



MERSEYSIDE RECYCLING & WASTE AUTHORITY

AGILE WORKING POLICY & PROCEDURE

The Agile Working Policy and Procedure is applicable to all employees of Merseyside Recycling & Waste Authority.

1. Scope

- 1.1 This policy sets out the agreed approach to agile working, including:
- The expectations of all employees of the Authority
 - The agreed principles of agile working and factors to consider when adopting these new ways of working whether setting up or adjusting agile working arrangements.
 - Links to additional supporting material, and the Performance Management Framework.

2. Introduction

- 2.1 This way of working, referred to as agile working, requires a new way of thinking about work that focuses on what an employee is expected to deliver (the outputs). It provides the employee with autonomy to decide where, when and how this can be achieved to optimise performance and do their best work whilst ensuring the needs of the Authority are met.
- 2.2 Merseyside Recycling & Waste Authority is committed to providing a framework that is fit for purpose and that supports new ways of working. Agile working will be designed to support modern, efficient and more flexible ways of working including the ability to 'hot desk' within our designated office space, working at home or from another suitable location.
- 2.3 In addition to location-based flexibility (the 'where'), new ways of working can also offer time-based flexibility (the 'when') to enable employees to better manage the changing demands of work.
- 2.4 By thinking differently about work, we will need to adapt how we approach work (the 'how') and this includes communicating with colleagues who are working at different locations, accessing documents electronically or taking part in video conferences rather than attending meetings in person.
- 2.5 Wherever, whenever and however the employee works, they will need to work smarter, to meet the needs of the Authority and deliver better services to our stakeholders.
- 2.6 The extent to which an employee may be able to adopt agile working will be entirely dependent on the function and the requirements of the role, as well as the technology available to support such working arrangements. As such, the parameters within which choice can be exercised will be determined by the line manager and can vary from team to team and week to week.
- 2.7 This document is designed to help employees think about new ways of working and outlines the key principles of agile working. It provides information for both the employee and the line manager and highlights any areas to consider when adopting agile working practices.

3. Principles

3.1 The overarching principle of agile working is that:

'Work is an activity, not a destination'

3.2 Whilst managers will focus on the required output, employees have the flexibility on how it is delivered. Employees are trusted and empowered to choose the most appropriate time, work setting and access to technology to suit the nature of the task and their personal preferences.

3.3 Managers will set the parameters for agile working in accordance with the organisational function requirements of the team and they will establish specific protocols for preferred communication channels.

3.4 Employees will be expected to adopt agile working principles wherever this is deemed appropriate for the role, thus flexibility becomes the norm rather than the exception, although the extent to which it is adopted may be discretionary.

3.5 Any concerns about performance or the way agile working is being exercised, will be dealt with by line managers in accordance with the Authority's policies and procedures.

4. Hours Worked (When)

4.1 The hours an employee is contracted to work will not change as an agile worker, but they will have some flexibility, within the constraints of the service and their role, as to when they work. Merseyside Recycling & Waste Authority has a duty of care to its employees and must comply with Working Time Regulations. Therefore, the employee must ensure they do not exceed their contractual hours. Line Managers will still update the Authority's Time Recording System (Clockwise) with their actual days worked and will monitor the activities of their team to ensure that staff are complying with their agreed contractual hours.

4.2 In exceptional circumstances, individual employees maybe required to undertake specific projects or pieces of work previously agreed with their Line Manager which may exceed their normal contracted 36.5 hour per week. If this occurs, then it is at the agreement of the Line Manager to afford 'accrued hours' to the employee that can be taken as Time off in Lieu at a later date or paid overtime. Any accrued hours or time off in lieu must be recorded by the Line Manager, on the Time Recording System.

5. Flexible Working Arrangements

5.1 Working in an agile way does not affect the employees' statutory right to apply for flexible working arrangements (i.e. part-time working, compressed hours) and any such application should be submitted to the line manager as usual. For further information, refer to the Authority's Worklife Balance Policy found in the controlled document library.

6. Work Locations

6.1 If It is anticipated that many employees will be able to work at home or at the main office location. If employees wish to work from a place other than their home or office, they must get prior approval from their line manager. The pattern of work is entirely dependent on the requirements of the Authority and can vary from team to team and week to week. This is not likely to be a set pattern and will be at the discretion of the line manager. The employee may be required to attend a place of work when they had planned to work at home or elsewhere and this may be at short notice. All employees must be available to attend the office location when required unless they have pre-booked and approved annual leave.

6.2 If employees are provided with specific IT equipment and it breaks down, they may be required to work at the main office until the problem can be rectified. At the first sign of I.T issues or

equipment failure employees must contact Liverpool City Region Combined Authority (LCRCA) I.T via the helpdesk portal or by calling 0151 330 1616.

7. Policies and Procedures

- 7.1 All existing terms and conditions of service, policy and procedures remain the same and will apply to agile workers in the same way as permanent office-based employees. This includes misuse of I.T. equipment, data protection regulations, sickness reporting etc.

8. Performance

- 8.1 Agile working can bring a range of benefits for both the employer and the employee, but it needs to be properly managed to be successful. The Authority's Performance Management Framework (PMF) will detail how employee's performance will be assessed. The PMF will concentrate on outputs and delivery and not just presence in the office or the hours worked. This relies less on traditional line management styles and more on collaborative working through the agreement and regular monitoring of clear, realistic and achievable performance objectives.
- 8.2 Under the PMF, the line manager will agree with the employee their set goals and deadlines for tasks and then review how well the targets are being met, giving prompt and regular feedback.
- 8.3 The employee will need to consider how they will manage their workload to ensure they optimise the time they are working from home or elsewhere, and factor in the need for face to face interactions or any other commitments that require physical presence in the office environment. It is important to remember that the same standards of behaviour that are expected in the workplace to continue to apply when the employee is working in a more agile way, including working from home.

9. Communication

- 9.1 It is important the employee has arrangements in place for effective and regular communication between their line manager and colleagues, to develop and maintain relationships and ensure they feel supported and remain motivated to achieve the agreed outcomes for that period. They must make the most of the technology available to them and should agree with their line manager what will be used and when, to enable them to communicate/stay in touch, be visible and connect with them, the rest of their team, colleagues, Members of the Authority and stakeholders in other parts of the organisation.

10. Health and Safety

- 10.1 When working away from the main office location, the employee should ensure good practice is always adhered to in relation to health and safety and in accordance with Authority's policies.
- 10.2 Employer obligations directly relate to the work the employee is undertaking and as such The Authority will be responsible for the management of a Portable Appliance Testing (PAT) service for any equipment supplied i.e. computer. However, it should be noted that employees may be asked to attend the main office periodically for checks to be undertaken, in particular all PAT testing for LCRCA issued laptops will be carried out by a member of the LCR CA I.T team. Other matters are the responsibility of the employee i.e. the safety of their home electrical system.
- 10.3 The LCRCA I.T team will be able to help and assist with issues relating to any faulty ICT equipment that has been issued to the employee to enable agile working.
- 10.4 The Authority will provide all the necessary equipment to enable agile working. The employee will be required undertake the appropriate Workspace Assessment Document to ensure their workstation set up is suitable.

11. Property Risks and Liability Insurance

- 11.1 ICT, telephones and other items of equipment supplied by the Authority for the purposes of agile working will be covered by the Authority's insurance policy. The Authority will replace equipment if it's broken, lost or stolen, except, in circumstances where the employee is found to have been negligent; for example, (i) a laptop computer stolen because it was left on the back seat of a car (ii) equipment or property is damaged caused by children/pets or other employees whilst in the employees possession. In this instance the employee may be required to replace the equipment on a like for like basis.
- 11.2 The Authority's assets (both IT and information) should not be put at risk whilst the employee is working away from the main office location. Therefore, the employee must ensure that the general security of their home is adequate to store Authority assets issued to them and they should consider identifying a secure drawer or cabinet in their home in which assets can be stored when not in use.
- 11.3 If the employee is regularly working away from the main office location, it is their responsibility to ensure from their own home building and contents insurers, that their insurance policies are valid.

12. Security and Confidentiality

- 12.1 When working away from the main office location, the employee should ensure good practice is always adhered to in relation to security and confidentiality of information and in accordance with the Authority's policies in particular:
- Data Protection Act 2018 Policy
- 12.2 Wherever the employee works, their environment and activity must not pose a risk of breaching the Data Protection Act 2018, Freedom of Information Act 2000 or Computer Misuse Act.
- 12.3 Employees are responsible for the security of equipment, software, files and any other information in their possession. Appropriate consideration must therefore be given to ensuring that the Authority's assets (IT and information) remain secure, including that information either on-screen or in paper form cannot be overlooked or accessed by third parties and that conversations are not inadvertently overheard.
- 12.4 If working away from the main office location, employees should ensure that any private documents or information is secured away when not in use and that passwords and any St Helens financial system phones are kept secure. If the employee is disposing of confidential information that is no longer required, they must ensure they use a cross-cut shredder to dispose of sensitive papers or use the confidential disposal service available at the main office location.
- 12.5 If the employee needs to print any official information, they will need to plan to do this in the office and carefully consider if this needs to be transported away from the office in paper format. Do not email private or sensitive information to any home computer in order to print at home.
- 12.6 Authority equipment is supplied for Merseyside Recycling & Waste Authority employee use only and therefore must not be used for personal use by the employee or any family members.
- 12.7 Agile workers will be transporting their laptop/device from one place to another regularly and will be expected to take their equipment home each day to ensure flexibility and business continuity can be maintained.