Inverclyde council

Report To:	**Policy & Resources Committee**	Date:	**26 March 2013**
Report By:	**Corporate Director Environment, Regeneration & Resources**	Report No:	**PR/084/13/AF/AM**
Contact Officer:	**Robert Stoakes**	Contact No:	**01475 71**
Subject:	**Modernisation Programme Update March 2013**		

1.0 PURPOSE

1.1 The purpose of this report is to update members on the status of the projects involved in the Council's ongoing Modernisation Programme and to approve Human Resources policies on mobile and flexible working.

2.0 SUMMARY

2.1 Pilots have been ongoing for a period of time for Home, Mobile and Flexible working. The aim of the pilots was to evaluate software and systems to ensure that the Council, if agreeing to go ahead with Home Mobile and Flexible working, was to purchase software that was applicable.

2.2 In addition to evaluating software, the pilots were to identify where rationalisation could improve the use of office space to assist the Office rationalisation Plan being led by the Head of Property   Assets and FM.

2.3 Both management and employees have been able to give feedback on the pilots as to the software, how useful it would be to introduce Home Flexible and Mobile working and to see how services workload could be maintained. These are pilots and are ongoing and more detailed analyses will be presented in future reports.

2.4 The pilots also offered Human Resources an opportunity to develop policies that would assist with implementation and these policies are being submitted to this Committee for consideration

2.5 Work within Customer Services is focused on Welfare Reform and the new Corporate Complaints process whilst future plans centre on the identification of other Services which could be delivered via the Customer Service Centre and the development of SLAs with Services.

3.0 RECOMMENDATIONS

3.1 That the Committee note the current position of the projects that form the overall Modernisation Programme for the Council and that a further report will be brought back to a future Committee.

3.2 That the Committee approve the Guidance on Mobile, Home & Flexible Working Program and Home working (Health and Safety) Policy, attached as Appendices 1 and 2.

Aubrey Fawcett
Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

4.1   The Council's Modernisation Programme includes a number of projects that are interdependent. These projects together contribute to the Office Rationalisation Plan by reducing desk capacity and introducing modern methods of working for services.

4.2   The remit of the Modernisation Corporate Improvement Group (CIG) is to oversee this range of projects that link together to help the Council achieve its Office Rationalisation Plan, improve efficiency and customer service. The CIG ensures progress is being made towards the relevant target dates and that any interdependencies between projects are coordinated.

4.3   The Modernisation CIG is chaired by Aubrey Fawcett Corporate Director, Environment, Regeneration & Resources and is composed of the following officers which shows the commitment that is being made to this project:-

Brian Moore   Corporate Director Inverclyde CHCP
Alan Puckrin   Chief Financial Officer
Alasdair Moore   Head of Organisational Development, H R and Communications
Robert Stoakes   Transitional Head of ICT
Fiona Borthwick   Revenues and Customer Services Manager

4.4   The major projects that fall within the remit of the Modernisation CIG are:-

Office Rationalisation Plan
Electronic Document Recording Management System (EDRMS)
Mobile, Flexible and Home Working
Customer Service Developments

5.0 PROGRESS

5.1   Office Rationalisation Plan : Work is progressing well with a number of major projects already commenced or due to commence in the near future.

Cathcart House
The lease on Cathcart House terminates in May 2013 and to accommodate the movement of services the Banking Hall in the Municipal Buildings is currently being refurbished. Once completed in April this will allow consolidation of Finance Services accommodation and allow a number of other moves which will see Regeneration and Planning relocate to the Municipal Buildings. As part of this rationalisation Property Assets and Facilities Management will relocate temporarily to the offices based at the Strone.

Central Library
The tender process is currently ongoing for the work to be carried out in the Central Library with an expected commencement date in May and on completion the CHCP will move into this accommodation.

Business Premises Renovation Allowance Scheme
Wallace Place refurbishment has been tendered and the refurbishment of the former Peacocks store in Port Glasgow is out to tender. These two projects will form the Business Premises Renovation allowance scheme which will reach financial close by 5th April with work commencing in May.

The overall Office Rationalsiation Plan is progressing well with agreement having been reached with Services on their final accommodation requirements. The plan is on target to accommodate all services within the agreed accommodation footprint.

5.2 EDRMS

The Council has procured Civica W2 to implement EDRMS across the Council. EDRMS is an integral part of the overall modernisation agenda as it is the facilitator for many of the associated projects by allowing electronic access to files, reducing office storage space and assisting in mobile and flexible working. .

Once rolled out to Council services, the new EDRMS will deliver:-

- Remote access to documents to enable flexible and mobile working.

- The ability to share documents easily across services and with the public and external agencies.

- Reduced requirement for office accommodation space to store files.

- Better compliance with legislation around the management of and public access to information.

- Workflow to improve business processes.

- Reduced risk to the Council by not holding large quantities of citizen information in paper file format which could be lost in the event of a disaster such as fire or flood.

- Improved information security e.g. compliance with the Council's records retention policy.

Implementation

The first stage of implementation of EDRMS is to migrate the Revenues & Benefits Service current files that are held on the current system onto the new EDRMS by the end of June 2013. Regeneration and Planning also hold information on the existing system and plans are in place for the migration of these files. Thereafter EDRMS will be rolled out to other Council services, CHCP being a priority. As part of the rollout where appropriate service processes will be re-engineered.

Services including Revs/Bens, CHCP and Education Service are progressing preparatory work so EDRMS can be implemented in these services. As part of the contract Civica will provide appropriate training and test installation of the system.

5.3 EDRMS : Back Scanning Work

In parallel with the implementation of EDRMS it is necessary to ensure that all current and future paperwork, that is necessary, is stored electronically. This requires certain documents to be back scanned and will consist of existing paperwork and files that are currently in use and current and historical records that will be required so that the system can be used to its maximum effect.

The 'back scanning' of paper records will also ensure the Council manages it records consistently and in compliance with its records retention policy, DPA and FOI(S)A. A contract for back scanning is currently being prepared in conjunction with Corporate Procurement.

5.4 Customer Service Developments

The Council's Customer Service Strategy was approved by Committee in November 2012 and included a number of actions which are being progressed.

Focus at the moment is largely on the imminent Welfare Reform changes in which the Customer Service Centre will be integral to deal with enquiries. A new Telephone Recording System is being implemented and is due to be in place by 31st March.

In addition the Council is implementing a new Corporate Complaints process from April and the Customer Service Centre has been actively involved in its development.

Future plans include the development of internal SLAs with other Council Services, the transfer of reception duties from Cathcart House and the identification of other Services which could be operated from the Customer Service Centre.

5.5   Flexible Working

One of the most important areas for the Council's Modernisation Programme is the establishment of flexible, or smart, working to allow employees to work from almost any location where an Internet connection is available. This reduces desk space requirements, improves staff productivity and reduces travel. The introduction of EDRMS allowing access to electronic documents available across the network is a prerequisite for true flexible working.

An example of this is the Educational Psychology Service pilot for flexible working. Each Educational Psychologist is now equipped with a laptop with VPN network connection, Unified Communication software and access to client records stored through EDRMS. Some are also piloting the use of digital pens.

A short back scanning exercise that scanned all current records into the EDRMS was carried out. ICT established an appropriate file plan for the service and imported all the information into the EDRMS, to make the documents available to staff from any location. the wired and wireless infrastructure support within schools is being developed to support mobile/flexible working.

The pilot is now progressing satisfactorily and the whole service is committed to the new ways of working.

It is anticipated that this pilot will be completed by July 2013 and this will be reported in the next update to Committee. It is anticipated that the success of this pilot will be used when implementing flexible working within the CHCP who have similar types of services , e.g. Occupational Therapists.

5.6   Mobile Working

The main benefits of mobile working include enabling various service providers who work away from their office location thereby streamlining the process of data capture and reducing the number of desks required.

The initial aspiration was to evaluate a number of systems so a single mobile development solution could be acquired that would enable ICT to develop and deliver mobile forms and data capture which could be interfaced with appropriate, existing council line of business systems. This methodology is important to ensure that a system purchased on behalf of the Council is fit for purpose.

Several solutions have been evaluated e.g. NDL, Consilium and ICT continue to work with Pulsion Technologies. Pilots have been conducted for Health & Safety Officers (NDL, Pulsion) and Property Inspectors (Consilium). Both pilots have allowed the employees to carry out their duties and enter data directly into electronic forms, which in turn communicate with back end databases over the mobile network. ICT are continuing to evaluate and monitor systems and when appropriate committee will be advised of the systems that are fit for purpose.

5.7   Mobile Flexible and Home Working (Human Resources Policies)

In parallel with the pilots that have been running in respect of the Mobile Flexible and Home Working Human Resources have developed policies to assist with future implementation.

The Guidance, Appendix 1 is required so that both management and employees have a framework to refer to and also that services can implement home and flexible working corporately across the Council. The Health and Safety policy for Home Working Appendix 2 is

required to ensure that when employees work from home on a formal basis that the appropriate health and safety requirements are in place

It is proposed that these policies are agreed by the Committee.

6.0 FINANCIAL IMPLICATIONS

6.1 Appendix 3 shows the latest position of the one-off Modernisation Funds contained in the Capital Programme/Earmarked Reserves. Whilst it can be seen that a significant amount of funding is to be formally allocated early estimates are that the cost of back scanning could be around £500,000.

One-Off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Other Comments
Capital Programme	Modernisation	2012/16	£500,600	-
Earmarked Reserves	Modernisation	2012/16	£544,640	-

6.2 Progress on spend is reported to each Policy and Resources Committee and will help fund initiatives to generate savings required for the Modernisation Workstream.

7.0 IMPLICATIONS

7.1 Human Resources : All human resources issues have been addressed in this report

7.2 Legal : There are no legal issues

7.3 Equality: all employees will be treated equally when implementing Flexible, Mobile and Home working.

8.0 CONSULTATION

8.1 The trade unions have been consulted on the Human Resources policies

Inverclyde council

Organisational Development, Human Resources & Communications

Guidance on Flexible & Mobile Working

Version 1

Produced by:
Policy Development Unit, Human Resources
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

March 2013

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Document Control

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1.   Purpose

This document sets out to clarify key employment issues that are associated with the Councils'   mobile, home and flexible working program which comes into place in 2013 as part of the Councils office rationalisation and modernisation program. The guidance uses the following key headings:

o   Defining Home and Mobile Working

o   Terms and Conditions of Employment

o   Productivity and Communication

o   Equipment and Information Governance

o   Health & Safety

o   Key Responsibilities for Managers and Employees

o   Changing and Reviewing Arrangements

Initially, any move to mobile, home & flexible working will be led by Service Management Teams, working together with Property Assets, ICT and HR to consider the suitability of posts for home or mobile working. They will work with employees and trade unions when considering any changes from existing arrangements to working locations/bases.

2.   Defining Home and Mobile Working

Generally speaking, this will be one of the following categories;

Flexible Worker

Works out of   different locations however, is office based for in excess of 50% of their time – tasks can be carried out remotely, no need for a fixed base. Able to operate from range of office locations by hot-desking.

- Works from multiple locations
- Requires mobile access to ICT systems
- Predominantly works across locations
- Occasionally works from home – For example, 1 or 2 days per week

Mobile Worker

Works across various locations. Duties are carried out in the field – e.g., customers homes, site visits therefore no need for fixed base. Can hot-desk and or home work – is office based for less than 50% of their time

- Works from multiple locations
- Requires remote access to ICT systems

- Predominantly works across locations
- Occasionally works from home – 3+ days per week
- Hot-desk as and when required

Home Worker

Based at home for at least 90% of working time. No allocated desk will book hotdesk when time in office. Duties carried out can be done out-with office environment,

- *Works full time from home (90%)*
- *Provided with ICT equipment and support*
- *Requires remote access to ICT systems*
- *No office desk required*

3.   Terms and Conditions of Employment

(i)   Consultation

Any changes to Terms and Conditions of employment as a result of this program will be sought to be mutually agreed with employees and Trade Unions, however, where this cannot be achieved, as a last resort, it may be necessary to impose changes, in which case, relevant employment legislation on consultation and change will be applied.

(ii)   Employment Status

Employees becoming mobile, home or flexible workers will retain their existing employment status, i.e. permanent or temporary employee. Post statuses will not change as a result of this program.

(iii)   Hours of Work

While contractual weekly working hours will remain unchanged, actual day to day hours of work or working patterns may or may not be defined. This will depend on the nature of the posts;

In certain posts, productivity outputs during contractual hours are more significant than working set hours, whilst in others, availability to respond to work requests or carry them out at prescribed times are more significant.

As such, the Councils Flexible-Hours program (Flexi Time) will not apply to employees working as a home or mobile or flexible workers, nor will the Council make extra payments in the form of pay and allowances for those working in this way, other than in exceptional, pre-agreed circumstances.

Time of in Lieu (TOIL) may be applicable in exceptional circumstances if workload requires additional hours over and above an employees contractual hours on certain weeks, this will be in accordance with Section 6.3 of the Conditions of Service for Local Government Employees.

Any time taken to travel to Council meetings at Council offices or client sites from home, cannot be claimed back and should be counted as part of the employee's normal contractual hours.

Each service will work with employees, trade unions and HR to agree whether contractual hours should be worked in a   prescribed or flexible way.

(i) **Base Location**

This will be changed in employee contracts once a final agreement has been made on how their method of work will change. Most employees currently have an administrative base noted in their contract of employment, this will remain, but it may be necessary to document whether an employee will normally work from home or flexibly.

There will be an expectation that employees working under this program, with reasonable notice, will be able to attend meetings at Council locations.

(ii) **Annual Leave & Public Holidays**

Becoming a mobile/home or flexible worker will not affect holiday entitlement. Contractual holiday and public holiday entitlements remain the same, but it is important to note that holiday request procedures should still be followed.

(iii) **Expenses Including Travel Expenses**

Travel expenses incurred for journeys from home to the designated office location, as required, cannot be claimed as expenses.

The cost of business telephone calls will be reimbursed on production of the appropriate evidence, although council systems & hardware will be provided where possible to ensure such expenses are kept to a minimum. Employees who expect to incur any additional costs beyond telephone expenses should discuss these with their line manager before submitting any claims.

(iv) **Council Policies and Procedures**

Employees working as mobile, home of flexible workers are expected comply with all Inverclyde Council policies and procedures, there are no exceptions, however, especially important to employees new to these ways of working are:

- Attendance Management Procedures
- Performance Appraisal Program
- Annual leave request and approval procedures
- Information Governance/Data Protection

4. Productivity and Communication

(i) **Productivity**

As outlined in 3 (ii) above, how contractual hours are worked each week can be specified however, an alternative is a productivity agreement or a list of targets/objectives which should be regularly reviewed. Where possible, Council systems may be in place to record workload/productivity outputs.

(ii) ***Communication***

Clear, unambiguous arrangements for communication should be documented for each employee group and their management team before any new arrangement is undertaken, these should include the following, although list is not exhaustive, particular posts may have more detailed methods of reviewing work:

- setting clear objectives , outputs and targets in relation to the work to be completed
- recording hours worked
- frequency of telephone contact
- frequency of meetings at base (can be called on request)
- frequency of home visits
- arrangements to pass on news items etc

(iii) ***Access to Employee's Home***

Employees working under this program must allow reasonable access to their home during working hours and by prior arrangement , by the line manager or other authorised person, as requested (e.g. installing and checking equipment, risk assessment , supervisory matters).

5. Equipment and Information Governance

a. Broadband & Access Council Systems

Employees who work from home at any point are expected to have their own broadband connection. The Council will provide software to enable employees to access Council systems over their own broad band connection. No expenses are payable on the broadband as it is generally accepted that most households already have and pay for this service. If this is not the case employees must notify managers in the consultation stages of any change and may be required to provide evidence that they do not already have a broadband service before any consideration can be given to the installation on one by the Council.

b. Physical Equipment

The council will provide mobile phones, hardware and software as required allowing home/mobile/flexible working to take place. As outlined in 3 (vi) above, employees using this equipment are expected to comply with existing Council policies in relation to this.

The Council will, where required, provide the necessary equipment to work from home such as desks or equipment required for reasonable adjustments.

c. *Security of Data/Information Governance*

Inverclyde Council provides employees with access to the personal and confidential information they need to do their job. This information must not then be disclosed to others who are not authorised to see it. Employees must ensure that all information stored or accessed at home is secure and cannot be accessed by other parties in or visiting the home.

Council hardware will be provided for use and is vital that Council Policy on the use of USB Devices or other removable hardware is adhered to when working from home or remotely.

Highly confidential physical files should be returned to Council premises as quickly as possible following use.

d. *Recovery of Set up Costs*

The Council may seek to recover the original set up costs in the following circumstances:

- Where an employee voluntarily discontinues home-working

- Where the employee voluntarily leaves the employment of the Council

- The Council will seek to recover the set up costs etc where the employee is dismissed, except for permanent ill health or redundancy reasons

The amount to be repaid will be 100% of the original costs in the first year and 50% from the second year of voluntarily leaving the Council or voluntarily.

Set up costs which will be reclaimed include the cost of connecting the individual to a suitable ICT link to enable access to the Council's system but does not include furniture and equipment providing that it is in a good condition that can be taken back and reused.

6. Health & Safety

The Health and Safety at Work etc. Act 1974 requires all employers to ensure, so as far as reasonably practicable, the health, safety and welfare at work of all employees. This duty extends to those who undertake home working.

To this end and to ensure these duties are fulfilled, the Council's DSE self assessment must be completed together with the home working self assessment form. Once this is completed, the employee's line manager must approve it. Any risks highlighted in the assessment must be addressed before a new arrangement can commence. No home working is to be undertaken until approval has been given. It may be that issues raised in the risk assessment lead to home working being withdrawn. Any significant risks that are deliberately withheld by the employee may result in disciplinary action.

If there is a risk identified that cannot be resolved by the manager and the employee, the Council's Health and Safety section must be consulted.

Risk assessments must be repeated and signed off every three years or if there are significant changes in the employee's home circumstances by the employee's line manager

In addition to the home working risk assessments the risks of lone working must be assessed. This must consider both working alone when not in the office as well as when visiting clients whilst using home as the base. The usual arrangements for communicating an employee's whereabouts to colleagues must always apply, including when working from home.

All service areas must ensure that employees who are working from home and/or visiting clients from the home base make contact with the office on a regular basis. This arrangement must be agreed with the appropriate manager.

Any equipment that is used for home working must be safe to use and fit for purpose. Only equipment, materials and substances provided by the Council shall be the responsibility of the employer. If at any time there is a concern about the condition of equipment supplied by the Council, this concern must be raised immediately with the employee's manager.

It is important that working patterns and level of hours are not detrimental to the employees' health and wellbeing. It is the employee's responsibility as a home worker to keep their line manager informed about the number of hours they work, and not to exceed the limits set by the Working Time Regulations. This includes an unpaid 20 minute rest break for employees working consecutively for six hours or more, as well as regular breaks away from display screen equipment.

Employees must co-operate with these arrangements, use their knowledge, experience and any training to monitor their effectiveness and report any health and safety concerns to their manager.

The home working environment should be able to provide: - Suitable office equipment (where the home worker does not have suitable equipment this will be provided by the Council) - Suitable space (for example a spare room or dedicated space) - Freedom from interruptions and distractions (for example needing time to care for dependants).

It is the employee's responsibility to ensure that any accidents or incidents are reported as per the Council incident reporting procedure.

7.   Key Responsibilities for Managers and Employees

(i)   *Performance & Performance Appraisal – Managers and Employees*

Employees working from home/remotely are still required to participate in the Councils Performance Appraisal program, as per their contract of employment. It is necessary therefore that employees and managers ensure that their performance is no affected by any change to working hours/base location, and that any issues identified in this respect are raised with managers immediately. Equally, if managers are concerned about any aspect of performance as a result of the changes under the program, these should be addressed as early as possible. Support from HR should be sought where there is any difficulty in this area.

(ii)   *Training & Development – Managers and Employees*

The line manager will ensure that employees working under this program are provided with the same opportunities as other employees for personal and career development, including access to Council vacancies. Employees are required to stay up to date with Council news and vacancies by checking ICON messages regularly and by maintaining the agreed communication pattern with their managers.

(iii) **Insurance - Employees**

Employees should advise their own household insurers or landlords of their intention to work at home to avoid invalidating any policy of tenancy agreement. They should inform their insurers the Council Employer's Liability policy will cover employees whilst they are working from home , however employees should be informed that if making any claims, as with any claim, it needs to prove that Council negligence has been the cause of any injury or incident.

The Council will not be responsible for any additional costs associated with insurance or tenancies to allow working from home. The Council may require evidence from employees that they have informed their own insurer or landlord.

If an employee were to sustain an injury at home whilst working for the Council, liability for any industrial injury would depend on the individual circumstances of any claim.

(iv) **Planning Regulations & Council Tax - Employees**

Using a room or pat of a room to work in would not normally require planning permission. Working from home should not affect the employee's Council Tax liability but employees are advised to check with their local Council Tax office.

(v) **Caring for Dependents - Employees**

Working arrangements under this program can provide a better work life balance however, should not be used as alternative for childcare or care of other dependents. Where appropriate, employees should make adequate arrangements for the care of any dependents during their normal working hours.

8.   Changing , Requesting and Reviewing Arrangements

Changes under this program will be led by Service management who will seek input from employees and trade unions and advice from HR when considering change.

At this point, employees themselves cannot make an individual request unless they are covered by a statutory provision (see 8 (iii) below) or are invited to by their management team.

Is this paragraph above the approach we are going with for now, do we want to say this may change?

Once and agreement has been reached or a change has been imposed for employees or group of employees to move to home, mobile or flexible working methods, they will be in place for 1 year initially.

(i) **Annual Review of Arrangements**

All individual contract variations made under this program, will be subject to annual review by Service Management in light of changing operational service needs or if the continuation of the working arrangement is detrimental to service delivery.

The Council, will reserve the right, following consultation and appropriate notice, to end existing arrangements and look into other working arrangements.

(ii)   *Review of Arrangements due to Performance*

If an employee is not performing to a level considered satisfactory by management following a move to home, flexible or mobile working, then it may be necessary for the employee to return to a fixed location where more direct supervision can be applied.

This option will be considered if a formal Performance Development Plan has been applied under the flexible/mobile arrangements and has been unsuccessful. These circumstances will be dealt with on a case by case basis, but the right to withdraw home or flexible working due to poor performance exists as an option for managers.

(vi)   *Personal Circumstances - Employees*

Employees who have working arrangements under this program must inform their line manager of any changes in personal circumstances which may impact on the arrangement, for example anything that will affect their ability to be productive, work the agreed hours, etc.

(iii)   *Statutory Rights to Request Flexible Working is Unchanged*.

Whilst changes under this program will generally be led by Service Management, this does not affect the employees who are already covered by statutory provisions for childcare of caring responsibilities who wish to request different working hours/patterns/locations.

Inverclyde council

OD, HR & Communication

Home Working (Health and Safety) Policy

Version 1.0

Produced by:
Health and Safety OD, HR & Communication.
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

March 2013

INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER

THIS POLICY BOOKLET IS AVAILABLE ON REQUEST, IN LARGE PRINT, BRAILLE, ON AUDIOTAPE, OR CD.

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DOCUMENT CONTROL

Document Responsibility		
Name	**Title**	**Service**
Pauline Ramsay	Health and Safety Team Leader	Organisational Development, Human Resources and Communication

Change History		
Version	**Date**	**Comments**
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Name	**Title**	**Location**
CMT Extended Management Team		
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Policy Review		
Review Date	**Person Responsible**	**Service**
March 2014	Health and Safety Team Leader	Organisational Development, Human Resources and Communication

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1　INTRODUCTION

1.1　This policy sets out the way that Inverclyde council will comply with the requirements of the Health and Safety at Work etc. Act 1974 and the relevant statutory provisions in relation to employees working from home.

1.2　Home workers are those people employed to work from home for the Council. This may be on a full time or part time basis, or mix of home working and office based working.

2　POLICY STATEMENT

2.1　It is the policy of Inverclyde Council to take all reasonably practicable steps to safeguard the health, safety and welfare at work of all of its employees. The council will comply with all aspects and provisions of the Health & Safety at Work etc. Act 1974; the Management of Health & Safety at Work Regulations; and all other relevant statutory obligations. This includes the organisation and arrangements required to prevent or to minimise the potential for employees to be injured or made ill through working from their home.

A high standard of health and safety performance is recognised as an integral part of the council's service delivery. Therefore, sufficient resources will be allocated to meet the requirements of the council's Home Working Policy.

2.2　This standard will be achieved by:-

- The council meeting its responsibilities to employees in a way that recognises that legal requirements are the minimum standard.
- Promoting and maintaining a positive health and safety culture which secures the commitment and participation of all employees. Inverclyde Council believes that this can best be achieved by partnership working in conjunction with trade union safety representatives. The "organisation" and "arrangements" sections of this policy make references to how this will be achieved in practice.

2.3　Adopting a planned and systematic approach to the implementation of the council's Home Working Policy.

3　AIMS

This policy aims to provide guidance and information to Services to help them to manage the risk of injury to or ill health to employees who carry out their work from their home.

4   SCOPE

4.1 This policy applies equally to all employees regardless of grade, experience or role within the organisation. The policy also applies to contracted staff as far as is reasonably practicable.

5   CONSULTATION & IMPACT ASSESSMENT

5.1 Inverclyde Council recognises the importance of employee consultation and is committed to involving all employees in the development of policies and procedures. The following groups are formally consulted:

- Trade Union Representatives through the Corporate Health and Safety Committee.
- All Chief Officers.
- Employees via the Council Intranet.

5.2 An Equalities Impact Assessment was carried out using the Council's Equalities Impact Assessment Template.

6   ROLES & RESPONSIBILITIES

In addition to the responsibilities laid out in the Corporate Health and Safety Policy the following responsibilities are specific to this Policy.

6.1   Corporate Directors and Heads of Service

Corporate Directors and Heads of Service have a collective and individual responsibility to employees in providing Health and safety Leadership within Inverclyde council, they should ensure that their Directorates and Services have:-
- Made adequate resources available to implement the policy and carry out any remedial action or amendments to this policy.
- Shall respond to requests for remedial action to minimise risk following assessment, audit or inspections, by allocating funds, or seeking funds for the procurement of equipment, or changes to working practice where it will reduce the risk of injury or ill health.

6.2   Managers/Team Leaders/Supervisors

Any person who has a managerial/supervisory responsibility for other employees, whatever title they are given has the responsibility to ensure:
- that risk assessments are carried out as necessary and local arrangements implemented to reduce risks.
- they liaise with third parties to ensure the safety of employees who are working away from Inverclyde Council sites.
- that clear procedures are established to set limits as to what can and cannot be done whiles working at home, and where appropriate, when to stop work and seek advice.
- That home workers receive appropriate support from Occupational Health through management referral.

6.3   Property Assets and Facilities Management

Shall ensure that home workers are included in any arrangements for testing of portable electrical appliances and other maintenance agreements.

6.4   Employee Responsibilities

All employees have a responsibility to ensure that they are complying with the health and safety procedures and requirements appropriate to their job. To achieve this, in relation to this Policy, employees should:

- Consider the potential identified risks associated with home working and follow and specified procedures laid down.
- Report any health and safety incident to their line manager for reporting via the accident reporting system.
- Allow authorised employees and contractors of Inverclyde Council access to their home work areas for the completion of risk assessments, portable appliance testing of electrical appliances, H&S audits/spot checks and recovery of equipment. Any access requests will be made during the individuals working hours and shall be reasonable and practical.

6.5   Health and Safety Team Leader

The Council Health and Safety Team Leader shall ensure that the Home Working Policy is monitored for effectiveness, is subject to regular review, and is revised when necessary. This shall be done in conjunction with Heads of Service and Trades Union safety representatives

6.6   Corporate Health and Safety Committee

The Corporate Health and Safety Committee will perform a pivotal role in ensuring that this policy is implemented.

The safety committee will oversee monitoring of the effectiveness of the policy and other measures to reduce risks and promote workplace health and safety.

7   ARRANGEMENTS

7.1   Procedures

Within the Council home working will generally be related to office work or working with computers. These procedures will deal with this type of home working arrangement. There are a number of key hazards which should be considered in relation to home working, these are:

- Display Screen Equipment
- Work Equipment
- Electricity
- Manual Handling of Office equipment
- Slips, Trips and Falls
- Isolation

As well as the risks to home working employees there are risks to the following groups:
- Family Members
- Visitors
- Vulnerable persons (e.g. Young Children or the Elderly.

Procedures developed must take these factors into account.

7.2   Health and Safety Information

Home working staff require to have access to the same Health and Safety information and guidance as office based staff. Where remote working via the Council Aventail system is in place then this information is available on the Council's intranet site, Icon. If there is not access to Icon then line managers must ensure that access to information in the form of hard copy is made available.

Home workers should have the same access to Health and Safety training as office based employees.

7.3   Communication

Effective health and safety management relies on good communication between the Council and Homeworkers. A formalised communication system should be developed which ensures that employees are provided with full information on how to contact the council, who to contact etc.

Homeworkers cannot be monitored as directly as on site workers, this may have health and safety implications e.g. if employees are experiencing health problems. Simple means of communication should be considered, i.e.:

- Checking that a home worker has logged onto the system.
- Voice contact at least once per day.
- Onsite meetings at least once per month.
- Mixed homeworking and on-site working.
- Ensuring they are kept up to date with standard comminications and social events.
- Provide a mechanism for the homeworker to feed back concerns to their line manager.

7.4   Risk Assessment/DSE Assessment

Risk assessments should be specific to the home worker's home environment and involve the home worker in the process of identifying potential hazards.

The risk assessment should consider how the task interacts with the home environment, and whether there are risks to others, for example is there a risk to young children from electrical equipment.

A generic risk assessment is available (Appendix 1), this can also be downloaded from Icon.

As the home environment can be subject to greater change than the work environment, risk assessments may require to be reviewed on a more frequent basis. This should be at least

three yearly or if circumstances change, i.e. pregnancy, vulnerable relatives coming to stay, or a house move.

A Display Screen Equipment Self assessment should be completed by the employee as per the Display Screen Equipment Policy.

In addition to the home working risk assessment, the risks of lone working must be assessed. This must consider both working alone when not in the office, as well as when visiting clients while using home as the base. The usual arrangements for communicating an employees whereabouts to colleagues must always apply, including when working from home.

7.5   Equipment Provision and Maintenance

Where the Council provide equipment it will ensure that these are provided and maintained in a safe condition, in general this may include:
- Desk
- Appropriate Chair
- Foot rest
- Ergonomic aids (where assessed)
- Display screen equipment and associated items such as extension leads if necessary.

If the employee has suitable furniture for their role then this may be able to be used, subject to an assessment.

Only equipment, materials and substances provided by the Council shall be the responsibility of the employer. If at any time there is a concern about the condition of equipment supplied by the Council, this concern must be raised immediately with the employee's manager.

7.6   Fire

It is the responsibility of the employee to ensure that all reasonable measures are in place and maintained to reduce the risk of fire within their homes e.g. smoke detectors being maintained

7.7   Electrical Equipment

All electrical equipment provided by the employer will be PAT Tested prior to installation and then PAT Tested on regular basis. Should the employee (user) identify any dangerous condition with the electrical equipment they must inform their manager as soon as possible

7.8   Incident Reporting

Incident or accidents occuring while working from home must be reported by the employee as per the requirements of the Council Incident Reporting Procedures.

8 TRAINING

8.1 Information

Inverclyde Council recognises the need to provide staff with relevant information on the risks to their health. Employee awareness will help with the implementation of this policy. Information on the key hazards associated with home working will be made available on the Council's Intranet System ICON, via Line Managers and Trade Union Safety Representatives or via Organisational Development, Human Resources and Communication. The information will be updated on a regular basis.

8.2 Training

The Council recognises that training of managers/team leaders and employees is important to ensure that all employees have the necessary skills to carry out the requirements of this policy. The following training will be made available through the Corporate Training planner or, if identified through the risk assessment process, other specialist training can be made available. Where relevant all training provided will include information about this Council policy.

- Display Screen Equipment Awareness
- Manual Handling awareness
- Fire Safety Awareness

8.3 Communication of the Policy

The Council recognises the importance of communicating the policy to all employees. This policy will be communicated to staff via the Corporate Health and Safety Committee, the Council's team briefing system and a copy will be placed on the Council's Intranet system ICON.

9 MONITORING, EVALUATION & REVIEW

This reviewed policy was ratified by the Council's Policy and Resources Committee on 26th March 2013 and implemented immediately thereafter.

Regular monitoring and review are necessary to measure the effectiveness of the policy and to ensure it remains relevant to the needs of the Council. This policy will be subject to monitoring and review on a regular basis by the Corporate Health and Safety Section via the Corporate Health and Safety Committee.

The policy will be reviewed 12 months from implementation and every three years thereafter unless there is significant change in legislative requirements or risk assessment identifies a need for review. Measuring the effectiveness of the policy will include the auditing of compliance with this policy, and monitoring of violent incidents.

APPENDIX 1

<table>
<tr><td colspan="5" align="center">INVERCLYDE COUNCIL
RISK ASSESSMENT FORM</td></tr>
<tr><td colspan="5" align="right">REF. No</td></tr>
</table>

SERVICE:		SECTION:	DATE OF ASSESSMENT:

TASK: An Employee Working from Home
Provide a brief description of the type of work the employee will be carrying out.

Duration of Home Working	Regular/Part time e.g. 1 day per week) ☐	Occasional ☐	Full time ☐
Who else may be present within the Home Environment while work is being undertaken	Children ☐	Elderly ☐	Other Adults ☐

SECTION 1

No.	HAZARD including inadequate or lack of arrangements	CONTROLS REQUIRED	Complied With YES/NO/ N/A	CONCERNS/ ADDITIONAL MEANS OF CONTROL	RESIDUAL RISK RATING IF ALL CONTROLS IN PLACE
1	**Use of DSE (Display Screen Equipment)** (Upper limb strain from seating position or repetative movement)	• A Council DSE self assessment has been carried out on the home workstation. • The employee has completed the Councils DSE e-learning Course. • Suitable equipment has been supplied. • The Employee knows how to contact ICT to obtain support if the equipment malfunctions.			

INVERCLYDE COUNCIL RISK ASSESSMENT FORM					
					REF. No
No.	**HAZARD including inadequate or lack of arrangements**	**CONTROLS REQUIRED**	**Complied With YES/NO/ N/A**	**CONCERNS/ ADDITIONAL MEANS OF CONTROL**	**RESIDUAL RISK RATING IF ALL CONTROLS IN PLACE**
2	**Space unsuitable for the proposed work being carried out.** (Physical injury due to slip or trip, lack of lighting or concentration leading to injury. Stress due to the environment) (Given that the work is in the employee's own home it is the resonsibility of the employee to ensure that heating is adequate for their needs.)	• Is there sufficient space available for all the furniture and equipment used, to allow the work to be carried out safely? • Is there sufficient safe and secure storage space for equipment and documents used? • Is the work area subject to noise at a level which is likely to affect the employees concentration? • Is there sufficient lighting for the task? • Is the flooring area free from trip hazards i.e. trailing cables from equipment being used. • Is ventilation adequate? • Is the work area kept tidy and clear of objects lying around that may cause someone to fall? • Is there sufficient segregation from disruptions i.e. children, pets, other family members.			

INVERCLYDE COUNCIL RISK ASSESSMENT FORM					
					REF. No
No.	HAZARD including inadequate or lack of arrangements	CONTROLS REQUIRED	Complied With YES/NO/ N/A	CONCERNS/ ADDITIONAL MEANS OF CONTROL	RESIDUAL RISK RATING IF ALL CONTROLS IN PLACE
3	**Electrical Safety** **Note: Electrical sockets and other parts of the homeworkers' domestic electrical system are their own responsibility**. (Electric shock or fire)	• Where electrical equipment is in use are there sufficient sockets to prevent overloading. • If extension leads are used these should be of the fused and switched type. • Cables and extension leads should be positioned so that they are not subject to wear or damage and do not present a trip hazard. • Is electrical equipment provided for home working in good condition and free from any visual faults. • Does the employee undertake visual checks of electrical equipment to identify any obvious faults such as work or damaged leads or plugs. • If any equipment is to be provided by Inverclyde Council are there arrangements in place for portable appliance testing to be carried out. This includes PC's, VDU's etc.			

INVERCLYDE COUNCIL RISK ASSESSMENT FORM					
				REF. No	
No.	HAZARD including inadequate or lack of arrangements	CONTROLS REQUIRED	Complied With YES/NO/ N/A	CONCERNS/ ADDITIONAL MEANS OF CONTROL	RESIDUAL RISK RATING IF ALL CONTROLS IN PLACE
4	**Work equipment provided by the Council.** (Trapping, entanglement, electrical risks, musculoskeletal problems)	• Is any work equipment suitable for its intended use. • Is the work equipment safe to use and subject to suitable maintenance. • Are arrangements in place to ensure that any work equipment can only be used by authorised and suitably trained persons. (i.e. children cannot get access to it.)			
5	**Manual Handling of Office Equipment** (Musculoskeletal strain or injury to the back)	• Are heavy or bulky loads avoided (i.e. large loads of files, boxes etc.) • Has the employee attended a Manual handling awareness course. • Has suitable equipment or facilities been provided for transporting equipment i.e. laptops, files etc.			

INVERCLYDE COUNCIL RISK ASSESSMENT FORM					
					REF. No
No.	HAZARD including inadequate or lack of arrangements	CONTROLS REQUIRED	Complied With YES/NO/ N/A	CONCERNS/ ADDITIONAL MEANS OF CONTROL	RESIDUAL RISK RATING IF ALL CONTROLS IN PLACE
6	**Isolation** (Stress and Depression)	• Is there regular face to face contact between Inverclyde Council representatives and the homeworker. • Is there a mechanism in place for ensuring the same information and support for homeworkers as on-site workers, including information on social events. • Is support/advice readily available to the homeworker to deal with either IT problems or other specific work queries.. • Does the homeworker have access to the Council corporate training courses.			

	INVERCLYDE COUNCIL RISK ASSESSMENT FORM				
				REF. No	
No.	HAZARD including inadequate or lack of arrangements	CONTROLS REQUIRED	Complied With YES/NO/ N/A	CONCERNS/ ADDITIONAL MEANS OF CONTROL	RESIDUAL RISK RATING IF ALL CONTROLS IN PLACE
7	**Emergency Arrangements**	• Does the accomodation used for home working have a working smoke alarm. • Does the homeworker have access to a first aid kit. • Is the homeworker aware of the Council's incident reporting procedure, and that incidents while working at home should be reported as per Council incident reporting procedures. • Has an emergency contact prodedure been established for the homeworker.			
8	**General**	• If the homeworker is a new or expectant mother has a pregnancy risk assessment been carried out.			
9	Are there any other foreseeable hazards associated with the home working activities? **Please tick** **Yes** ☐ **No** ☐	List any additional Controls			

<table>
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<tr>
<td colspan="6"><u>**Reference Documents**</u>

📄 <u>Homeworking – Guidance for Employers and Employees on Homeworking INDG 226</u>

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</tr>
</table>

Where there is non compliance with a control measure or a concern a recommendation together with timescale for completion and responsible person should be completed in Section 2.

SECTION 2

No.	RECOMMENDATIONS	TIME SCALE	RESPONSIBLE PERSON

This assessment should be kept under review.

SECTION 3

ASSESSMENT COMPLETED BY:		
MANAGER/ASSESSORS NAME	SIGNATURE	DATE
ASSESSMENT ACCEPTED BY:		
HOMEWORKER	SIGNATURE	DATE

THIS ASSESSMENT MUST BE COMPLETED, SIGNED AND COPIED TO:	CONFIRM
The Health and Safety Section OD&HR	
Service Health and Safety ADVISOR	
Head of Service	
REVIEW DATE	

ASSESSING THE RISK

Select the phrase which best describes the likelihood of an accident occurring.

1	Very Unlikely
2	Unlikely
3	Fairly Likely
4	Likely
5	Very Likely

Select the phrase which best describes the likely consequence if an accident occurred.

1	Insignificant – no Injury
2	Minor – Minor injuries needing first aid
3	Moderate – up to three days' absence
4	Major – More than three days' absence
5	Catastrophic - death

Place the two figures obtained above into the matrix below, this will help you determine the risk rating. e.g.

17 – 25	Unacceptable - Stop activity and make immediate improvements
10-16	Moderate – Look to improve within a specified timescale
5-9	Adequate – Look to improve at the next review
1-4	Acceptable – No further action, but ensure controls are maintained

		Likelihood				
		1	**2**	**3**	**4**	**5**
Consequence	**1**	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Project Name	1 Approved Budget	2 Actual to 28/02/13	3 Projection 2012/13	4 Projection Future Years	Status/Comments
Revenue Costs - One-off (Earmarked Reserve)					
Mobile Working	10,000	7,400	10,000	0	
EDRMS (Employee Costs)	10,000	0	0	10,000	Employee Costs related to introduction of EDRMS. (ICT Project Manager Post).
Unallocated Budgets	480,600	0	0	480,600	Budget to be allocated.
	500,600	7,400	10,000	490,600	
Capital Costs					
Business Intelligence & Perf Mgnt	2,000	6,200	2,000	0	Costs to date relate to Backscanning & Tender report.
Mobile Devices	10,000	988	10,000	0	
EDRMS	80,000	2,451	23,000	57,000	£80k EDRMS system. Maintenance costs of £93k for 5 years (£18.6k) per annum.
Telephony System (CSC)	30,000	0	20,000	10,000	
E-forms	26,000	11,795	26,000	0	
Unallocated Budgets	396,640	0	0	396,640	Budget to be allocated.
	544,640	21,434	81,000	463,640	
TOTAL	1,045,240	28,834	91,000	954,240	