

# SMART WORKING FRAMEWORK

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INVESTOR IN PEOPLE

| <b>Contents</b>              | <b>Page</b> |
|------------------------------|-------------|
| <b>1. Scope and Purpose</b>  | <b>3</b>    |
| <b>2. Introduction</b>       | <b>3</b>    |
| <b>3. General Principles</b> | <b>4</b>    |
| <b>4. Further Guidance</b>   | <b>4</b>    |

## **1. SCOPE AND PURPOSE**

- 1.1 The Council recognises that by establishing a more flexible workforce it would enhance the service that can be provided to our customers by being more accessible and extending our availability to reflect the needs of our customers.
- 1.2 At the same time we recognise that the Council and our employees would benefit from working more flexibly including the hours they work, how they work and increasingly where they work. By introducing more flexible ways of working we can improve employment opportunities for our employees.
- 1.3 We are working towards getting the best out of our existing and new employees and providing an excellent service. We are also assisting employees to balance their personal circumstances, responsibilities and interests more effectively with their employment commitments and we are focused on reducing accommodation costs by reducing the office space we need. The policies under this Framework are a step towards supporting these aims.
- 1.4 The aims of the Framework are to support flexible ways of working, improve the customer experience, increase efficiency and improve recruitment and retention of staff. It aims to support work-life balance and to suit the particular needs of all parties and services concerned.
- 1.5 The appropriateness of the application of the Policies to all employees will vary from role to role, team to team, directorate to directorate and individual circumstance. They would not usually apply to casual or agency workers or consultants.
- 1.6 The individual Policies include;
  - Flexible Working including Flexible Retirement
  - Homeworking
  - Flexi Time Scheme

## **2. INTRODUCTION**


- 2.1 Work is increasingly being seen as an activity that can be done from any location, including the community, customer sites, on the move, touchdown points or home. Whilst it is accepted that not all jobs or employees may be suitable for such arrangements, each situation will be considered on its own merits.
- 2.2 For guidance, the main options are as follows and requests will be determined by your Director/Assistant Director/Line Manager, based on service need, existing arrangements and the role in question;
  - Permanent Homeworking: Roles that can deliver their responsibilities to the same standard or higher from home and the home environment is suitable for work.
  - Permanent Mobile/Home Worker: There is a mobile element to the role where work can be delivered to the same standard or higher out of the office and the home environment is suitable for work.



- Permanent Mobile/Office: There is a mobile element to the role where work is delivered out of the office but there is some requirement for office presence.
  - Fixed Home Working Pattern: The role demands some office presence and the home is suitable for working on specific days.
  - Ad hoc Home Working: The role demands office presence for the majority of the time but the role can be delivered to the same standard by introducing an element of flexibility.
  - Roaming Office: The role demands an office presence but not a fixed location.
  - Full Time Owned Desk: The role requires a static position so face to face contact is easy and time efficient.
  - Workplace not Office - Location based Working: Face to face service delivery out of office environment i.e. co locating to a library or other facility to deliver a service.
  - Flexible Working: Any of the above options but an alternative working pattern is agreed i.e. flexible retirement part-time, compressed hours, job share or different start and finish times. (This list is not exhaustive).
- 2.3 Managers may wish to consider promoting the opportunities for Smart Working arrangements for a role as part of a recruitment campaign. It is likely that the arrangements will initially be on a temporary basis to allow a review to take place as to the suitability of the arrangements and the employee.

### **3. GENERAL PRINCIPLES**

- 3.1 All Smart Working requests will be made through the Flexible Working Policy. Additional advice and guidance on homeworking can be found in the Homeworking Policy.
- 3.2 Employees will not have an automatic entitlement to alternative working arrangements; not all roles within the authority are suitable for Smart Working arrangements. The Assistant Director/Line Manager will make the final decision as to whether the role is suitable for Smart Working.
- 3.3 The first stage in deciding whether a role is suitable to Smarter Working is for the Assistant Director/Line Manager to establish whether the proposed arrangements would provide better customer and service performance than existing arrangements currently allow. If they do not, alternative working arrangements can be considered if both customer and service performance are at least no worse than current arrangements provide. The Assistant Director/Line Manager will make this assessment and the decision.
- 3.4 Paramount to the Assistant Director/Line Manager making any decision for Smart Working is the impact on service delivery and also the overall working arrangements of the team.

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- 3.5 When work is being carried out in the home employees will not combine work with care of dependents during working hours; the 'roles' are to be kept separate, otherwise homeworking will not be agreed.

#### **4. FURTHER GUIDANCE**

- 4.1 Further guidance on the operation, interpretation and application of the Framework is available from HR.
- 4.2 Where relevant, each of the Policies has its own HR and Manager Toolkit which provides additional guidance, template letters and aids. The Toolkits can be found on the intranet.