expenses such as gas / electricity / water / insurance or broadband charges because they are required to work from home, they are requested to answer the following questions;

1.   I confirm that I have incurred additional household expenses   YES / NO

I have incurred these expenses because;

2.   The facilities required to fulfil my job are only available at home   YES / NO

3.   My current contract of employment states that my office base is at home.   YES / NO

4.   It would be unreasonable for me to travel to my main place of work daily.   YES / NO

Signed …………………………… (employee)

Dated ……………………………

Notes: Allowance to be paid / not paid

Signed ……………………………   (Manager)

Equipment Disclaimer

By signing below, I agree to accept liability for the equipment listed below. I understand that should any loss arising from misuse, abuse or wilful damage occur whilst the equipment is in my possession or I fail to return the equipment at the appropriate time, I will be held fully responsible and liable for the full amount of the repairs/replacement of the equipment.

Description of Item

…………………………………………….. Date……………………………..
Employee Signature

………………………………………………Date……………………………
Manager Signature

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Appendix 6

Advice & Guidance

Relevant legislation and other documentation that relates to home working and is considered as part of the Home Working Policy and any arrangements entered into includes:-

- Health and Safety at Work Act 1974
- Management of Health & Safety at Work Regulations 1992 (as amended 1999)
- Provision and Use of Work Equipment Regulations 1998
- Health & Safety (Display Screen Equipment) Regulations 1992
- Manual Handling Operations Regulations 1992
- Control of Substances Hazardous to Health (COSHH) Regulations 2002 (as amended 2004)
- Occupational Safety and Health (Electricity at Work) Regulations 2009
- Data Protection Act 1998

Details of the above legislation may be obtained via the internet and key issues may also be included in appropriate areas of the Council's intranet site.

Home workers remain in the employ of Arun District Council and are therefore expected to work within the parameters of all Council Policies which include:-

- Accident and Incident Reporting
- Flexible Working Policy
- Flexible Working Arrangements (Flexi-Time)
- Overtime Policy
- Corporate Health & Safety Policy
- Code of Conduct for Employees
- Sickness Absence Management Policy
- Leave Policies
- Disciplinary Procedures
- Information Security Policy
- Internet & E-Mail Acceptable Usage Agreement

Details of the above policies, etc. may be obtained via the Council's intranet site.

Further Health & Safety guidance may also obtained from the Council's intranet site, or the Corporate Health & Safety Officer.

Appendix 3

Home Working Policy
Guidance for Managers

Document owned by HR. September 2017

1. Introduction

The number of days or hours that an employee can work from home can vary widely and is largely at their line manager's discretion. Home or remote working can be just an afternoon away from the office to facilitate writing a report with fewer disruptions, or it can be for most of the time, with the staff member only returning to the office for team meetings, training or 121s with their line manager.

The Council has two policies for homeworking. These are Home Working Policy (Regular Contractual) and Home Working Policy (Regular Non-contracted). This document is intended to be a companion guide to the latter, but some elements may be useful for staff on both schemes. A manager's first step is to decide which policy best fits the style of homeworking in question. A basic distinction is that the former policy expects the staff member not to have a desk in the office and to have some level of furniture provided for a dedicated home workstation, while the latter covers less formal homeworking arrangements. It is still possible for a staff member to work from home for most of the time under the latter policy.

The way homeworking staff are managed will influence whether homeworking will be a success. Some managers find managing homeworkers more difficult than managing office staff. On the one hand, it may appear easier if staff spend more time in the office, but on the other, the potential benefits of homeworking arrangements may outweigh this. Motivated homeworking staff can be among the most productive across the Council, while freeing up valuable office space either as an individual, or as part of a team arrangement. The opportunity to achieve these benefits should not be dismissed out of hand.

At a basic level, each manager will have to decide which members of the team can and want to work from home. Then decide how the team's work will fit together with any new arrangement, how the team will communicate with each other and the rest of the organisation and how often they will meet, either remotely or in the office, both as a team and as individuals with their line manager.

2. Building trust

A lack of trust has been found to be the greatest barrier to achieving successful homeworking. For it to stand any chance, there should be a healthy relationship of trust and confidence between homeworker and manager, as well as other teams and individuals. This can be a challenge for managers who prefer to have employees in sight and supervise face-to-face so they can actually see if employees are having difficulties, working too much or not enough. Such managers can question whether staff who cannot be seen are committed and productive. Concerns of this nature can be legitimate and may need investigating, but an entrenched attitude of this nature can be a challenge to constructive business change.

Performance management of staff who work from home should be consistent with that of office staff, so it would be advisable to focus all assessments on work produced and whether or not objectives have been met. If a manager has concerns, they should have a quiet word first as this may clear up misunderstandings or help them understand the

problem. The manager can then provide support if necessary. But, if the homeworker's performance does not improve, the manager may need to act further in line with the Council's disciplinary or capability policies.

3. Supervising work performance

Managers should make sure that homeworkers, as well as those they cooperate, liaise with and report to all fully understand what is expected of them and how they are all expected to work together. Effective communication arrangements with home workers must be put in place and there should be no increase in workload for colleagues as a result of an employee working remotely.

All parties are likely to have to try harder to foster these connections than they would if they were based in the same workplace. Also, staff who work from home may need to make extra effort to keep colleagues up-to-date on how their work is progressing and to offer help to others in building a spirit of co-operation. Managers should try to spread homeworking across the week. Staff will naturally tend to favour working at home on Mondays and Fridays and, while this is not an issue in itself, it may become one if everyone works at home on the same day.

Managers can find it more difficult to manage homeworkers if they prefer to rely on assessing performance by what they see staff doing, or the number of hours spent at work. For example, a manager may be accustomed to overhearing good phone conversations, or having minor discussions about workloads and challenges throughout the day.

It is advisable to judge staff who work from home mostly on the quantity and quality of the work they produce, or other agreed work objectives, rather than the hours they keep or their perceived availability as a result of IT use. For example, a manager may find it more beneficial to focus on the number of customers handled, cases completed, or other work targets. Staff who work from home need to be clear on how they will be managed and appraised on performance.

There must be clear objectives and measurable outputs, which are set and regularly reviewed between manager and employee. It is best to agree in advance when and where manager and homeworker will meet to review performance. In some circumstances it can help if staff keep a diary outlining the time they spend working and on what, and meet up regularly with their line manager to review progress on work or any concerns.

It is also advisable for a line manager to monitor homeworkers to make sure they do not over-work. Some staff who work from home can feel the need to work too hard as justification for working from home. A manager who recognises that a homeworker is over-working should have a quiet word with them as a first step towards getting them back on the right course, so they take breaks and do not work excessive hours. Managers should also be mindful that mental health issues are much higher among people who are isolated from others for significant periods.

4. Communication

This can be another challenging area, as research has found that office-based managers tend to communicate more frequently with office-based staff than home-based staff. They also use different methods to communicate with staff in different locations, e.g. office-based managers are more likely to talk to staff in the office, but use the phone to those based at home. While this may be obvious, it helps managers to be aware of this and to minimise the differences wherever possible.

Before any homeworking arrangement is approved, a manager should explain to the prospective homeworker how information, ideas and feedback should be shared among their team. This might be through email, phone, instant messaging, SharePoint discussion boards, regular planned face-to-face meetings, or a blend of these. Other non-standard applications should not be considered without discussing them first with IT.

Managers will need to come to an agreement with homeworkers not only over how, but when and where contact will be made. These arrangements should be reviewed regularly to ensure they are working for everyone involved. In practice, managers should try to keep in touch with all staff through the same system, or at least one for homeworkers and one for office workers, otherwise, running the team could become overly complicated and less effective.

Generally, a homeworker should work the hours agreed with their manager. Depending on what is agreed, there may be some flexibility on when the homeworker works outside core hours, but this will also be dependent on network availability. It can be helpful for staff working from home to establish a system where colleagues are aware of their day-to-day availability – SharePoint can facilitate this, as can a regularly updated Outlook calendar and use of the Mitel presence indicator. In the same way as contact with on-site workers may occasionally take place out of hours, staff working from home may need to be contacted flexibly. However, it is important to remember that simply because someone is a homeworker does not mean they are available 24/7.

It is good practice for homeworkers to attend regular meetings in the office. Frequency will depend on the demands of the business – it might be weekly, fortnightly or monthly. Managers *could* expect homeworkers' attendance at these regular meetings – under which circumstances they should only be excused if the manager gives permission for business reasons or because of approved absence for personal reasons. However, the homeworker might still be able to join in through a telephone or video conference and managers must decide which method works best for their team. It should be made clear that employees refusing to attend team meetings 'because they are homeworkers' is not acceptable.

Research shows that employees reporting the greatest job satisfaction and work-life balance are those who work from home some of the time and from the office for the rest, or working at different locations including home. Combining working from home and the office can also prove to be the best blend from the manager's point of view, with the organisation benefiting from increased productivity while team relationships remain

effective and some overheads can be reduced. Making the most of technology and having support and procedures in place for when it breaks down are key factors in successful homeworking.

It is acceptable to run a trial period and to meet to discuss the impact before finalising homeworking arrangements. Any arrangement should be reviewed regularly by the manager to make sure it continues to meet both the business's and the employee's personal needs. The most successful arrangements are carefully thought through, with clear supporting procedures and managers and staff who are all committed to making homeworking work. Once homeworking is introduced, any scepticism or suspicions from managers or work colleagues needs to be addressed.

5. General Considerations

Having established the suitability of the job for home working, the situation of the employee must then be assessed. Home working does not suit everyone. Office dynamics and informal information flows may have a significant impact on the employee's performance. Some employees may develop better in a traditional office environment and those without very much experience in their role are likely to need closer supervision, which would not be possible if they were working from home. It is important to ensure that there is not a distorted view of home working, by both management and employees. It is important that both the advantages and disadvantages are considered and discussed when considering the potential for home working.

It must be particularly emphasised that, where an employee is authorised to work from home it is expected that they will conduct their duties in a similar manner to that required if they were in the office. A 'work' day must not be combined with child or dependent care responsibilities. For example, in agreement with their line manager, an employee could take their children to and from school, then work for the hours in between, providing they meet their contractual requirements. In the event of an emergency requiring child care, the employee must notify their manager with a view to agreeing alternative work arrangements (e.g. switching a working day) or using part of their allocated leave entitlement. In these circumstances both the member of staff and manager should be flexible. Homeworking should be limited for new employees, or those still on probation.

Effective homeworking requires a greater emphasis on personal responsibility if output is not to be reduced. In assessing the suitability of employees, managers should discuss the pros and cons of home working in depth with them, identifying areas of strength and weakness, along with suitable contingencies. Points to consider may include:
- ability to meet (internal and external) customer needs efficiently and effectively
- self motivated
- able to organise and manage working time effectively
- flexible in approach to work location / preferred working style
- ability to work without direct supervision
- confident to work away from the workplace environment
- ability to travel to required meetings
- home and family commitments
- suitability of home for home working (space, environment, distractions)
- availability or cost of suitable IT equipment

Ideally, a separate area for work in the home should be identified (such as a spare room), but this will not always be possible and should not exclude anyone from consideration for home based working as long as the appropriate Health & Safety criteria are met and are periodically reviewed.

An employee needs an environment at home which offers the following:
- suitable "office" space, ideally a separate room but at least a dedicated space
- A broadband link with a minimum 10 Mbps capacity
- freedom from interruptions and distractions
- security and confidentiality
- the ability to meet Health & Safety requirements
- the ability to attend Council premises if required.

As noted above, it is not considered appropriate to combine home based working with dependent care. Managers may require the employee to demonstrate that they do not have dependent care responsibilities within their contracted working hours if this is believed to be the case.

Managers should give consideration to the type of IT equipment used by home workers at all likely working venues. As a general rule of thumb, truly ad hoc homeworkers will probably be OK with just their laptop computer, however a single additional monitor, plus an external mouse and keyboard can be provided for home use. Procurement of any additional monitors, docking stations, etc is at the departments' choice and expense and should be considered as part of a personal "business case" for each potential homeworker or team. Managers and employees should make themselves aware of display screen regulations and ensure that any equipment is used safely and in a way that minimises injury risks.

Where an employee requires the use of a phone for homeworking this should be a softphone. It is not sufficient to use a personal mobile phone as this will affect their availability and the way this is portrayed to other staff. Micolab client status must be set to "Working from home". The status "Do not disturb" is not suitable as it prevents any urgent contact, for example from IT about virus warnings. Homeworkers must have their chat feature enabled for urgent contact.

Printers will not be provided for home use. All printing will be done from Council offices and departments will have to consider how to overcome any issues this creates. Ideally, most data will be provided electronically and requirements for hardcopy information will be minimised – as in the office, any printed or other paper records that are in use must be safely locked away when not being worked on.

All IT equipment supplied by the Council will be supported by Technology Services. In the event of an IT problem, the first point of contact for the user will be the Technology Services Help Desk, in the same way as if they were office-based. Outside normal office hours, homeworkers must record any faults or issues on the Richmond remote helpdesk system. Responses will not be until the following day for out of hours faults and it must be recognised that in this circumstance homeworking may have to be cancelled in favour of office based work.

6. Health &Safety

Home working places joint responsibilities under Health & Safety Legislation on the home worker and the Council. Employers have a duty to protect the health, safety and welfare of home workers, while employees must ensure that they work safely, their work area remains safe, and that they report any concerns or risks to their line manager immediately. As a general rule, managers and employees should consider the same points with their home environment as with the office environment.

Managers and staff should work through the following list of bullet points and ensure that they have read and understood their responsibilities as well as any relevant guidance provided:

- are the premises suitable for the intended home working?
- is the work area well lit, sufficiently ventilated, heated in the winter and cool in the summer?
- is the designated area sufficiently large and suitable for the work activities?
- is there suitable furniture belonging to the home worker to use for the work activity?
- are the floor coverings in the proposed working area suitable for the work activity and will not create slipping or tripping hazard?
- employees should take steps to prevent accidents and to report them to their line manage immediately should they occur.
- is there safe access and egress from the work area?
- how will the home worker control persons having access to the work area?
- managers and homeworkers should discuss the increased feeling of isolation experienced by some homeworkers and its potential effects on mental health. How can this risk be minimised?
- will there be an expectation of different working hours? Any changes to flexi time arrangements or to working time regulations should be discussed with HR prior to commencement.
- managers should be aware of the risk that homeworkers may overwork to justify the need for homeworking.
- has the employee contacted their home insurers to see if their premiums are affected by homeworking?
- is there an adequate power supply in a safe condition?
- how will council equipment be supplied, maintained and where necessary, tested?
- the employee is responsible for safety and maintenance of their own equipment, broadband, electrical points, etc, that will be used for homeworking.
- has the employee reviewed the IT Security Policy to see what differences homeworking might introduce to their security arrangements or IT access?
- has the employee read the SharePoint section on DSE? Some ad hoc homeworkers may only be provided with laptops at home. Do they understand how to minimise muscular skeleto injuries and strain with this equipment? A plug in keyboard and mouse can be provided at minimal cost top the department and may help considerably with this.
- employers are required to risk assess new and expectant mothers who work at home as well as in the office.

- will the work activity involve handling loads?
- will the work activity involve the use of hazardous substances?
- is the fire loading of the proposed work area increased? Consider the supply of smoke alarms or fire extinguishers (suitable training on the use of fire extinguishers will be required if supplied)

Any concerns identified by the employee and / or manager should be discussed with the Council's Corporate Health & Safety Officer.

Item No. 9

<u>COUNCIL TAX SUPPORT TASK AND FINISH WORKING PARTY</u>

<u>10 August 2017 at 4.30 pm</u>

Present: Councillors Hitchins, (Chairman), Elkins, Mrs Oakley and Mrs Rapnik.

Councillor Dingemans was also present during the meeting.

1.   <u>Apologies for Absence</u>

Apologies for absence had been received from Councillors Edwards and Oppler and also from the Deputy Leader of the Council and Cabinet Member for Corporate Governance, Councillor Wensley.

2.   <u>Declarations of Interest</u>

The Monitoring Officer has advised Members of interim arrangements to follow when making declarations of interest. They have been advised that for the reasons explained below, they should make their declarations on the same basis as the former Code of Conduct using the descriptions of Personal and Prejudicial Interests.

<u>Reasons</u>

- The Council has adopted the Government's example for a new local code of conduct, but new policies and procedures relating to the new local code are yet to be considered and adopted.
- Members have not yet been trained on the provisions on the new local code of conduct.
- The definition of Pecuniary Interests is narrower than the definition of Prejudicial Interests, so by declaring a matter as a Prejudicial Interest, that will cover the requirement to declare a Pecuniary Interest in the same matter.

Where a member declares a "Prejudicial Interest", this will, in the interests of clarity for the public, be recorded in the minutes as a Prejudicial and Pecuniary Interest.

Councillors Mrs Oakley and Rapnik declared their Personal Interests in Agenda Item 5 (Local Council Tax Reduction Scheme) in so far as they claimed the single persons discount in respect of their Council Tax.

3.   <u>Minutes</u>

The Minutes from the last meeting of the Working Party held on 7 February 2017 were approved by the Working Party as a correct record and were signed by the Chairman.

4.   Local Council Tax Reduction Scheme

The Working Party received a report from the Benefits Manager which reminded Members that following a formal consultation, the Council had amended the Council Tax Reduction (CTR) scheme with effect from 1 April 2017. Changes to the scheme formed part of the Council's overall Vision programme. The scheme continued to provide financial assistance to Council taxpayers who had low incomes.

Following the various changes made to the scheme for Year 5, the Working Party had expressed the view that no rush should be made into making changes for 2018, but that it should firstly monitor the effects of the Year 2017 scheme first. The Benefits Manager was asked to report the results from the 2017 billing exercise to the next meeting of the Working Party.

The report before Members provided a summary of the initial impact of the changes made. This showed that at the end of July 2017, 41.81% of the annual council tax debit had been collected compared with 42.08% by the end of July 2016. Although this was a slight decrease in performance overall, it was not possible to directly attribute this to the changes made to the local scheme.   The table set out within the report illustrated that in cash terms collection had increased from £39,288,484 to £41,601.156.

In discussing this, Members recognised that although there had been an impact on some claimant's ability to pay, the collection of council tax had not been adversely affected, as highlighted above. Also, there were sufficient funds available to help those struggling to pay. Guidance on the operation of the Discretionary Relief scheme had been developed and attached to the report for Members' information. To date there had been 99 applications for help under this scheme with 30 applications being successful totalling £3,523.96 of relief being awarded. The reasons for the 69 unsuccessful applications were explained to Members.

In view of the additional council tax collected, Members noted the positive outcome from the changes made to the scheme for 2017 and that council tax collection had not been adversely impacted by the changes. Despite this, the Working Party agreed that it would be of benefit to carry out further evaluations of the current scheme covering the next few months so that a formal recommendation could then be made to the Overview Select Committee in November 2017.

(The meeting concluded at 4.51 pm)

OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2017/2018

Date of Meeting: 26 SEPTEMBER 2016			
Policy/Strategy Reviews			
Agenda Items	**Subject**	**Lead Officer/Member**	**Comments**
1	Service Reviews - Update	Nigel Lynn – Chief Executive	**Deferred from 25 July to 26 September 2017**
2	Data Protection Rules – Homeworking Policy	Liz Futcher – Group Head of Council Advice & Monitoring Officer April Heasman [Trainee Solicitor]	**Stage Two submitting various Policies to the Committee for approval**
3	Concessions Review – Scoping the Review	Paul Broggi – Property & Estates Manager	**Ahead of the Review in March 2018**
Performance Reviews			
4	Feedback from the Council Tax Support Working Party [10 August 2017]	Sue Priest [Benefits Manager]	**Annual Review**
Contractor/Partner Performance Reviews			
	There are no items for this meeting		
Partner Reviews			
	There are no items for this meeting.		
Feedback from Joint Scrutiny in West Sussex			
5	There are no items for this meeting		
6	There are no items for this meeting		
Holding Cabinet to account			
7	Cabinet Member Questions and Updates	All Cabinet	
Work Programme			
8	Work Programme 2016/17 – Update	Jackie Follis [Group Head of Policy] and Jane Fulton [Committee Manager]	

OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2017/2018

Date of Meeting: 21 NOVEMBER 2017

Policy/Strategy Reviews

Agenda Items	Subject	Lead Officer/Member	Comments
1	Leisure Strategy Update	Robin Wickham [Group Head of Community Wellbeing]	**Agreed when setting 2016/17 programme**
2	The Council's Filming/Photographic Policy	Jackie Follis – [Group Head of Policy]	Deferred from 30 May 2017 due to Parliamentary Election
3	HRA Business Plan – Update	Philippa Dart – Director of Services	To identify how various projects are progressing within the Plan following approval by Full Council in September 2017
4	New Council Priorities – 2018-2022 and proposed set of accompanying Corporate Plan and Service Delivery Plan (SDP) indicators	Nigel Lynn – Chief Executive	

Performance Reviews

	There are no items for this meeting		

Contractor/Partner Performance Reviews

	There are no items for this meeting		

Partner Reviews

	There are no items for this meeting.		

Feedback from Joint Scrutiny in West Sussex

5	Feedback from Meetings of HASC held on 29 September and 9 November 2017	Cllr G Blampied	
6	Feedback from the Meeting of the Sussex Police and Crime Panel held on 6 October 2017	Cllr M Clayden/Cllr A Cooper	

Holding Cabinet to account

7	Cabinet Member Questions and Updates	All Cabinet	

Work Programme

8	Work Programme 2016/17 – Update	Jackie Follis [Group Head of Policy] and Jane Fulton [Committee Manager]	

OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2017/2018

Date of Meeting: 23 JANUARY 2018

Policy/Strategy Reviews

Agenda Items	Subject	Lead Officer/Member	Comments
1	Council Budget – 2018/2019	Alan Peach [Group Head of Corporate Support]	

Performance Reviews

2	Corporate Plan 2013-2017 Performance update for April to September 2017	Gemma Stubbs [Executive Assistant to CEO]	
3	Service Delivery Plans – Quarter 2 Performance Out-turn Report for April to September 2017	Gemma Stubbs [Executive Assistant to CEO]	

Contractor/Partner Performance Reviews

	There are no items for this meeting		

Partner Reviews

	There are no items for this meeting.		

Feedback from Joint Scrutiny in West Sussex

4	Feedback from Meetings of HASC held on 17 January 2018	Cllr G Blampied	
5	Feedback from Sussex Police and Crime Panel Meeting held on 19 January 2018	Cllr M Clayden/Cllr A Cooper	

Holding Cabinet to account

6	Cabinet Member Questions and Updates – focus for this meeting on reviewing performance against the Corporate Plan	All Cabinet	

Work Programme

7	Work Programme 2015/16 – Update	Jane Fulton [Committee Manager]	

OVERVIEW SELECT COMMITTEE
WORK PROGRAMME – 2017/2018

Date of Meeting: 20 MARCH 2018			
Policy/Strategy Reviews			
Agenda Items	**Subject**	**Lead Officer/Member**	**Comments**
1	Engineering Services Annual Review - tbc	Roger Spencer [Engineering Services Manager]	Scrutinising performance over the winter months on coastal and drainage matters
2	Concessions Review	Paul Broggi [Property & Estates Manager]	**Requested by the Vice-Chairman [January 2017]**
3	Section 106 Funding	Karl Roberts [Director of Place]	**Requested by the Committee on 30 May 2017**
Performance Reviews			
	There are not items for this meeting		
Contractor/Partner Performance Reviews			
	There are no items for this meeting		
Partner Reviews			
	There are no items for this meeting.		
Feedback from Joint Scrutiny in West Sussex			
4	Feedback from Meetings of HASC held on 8 March 2018	Cllr G Blampied	
Holding Cabinet to account			
5	Cabinet Member Questions and Updates	All Cabinet	
Work Programme			
6	Work Programme 2017/18 – Update and Ideas for Work Programme 2018/19	Jackie Follis [Group Head of Policy]	