



## SMART Working

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Classification: SEC1 - Routine

## Document Location

This document is held by Tamworth Borough Council, and the document owner is HR.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

## Revision History

Revision Date	Version Control	Summary of changes
June 2022	V1	A new policy for SMART Working

## Key Signatories

### Approvals Creation and Major Change

Name	Title	Approved
Appts & Staffing		

### Approvals Minor Change and Scheduled Review

Name	Title	Approved
Anica Goodwin		
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### Approval Path

#### Major Change

Originator  
 Owner  
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 Appts & Staffing Committee

#### Action

HR  
 Head of Paid Service  
 Consultative Group  
 Corporate Approval  
 Council Approval

#### Minor Change

HR  
 TULG  
 Director

Submission  
 Consultative Group  
 Delegated Approval

### Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

### Distribution

The document will be distributed through Astute as a MANDATORY policy and will also be available on the Intranet.

### Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

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## 1 Introduction

Tamworth Borough Council (TBC) is committed to adopting modern flexible working practices where appropriate to do so. SMART working is an extension of agile working and uses new technologies and the development of existing technologies to improve both job performance and job satisfaction. It is a flexible approach to meet the needs of both the organisation and the individual.

The principles associated with this way of working are often:

- Flexible working to fit the needs of the business whilst maximising the use of assets and space.
- Work is done at the most efficient location based on task, customer needs, individual and the team.
- Staff will either be home based, site based where their work cannot be delivered from home or a hybrid worker who has a blend of home, office or site based work.
- Office space will be allocated to activities/outcomes rather than to individuals – creating ‘collaborative space’ for team/colleague sessions.
- Maximised use of technology continued to support virtual collaborations.
- Back-office space with digital booking solutions that includes hot desks, designated desks for specific activities and scalable meeting space with flexible ICT systems already in situ.
- Performance management by outcomes, outputs and objectives.

SMART working improves service delivery with:

- Greater productivity and efficiency
- Reduced costs
- Retention and recruitment
- Reduced travel commute and environmental impact
- Savings in property costs

## 2 Scope

This policy applies to all Tamworth Borough Council employees whose role has been designated as home or hybrid. It provides advice and good practice to enable employees to work from home effectively and safely. Some roles lend themselves to homeworking more readily than others. Therefore roles have been designated as home, hybrid and site based, assessed by the tasks and activities of each job role. Not all jobs are suitable for home or hybrid working, however all job will be considered on its own merits.

Following consultation with Chief Officers, managers and employees under the Recovery & Reset SMART Working work stream, **Appendix 1** outlines the designations by job role.

This policy provides a framework of understanding how homeworking and hybrid working operates and outlines what needs to be in place to ensure the health, safety and wellbeing of employees.

The policy should be considered alongside the Council's other policies, in particular, those relating to Human Resources, Health and Safety and ICT and Information Security.

It should be noted that SMART Working is not the same as a flexible working agreement. If an employee wishes to make a more permanent change to their hours and working pattern, this must be requested through the Flexible Working policy.

### 3 Definitions

**Site based** – the employee's duties **cannot be carried out at home** e.g., Cleaning, Castle, Arts & Events, Street Scene, Tamworth Information Centre, Scheme Managers, Customer Services reception. Sites can include Tamworth Borough Council and non-Tamworth Borough Council property e.g. Sandy Way Depot, Castle, Assembly Rooms, Enterprise Centre, Wates office, Engie office, this list is not exhaustive.

It is recognised that some site workers may infrequently work from home, for example, to complete concentrated activities such as report writing. A home working allowance will not be paid in this instance.

**Home based** – The majority of the employee's duties **will be carried out at home**, however, employees will be contractually required to attend the site on **two days per month** for team meetings, 121 meetings, etc. Employees may also be required to attend a site for meetings, collaborative work or to undertake work related activity/activities. Site attendance will constitute no more than 40% of working time and includes the contractual 2 days per month.

**Hybrid** – There is a requirement for **some** of the employee's duties to be carried out at home and some on site. Site attendance will constitute more than 40% of available working time which includes the contractual two days per month site attendance.

TBC recognises the value of face-to-face contact through two days on site mandated attendance for home and hybrid workers. This brings the ability to see, hear and learn from colleagues, enhances team building, allows learning from one another and offers the opportunity to see colleagues from other departments. It will also provide managers with the opportunity to make use of dedicated time to have 121's and identify where more support, training or coaching may be required. These sessions help build and shape company culture, build a high performing organisation and provides a further opportunity to engage and connect with each other e.g. share knowledge, generate new ideas, problem solve, build new relationships and meet new members of the team in person etc.

Furthermore, TBC recognises that a proportion of staff are employed on a part time basis and are not able to attend site on both of their team's designated two days. The rota is inclusive and all part time employee's shift patterns have been checked to ensure they have the opportunity to attend site. In the event of multiple part time shift patterns in one team, which means this is not achievable, the line manager will discuss this with affected individuals.

#### **4 Suitability of role and how TBC assess how and where work will be done**

For all new roles the Head of Service and line manager will make an assessment based on the criteria outlined above. This assessment will be based on role activities and where the activity needs to be undertaken. Designations will be reviewed after one year to ensure assignments are correct.

#### **5 Expectations of employees**

- Work independently and on their own initiative.
- Motivate themselves.
- Ensure their home working environment is conducive to effective and safe working,
- Complete projects within set deadlines and engage with line managers on any performance discussions.
- Manage workload effectively.
- Cope well under any new pressure posed by working at home or in a hybrid manner.
- Adjust to new work practices.
- Ensure they are fully contactable during their working hours.
- Maintain contact with all affected by their work.
- Manage their calendar and activities to keep the number of essential business related journeys to a minimum and actively consider whether meetings can be virtual in order to contribute towards the Council's net carbon commitment.
- Attend site on rostered days for team days.
- Inform their line manager as soon as possible in the event of accidents, incidents or dangerous occurrences whilst working at home and ensure it is logged in accordance with the Accident & Incident Reporting Procedure.
- Indicate availability to colleagues - for example update Teams icon with 'Available', 'Away', 'in a meeting', etc. and maintain the Outlook Calendar.
- Provide reasonable notice in the event of moving house and carry out a new risk assessment for the new working environment.
- Ensure that they adhere to all confidentiality requirements in respect of Council business in line with the Data Protection Act 2018 and UK GDPR.
- To attend the agreed site for IT software/hardware updates.
- Have due care and attention for the IT equipment provided for the home.
- Report any concerns relating to their home working environment, new or ongoing ill health conditions or working arrangements immediately.

#### **6 Expectations of managers**

- Managers will need to familiarise themselves with this policy and ensure fair and consistent application of this policy.
- Managers need to determine how work will be monitored, produced and delivered.
- To lead on employee wellbeing and report any issues of concern at the earliest opportunity.

- Ensure home workers have comparable induction, appraisal, communications, access to training, development and career development opportunities as hybrid and site workers.
- Set and agree clear objectives with measurable outputs which are documented and reviewed in 1 to 1s and performance management frameworks.
- Ensure communications channels are maintained.
- Develop effective communication with team members and foster team relationships.
- Ensure adequate levels of contact with each team member depending on risk. For example, a hybrid worker should check in before and after site visits and managers should be aware of home lone worker's wellbeing.
- Provide all team members with maximum opportunity to attend the 2 day 'site' working.
- To conduct risk assessments as necessary in order to ensure safe systems of work continue to be complied with.

## **7 Role of Health & Safety**

- To ensure suitable workstation set up, advice and training is available.
- To review workstation assessments and advise management on any recommendations as a result.
- To work with HR and Occupational Health to implement any changes to working practices that affect an individual's health needs.

## **8 Role of Head of HR and OD**

- To provide operational help, guidance and support to managers in the application of this policy.
- To provide time/absence/payroll data/information to ensure compliance.
- To corporately review the impact of SMART working and advise the Head of Paid Service of any significant breaches, concerns, etc.
- Make recommendations to the Head of Paid Service for consideration of any fundamental changes to the policy.

## **9 Wellbeing**

For many, working remotely can boost your wellbeing. However, there are still some important things for all employees to be aware of:

- It can be easy to lose track of time and work more hours than employees usually would when working remotely. It is important that employees remember to take regular rest breaks; at least 20 consecutive minutes if working for 6 hours or more and make time to switch off.
- Home or hybrid working should not be used as a way to carry on working when employees are sick. If employees are ill, and not well enough to work, then the Managing Attendance policy should be followed.
- When working for long spells at a screen, which includes Teams calls, make sure regular breaks from the screen are taken to prevent eye and musculoskeletal fatigue.



- Collaboration, connection and having a sense of belonging can help wellbeing. Employees are encouraged to think about what this means for them and to actively make some time to connect with their colleagues.

There is the potential for home or hybrid working to have a negative impact on wellbeing if the line between work and home is not effectively managed and becomes blurred. Employees should switch off from work during non-working hours and ensure excessive time is not accrued in line with the flexi time rules.

## 10 Health & Safety

The Health & Safety at Work Act 1974 places a duty on employers, self-employed people and employees. Employers have a duty to protect the health, safety and welfare of their employees. This duty extends to home workers. In order to ensure this duty is met, all employees must complete the home working risk assessment and resubmit annually. The line manager may seek assistance from Health & Safety.

The duty is no different to a person working remotely such as a member of Street Scene and all employees have the same duty to look after themselves regardless of where they work. People that work from their own home have direct responsibility and control for ensuring that their work can be undertaken in a safe way. This means that the employee is responsible for managing their work activities so as not to endanger themselves or any other person. Any equipment provided by the Council must only be used by Council employees.

Employees must undertake a workstation assessment at regular intervals. This means the workstation is set up correctly before employees start to use it and that a reassessment is completed at least annually or when circumstances or equipment changes. This could include for example; changes to a person's health such as new aches and pains, pregnancy or post-operative, changes to the normal room being used or changes to equipment such as a new desk, chair or screen.

Inspection – TBC reserves the right to check the employee's work areas in their own home for Health & Safety and information security purposes. The need for such inspections will depend on the nature of the work undertaken. Any visits to the employee's home will be made by prior arrangement and during agreed working hours. Any work environment deemed not to be appropriate will prevent a person from being able to work from that location. This could be established from either the submitted checklist, risk assessment or following a scheduled visit to the home. Any health and safety concerns can be discussed with the Health and Safety team; Steve Langston ([Steven.Langston@lichfielddc.gov.uk](mailto:Steven.Langston@lichfielddc.gov.uk)) and Jason Hodges ([Jason.Hodges@lichfielddc.gov.uk](mailto:Jason.Hodges@lichfielddc.gov.uk))

Reporting – Accident/Near Miss reporting procedures apply equally to incidents arising in the employee's home.

**Appendix 2** details the workstation assessment.

## 11 Other protocols

Meetings – Meetings with service users, employees of other services must **never** be held at home. Meetings with employees at home should be avoided. An appropriate office space should be used and hot desks and meetings rooms can be booked.

External mail should be directed to Council offices and **not** to the employee's home address. Employees should forward their telephone calls to a work mobile or other device using MiCollab.

Working Time – The manager and employee will monitor working time to ensure excessive hours are not being worked. It is important that working patterns and hours are not detrimental to the employee's health and comply with the Working Time Regulations.

The level of contracted working hours is not changed due to working from home, including the use of flexitime where applicable and adherence to the Working Time Regulations. The working hours when the employee should be contactable and the attendance requirements for onsite meetings are defined in the Flexi time policy and in consultation with line manager.

Procedures for reporting sickness and for requesting leave are unchanged and should be followed in line with Council procedures.

## **12 Moving Home**

The employee must advise Tamworth Borough Council of their registered address and undertake a new health and safety assessment to reflect the change in working environment.

## **13 Communication**

It is essential that good communication is maintained at all times between the employee, their line manager and colleagues. The line manager and employee will plan and agree how they communicate effectively with each other and this will include team meetings as a minimum. These arrangements will be agreed and regularly reviewed in light of operational experience.

Employees based at home should have the same level of information with the same frequency as site and hybrid colleagues. Contact needs to be two-way so it is important that open communication channels are set up and maintained. Regular contact will also enable the line manager to pick up on early warning signs if something is wrong and offer appropriate support.

There should be clarity about the times in which an employee working from home should be available for contact and about any requirement for the employee to make regular contact with the office or colleagues also working from home.

## **14 Attendance and availability for work**

Employees must be available and able to work on their contracted days whether they are working from home or on site, unless absence is for authorised leave or sickness. Employees should remember the needs of the customer and the service will always take priority. This will mean that staff are expected to be available to attend the office or a site on a working from home day should the need arise. This may include situations where they are unable to connect to the business systems, or if they are asked to do so by their manager.

Managers will be aware of the personal circumstances of staff and should try to balance individual needs when calling staff in on working from home days. For

example, where employees have planned their caring responsibilities based on where they are working from.

Employees should expect to make themselves available to others during reasonable working hours. They may be asked, with enough notice, to be available at certain times to meet physically in the office to collaborate or attend training, which is in addition to the designated team days.

If an employee chooses to work late during unsociable hours, please be courteous and respectful to other colleagues. Colleagues are not expected to respond during unsociable hours (unless the work is planned and/or rotad) and as such, employees will not be entitled to unsocial hour's payments if they chose to do this. All time worked must be recorded on Tensor. Employees who do work flexibly are requested to include the following footer on their email signature:

***Wellbeing is important to me** – I work flexibly to accommodate my own personal circumstances, so you could be receiving this email early in the day or late at night. I therefore **do not** expect an immediate response. Please look after your own wellbeing & do not respond outside of your own working arrangements.*

## **15 Home Working Allowance**

A home working allowance of £26 per month (pro rata for part time staff) will be paid. Hybrid workers will receive £13 per month (pro rata for part time staff).

HMRC has outlined that £6 per week/£26 per month (pro rata) allowance would be sufficient. Making this payment goes some way to recognising the increase in costs that employees are now faced with. This payment is tax free so employees will receive the full amount.

HMRC does allow for payments in excess of £26 per month to be paid. However, management and the recognised Trade Unions agreed this was not realistically feasible as this would bring additional workload for claimants, Finance and Payroll staff. Claiming in excess of £26 requires actual expenditure to be evidenced, records checked and HMRC advised accordingly through an annual self-assessment. The additional record keeping would be cumbersome for employee as, for example, keeping accurate records with the complexity of attributing additional costs to the employee working from home, particularly if other members of their household are also working from home, in a hybrid model or at home would be impossible to evidence accurately. It is for this reason that the maximum TBC will pay is £26 per month (pro rata for hybrid and part time staff).

## **16 Council Tax and Business Rates**

It is highly unlikely that there will be any change to the employee's council tax or any liability for business rates.

Business Rates – Where an area of the home is dedicated exclusively to work, there could be a liability for business rates, but this is unlikely where business use is subsidiary to domestic (e.g. a desk in a room that is also used for domestic purposes).

It is not believed that there are business rates implications for home and hybrid employees. Business rates for home-based businesses is not paid where you:

- use a small part of your home for your business, for example if you use a bedroom as an office,
- sell goods by post.

For further information visit [www.voa.gov.uk](http://www.voa.gov.uk)

Business rates as well as Council Tax may be paid if:

- your property is part business and part domestic, for example if you live above your shop,
- you sell goods or services to people who visit your property,
- you employ other people to work at your property,
- you've made changes to your home for your business, for example, converted a garage to a hairdressers.

However, there may be Capital Gains Tax implications for home working. Tax legislation is complicated, private residence relief is not available in respect of any part of the property that is used exclusively for business use. The key word here is **exclusively** and relief is only denied in respect of that part of the property that is used exclusively for business use. Where there is exclusive business use, any gain arising from the sale of the property must be apportioned and the proportion related to exclusive business is charged to tax. To protect the exemption from Capital Gains Tax, guidance recommends making the room you work from also available for domestic use e.g. the children use the desk at night for homework, it is in the spare bedroom or used some of the time for personal activities.

## **17 Mortgage, Lease and Insurance**

Employees working from home must inform anyone with an interest in the property e.g. building society, bank and owner/landlord).

Responsibility and liability with regards to home working rests with the employee to notify their insurer, mortgage lender, landlord, local authority or any such body. The Council will not accept liability for an employee who suffers any detriment, loss or legal action as a result of not obtaining any necessary permissions.

## **18 Insurance Implications**

In general, working from home should not give rise to any difficulties from a risk management or insurance point of view. The guiding principle is that good practice should reduce or eliminate the possibility of injury or loss to employees.

The Council's insurance will cover council property and equipment. The employee has a duty and responsibility to look after the Council's property. There is no insurance cover for theft if there is no forcible entry to the property and only laptops or computers are covered in this instance. Losses arising from unattended vehicles are not covered and therefore laptops must not be left in vehicles unattended

## **19 Council Equipment**

Equipment required to enable the employee to work effectively at home will be provided by the Council and will remain the property of the Council. Items include a PC or laptop, keyboard, mouse, monitors, web camera, phone (mobile/desktop handset), headphones, power adaptor, stationery. An office chair and desk are provided upon request. Where equipment is provided, the employee must:

- Take reasonable care of it,
- Use it for official purposes,
- Use it only in accordance with any operating instructions,
- Return it to the Council when requested,
- Use it in accordance with any existing Council policies.

Printers are not supplied as part of home working ICT equipment. The Council has ambitions at being a low carbon organisation to target becoming a greener Authority. Issuing large numbers of desktop printers for use at home does not support this aspiration. Smaller desktop printers also increase cost and associated ICT support resource time, they are also inefficient and not cost effective for larger print volumes or continued use. Multi-function printer/scanners will remain available in the Council's main office locations and should be used for any printing requirements. In the exception where there is a justified requirement for a printer at home, a business case supported by the member of staff's line manager should be sent to the ICT Service Desk for consideration.

Employees should ensure that all TBC property is used appropriately and responsibly and that all reasonable precautions are taken to prevent damage and theft. Any damage or theft of TBC property must be reported to the line manager immediately.

Colleagues working at home are covered by TBCs' Employer's Liability Insurance providing the rules of this policy have been followed.

Should an employee leave the employment of the authority then all equipment provided must be returned.

## **20 Working Environment**

It is important that wherever employees are working from, they have the equipment and environment needed to do their job well and that they feel safe, well and comfortable. Suitable equipment must include a desk/surface at an appropriate height, an adjustable chair with a suitable seat and back support, a computer that has a separate keyboard and mouse, a screen suitable for the work undertaken, sufficient space to be able to move to and from the working area, appropriate lighting and heating. A suitable environment should also permit private and confidential discussions to be able to take place if needed. In some circumstances a footrest may be required. The workstation assessment would identify any additional needs.

Employees with a disability should highlight any concerns as part of the workstation assessment process. Any issues identified will then be discussed with their line manager and Human Resources.

## **21 Electrical Equipment Testing**

Where electrical equipment is provided, the Council will be responsible for service and maintenance of the supplied equipment. These items will remain the property of the Council and must be returned should the employment cease.

All Council electrical equipment will be PAT tested at regular intervals, in line with the Council's electrical equipment testing procedures. The timetable is managed by the Assets department.

The Council is not responsible for maintenance of the employee's domestic supply e.g. plug sockets and other parts of the home worker's electrical supply system, which are their own responsibility.

On occasions, the IT department may require equipment to be brought to site for relevant upgrades or checks. The IT department will not undertake home visits to check equipment issues.

## **22 Suitable Internet Connection**

Employees are advised to check broadband speeds from the ISP and test the connection speed. There are lots of sites that do this, for example [Broadband Checker from Which](#). As a very rough guide, a minimum of 10Mbps download, 2Mbps upload and under 50ms latency is required for acceptable user experience. However, other factors can affect speed such as distance from the router, wireless vs wired, other users in the house etc.

If the personal broadband connection is faulty, it is the employee's responsibility to liaise with their Broadband provider and seek permission to work on site until it is fixed.

## **23 Information Security**

It is the responsibility of employees to ensure the security and confidentiality of Council information while working from home. Steps must be taken to ensure other members of the employee's household/visitors do not gain unauthorised access to confidential information.

The Council will ensure that appropriate technical security controls are in place to protect the information used by the employee. Employees taking card payment details over the telephone must remain compliant with payment card industry data security standards (PCI DSS).

Employees should ensure they maintain the security of any documentation and equipment used to carry out work activities in line with the Data Protection Policy, Information Security Policy and any other associated policies.

Both paper and electronic records of information must be kept secure and confidential at all times.

The employee should not work in a public place e.g. library or internet café if screens can be read or where information security is compromised.



Printing of private and confidential material should be minimised and securely stored. Confidential waste bins are available on site and confidential papers must be disposed of using this facility.

Colleagues working from home must ensure that they adhere to TBC's policies, procedures and guidance for the reporting of any security incidents.

Employees should maintain a clear desk policy while working at home.

## 24 Mileage and time

Managers will be required to monitor mileage claims to ensure that business journeys are cost effective and planned efficiently. Virtual meetings and telephone calls are also encouraged where possible. The base for calculating a normal home to work commute will be the Town Hall as this will be the Municipal centre for Tamworth Borough Council until our new premises is identified. Examples are given below to further illustrate the calculation along with how working time is accounted for.

### Site Worker

A site worker commutes from home to Sandy Way Depot – no mileage or time is claimed as this is their normal commute.

### Home or hybrid Worker

#### Example 1

They commute from home in Wolverhampton to Marmion House/Town Hall for their two contractual days per month. No mileage or time is claimable as this is their normal commute.

#### Example 2

In addition to working as detailed in Example 1 above, they attend a team/training day at Marmion House and travel from home in Wolverhampton and return directly home. This mileage and time is again not claimable. This is because TBC proposes to invoke a contractual clause that time and mileage from Home to Town Hall is deducted so there are no additional miles to claim.

#### Example 3

They have to undertake a visit from home in Wolverhampton to Oakendale in Stoneydelph, the miles are 32.6 each way. The normal commute from Wolverhampton to the Town Hall is 25.6 miles. They can claim 32.6 miles minus 25.6 = 7 miles each way totalling 14 miles. They can claim the additional journey time by deducting the normal commute time from the journey time.

#### Example 4

An employee leaves their home in Belgrave to work from the Engie Office. They then travel from the Engie Office to two sheltered housing schemes and then return home. The normal commute from home to the Town Hall is 3 miles.

Home to Engie	2.5 miles	As this is less than the normal commute, it is not claimable. Time is not claimable
Engie to Ellerbeck	4.2 miles	Claimable business journey and time
Ellerbeck to Thomas Hardy Court	3.8 miles	Claimable business journey and time
Thomas Hardy Court to	5.9 miles	2.9 miles is claimable (5.9 – 3) The

home		difference between the journey time and normal commute is claimable.
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Can claim – 10.9 miles (0+4.2+3.8+2.9) (journeys are broken down)

**Example 5**

A home or hybrid worker leaves their home in Wolverhampton to go to Wates Office for their regular review meeting.

The normal commute from home to Town Hall is 25.6 miles.

Journey from home to Wates is 29.2 miles. 3.6 miles is claimable (29.2 – 25.6). The difference in time between this journey and the normal commute is claimable.

**Example 6**

A home or hybrid worker needs to attend a case review meeting at the Depot.

Their normal commute is 1.5 miles. The journey to the Depot is 3.7 miles

They can claim 2.2 miles each way. The difference in time between this journey and the normal commute is claimable.

**Example 7**

A home or hybrid worker travels from Stoneydelph to Ellerbeck. The normal commute is 3.4 miles. The distance to Ellerbeck is 0.8 miles. As this is less than their normal commute, the mileage and time is not claimable.

**Example 8**

A home or hybrid worker attends a meeting at Tamworth Castle. They travel from home in Cannock. This journey is not claimable as the mileage and time to Tamworth Castle and the Town Hall is the same.

**Example 9**

A manager has to undertake a home visit to a sick member of staff. They live in Polesworth and the employee lives in Lichfield.

Normal commute is 7.6 miles.

Journey to Lichfield is 12.6 miles.

The manager can claim 5 miles each way and can claim the additional difference in time between this journey and their normal commute.

However, it is recognised that whilst employees will organise their journeys effectively there may be occasions when they are called unexpectedly to attend site more than once in one day in order to respond to an unexpected emergency or exceptional circumstance. In this scenario, the additional commute from home to site and site to home will be claimable if approved by the relevant manager.

**25 Microsoft Teams and Telephone Etiquette**

Please be mindful that when using MS Teams, you are in a virtual workplace and present yourself professionally.

Employees should be aware that they are ambassadors of the Council and be particularly mindful of how they present themselves on Teams calls, particularly if external organisations are on the call. Employees must be aware of who or what is in the background and that they are professionally and appropriately dressed.

Microsoft Teams has a background facility to blur the background or a background picture can set as the default. If possible, close doors to avoid unexpected visitors as



many working in a home environment where others may pass by or inadvertently interrupt. The same consideration should be given for telephone calls with the public.

**Appendix 3** provides more detailed advice on conducting Teams meetings.

## **26 Performance Management**

Working from home arrangements require a high degree of trust, together with open and honest communication. The most effective way of managing the performance of the employee is to concentrate on outputs and deliverables. This relies on collaborative working between the line manager and employee and regular review of performance targets and workload levels.

Home, hybrid and site based staff will be managed consistently and given the same opportunities for training, development and promotion

This trust is so fundamental that any breach of trust will be treated very seriously and may be treated as misconduct. Appropriate action may be taken under the conduct and capability policy.

Employees must:

- Ensure managers know when and where they are working from at all times,
- Ensure their Outlook calendar is up to date and their working status is known,
- Meet agreed work objectives, deadlines and focus on outcomes and achievement,
- Escalate any workload issues or concerns to their manager,
- Have smart, measurable, relevant and timely objectives, priorities and targets which are measured in 121s and appraisals, as well as clarity about the outcomes expected of the job role.

## **27 Learning and Development**

Working from home and hybrid working is a very different way of working, which requires the employee to adapt quickly to working independently and on their own for most of the working day. There will be less support from colleagues and daily contact with the line manager, although regular communication is essential.

Home and hybrid working undoubtedly changes a manager's role and brings up new challenges for managers to develop skills in effective communication, how they will induct new employees, manage performance and build relationships in teams.

The People and Organisational Development Strategy (currently under development) will recognise this new way of working and future training delivery will reflect this.

## **28 Breach of Policy**

In the event that the SMART working policy is misused it will be treated seriously as it could constitute fraud. It may be considered gross misconduct and as such, will be dealt with under the Capability and Conduct Procedure.

## **29 Review**

As this policy will be implemented from 27<sup>th</sup> July 2022 it is intended that this policy will be reviewed in March 2023 and then every 3 years subsequently.



Part 1 – Details	
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	SMART Working
Date Conducted	July 2022
Name of Lead Officer and Service Area	Jackie Noble HR
Commissioning Team (if applicable)	N/A
Director Responsible for project/service area	Anica Goodwin
Who are the main stakeholders	Employees
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service <input type="checkbox"/>
	A Strategy/Policy/Procedure <input checked="" type="checkbox"/>
	A function, service or project <input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New <input checked="" type="checkbox"/>
	Existing <input type="checkbox"/>
	Being reviewed <input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract <input type="checkbox"/>

**Part 2 – Summary of Assessment**

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide a framework for SMART Working

Who will be affected and how?

All employees.

Are there any other functions, policies or services linked to this impact assessment?

Yes  No

If you answered 'Yes', please indicate what they are?

All employees

Yes, Data Protection, Health & Safety.

**Part 3 – Impact on the Community**

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy may have an impact on younger new employers. Additional support will be provided
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Working from home may have a greater impact on staff with a physical or mental disability. Additional support will be provided.
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor

Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	Those employees with caring responsibilities and when home schooling could be affected by this policy. Management guidelines are included in the policy on how to alleviate these obstacles.

**Part 4 – Risk Assessment**

**From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications**

Impact Area	Details of the Impact	Action to reduce risk

**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

**If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why**

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
New policy need to ensure no adverse impact	First review in 12 months of the impact of the policy on all areas mentioned above – eg areas such as effective communications, attendance at training, site attendance, flexi working, mileage claims, etc will be further impact assessed Possible use of staff survey(s), budgets, payroll claims, audits, TU consultation, digital data, ICT information, interviews etc will be conducted to measure impact	Head of HR	June 2023	Minimal or no impact on any area

Date of Review (If applicable) .....