



Guidance for Individuals

The way we work as both individuals and in teams is critical to the success of Smart Working. Any potential change in working practices needs to be discussed and agreed within teams to ensure the change meets both the business requirements and as far as possible, an individual's preferences. Formalising and recording these discussions through an Individual Charter (Workstyle Agreement) will ensure a shared understanding of how you and your team propose to incorporate Smart Working.

Team Meeting Conversation

Before meeting with you individually, your line manager or Head of Branch should meet with the team to discuss how you currently work, and the opportunities for Smart Working. During this conversation they should make sure everyone understands that we need to balance personal preferences with business needs, including any specific needs of the team.

This is an opportunity for everyone to agree an approach that will work for the whole team and also presents an opportunity to explore how the team could work more innovatively through Smart Working.

In particular, everyone should be made aware that they will have a set office base for travel and subsistence purposes (a 'hub') - this will be where the post is based. They do not necessarily need to attend the hub every day and with agreement, can work from an alternative location – to be agreed in your Individual Charter conversation. If they attend another office for reasons of personal preference rather than business need, they will not be able to claim travel and subsistence costs.

As part of this discussion, you will also need to create a short Team Charter for the whole team to sign up to. This will help everyone agree how the team will manage these arrangements; how you'll keep in touch and the contribution everyone is making to delivering team objectives.

How the team will check in with each other (e.g. weekly team meeting – does everyone have to be in the office or connect remotely? Putting in place a buddy system for those working in other locations).

Individual Meeting

As part of the Let's Talk process, your line manager will have a conversation about whether your current role and performance objectives are suited to Smart Working (and whether this style of working will suit you). Your manager should be clear that the business needs of the team will determine the degree of flexibility but within this, you should jointly try to find ways of adopting a Smart Working approach should you wish to do so.

If Smart Working would work for your team's business needs and you would like to work in this way, you will both sign up to an Individual Charter (Workstyle Agreement). Your manager will discuss options and agree when and where you might need to be in the office. Individual Charters will formalise the approach between you and your team / manager.

The two key questions you will be asked as part of the Workstyle Agreement are:

How flexible is your role?

Would you like to work Smartly?

If yes, you and your line manager should discuss and agree:

Frequency

How often would you like to work from somewhere else?

Location

Where else would you like to work from?

- Another office location, from home etc.
- Your line manager should make sure you are aware that whilst you may both agree that you can work outside of our 'standard hours' (6am – 8pm), many offices will not be open outside of these times and you will need to work elsewhere. Similarly, that support services such as ICT and the Corporate Shared Service Centre will only be available during their usual working times. If you choose to work outside of supported hours and there is an issue which prevents you from working, you will not be able to credit the time and will need to make up the hours when the issue has been fixed.
- If you would like to work from home on occasion, this is considered informal homeworking. The organisation will not provide office furniture or contribute to bills (e.g. Broadband or heating) as this is your personal choice.

- If you are a mobile worker and will be working from a number of non office based locations on a regular basis, you will need to ensure you have completed the **Smart (Remote) Working Checklist** with your line manager in order to minimise the health risks of doing so, and to ensure Health, Safety and Wellbeing requirements are addressed.
- Formalising and recording these discussions in a Workstyle Agreement will ensure a shared understanding of how we are committed to Smart Working. Guidance, a template, and a completed example are available in Related Links.

Purpose

What tasks do you want to be able to complete?

- Make sure you fully aware of our security policies and understand what work can be carried out from non-office locations.

In particular, your line manager should make sure you are aware that you will have a set office base for travel and subsistence purposes (a 'hub') - this will be wherever your post is based. However, you do not need to attend the hub every day and with agreement, can work from an alternative location as discussed in your conversation. If you attend another office for reasons of personal preference rather than business need, you will not be able to claim travel and subsistence costs.

The arrangements are based on trust and should this trust be broken, Smart Working arrangements can be removed and if necessary, disciplinary procedures can be instigated.

If you would like to adopt Smart Working, but your line manager doesn't agree, they should explain to you why it isn't possible. If you are unhappy with the decision, you can raise your concerns with your Deputy Director.

Individual Charter

At the end of this discussion, you should jointly create an Individual Charter which sets out how Smart Working will work for you. This should include:

- Any frequent flexible working patterns (locations and times).
- What will be accepted of you / them
- How you will keep in contact with your manager / team outside of planned team meetings.

To support Smart Working a number of policies have been updated. The biggest changes are the removal of core hours and a new Smart Working Policy. These will be formally published very shortly but you can see a preview of them here:

[Smart Working: Work Smart](#)