



Agile/Hybrid Working Framework



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How to Use this Framework

To flick through the pages of this document in sequence use the  or  arrows found on the bottom corners of each page, or the arrow keys on your keyboard to turn to the previous or next page.

This Toolkit is separated into easy to navigate sections

Click on the icons at the bottom of each page to return to the Toolkit's main menu.

This Toolkit is designed to be interactive – there are hyperlinks throughout which take you directly to our Intranet for internal Health Board information, or to the [www.](#) to access information and advice published by other organisations.



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Nicola Prygodzicz, Chief Executive

Foreword

I am delighted to be able to share with you our revised Agile Working Framework.

Our continued transition to a more agile organisation involves changing a cultural mind-set that many of us have grown up with and as a result of the pandemic we were catapulted practically overnight into a world of agile working. Agile working is a real opportunity to reduce stress at work, improve wellbeing, make the workplace more inclusive, promote better use of technology and improve the delivery of services for our patients.

Key to its success will be the creation of cultures and systems of trust and responsibility which support and enable staff to work in an agile manner. In doing so, this gives us the opportunity to reduce travel and our carbon footprint whilst improving recruitment and retention of staff.

I hope you enjoy using this interactive framework, that it helps improve your understanding of agile/hybrid working and the increasingly important role it will play in the way we work both now and in the future.

We continue to reflect on our agile strategy and as such we've updated our Agile/Hybrid Working Framework to ensure that it supports the delivery of our vision and best practice.



Purpose & Structure

The purpose of this framework is to draw together the essential elements of agile/hybrid working and provide an easy to navigate guide which enables understanding of the principles & an ability to confidently implement/manage this new way of working in your area of the organisation.

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Agile Working Ambition & Principles

Our vision is to "create opportunities to develop working environments that bring together our people, IT and estate. Where we can, focussing on work as an activity rather than a place to go, helping to increase efficiency and flexibility for all".

Activity; Focusing on work as an **activity** rather than a place to go for appropriate tasks and projects.

Good; Promotion of **good** working spaces and environments.

Integration; Creating opportunities to **integrate** people, technology and estates together.

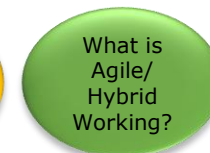
Location; Less wasted time/location and travel. Focusing on the right **location**.

Efficiency; Increasing **efficiency** and flexibility for all through the development of our personas.

This will be achieved by the following underpinning principles already agreed by the Executive Team:

Opening Up Opportunities...

- ✓ *That enable staff to work in a location that is best for them, their services and our patients.*
- ✓ *To better support staff health and wellbeing.*
- ✓ *To optimise the effective use of our time.*
- ✓ *To maximise the use of available technology.*
- ✓ *To promote space/desk sharing by reducing the current 1:1 desk ratio.*
- ✓ *To ensure our future estate and digital strategy should seek to align with agile/hybrid working.*
- ✓ *To provide a network of agile hubs with breakout space and storage space.*



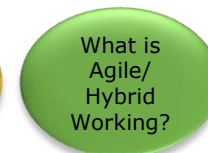
What is Agile/Hybrid Working?

Agile / Hybrid working is a term used to describe situations where employees are granted a **degree of autonomy where they work** in order to fulfil individual and organisational goals. Hybrid working is where an employee splits their time between, the workplace and working remotely either at home or another workplace location. Agile/hybrid working focuses on removing boundaries traditionally placed between staff and their goals. Agile/hybrid working can be undertaken in non-traditional environments through remote and virtual work, hot desking at alternate bases.

For example, an employee spends 2 days a week working in the office, they spend 2 days working from home and the other day working from either local shared workspaces within the community, public sector, Health Board sites or another suitable location, these are called touch down points.

There will be circumstances when an employees preferences are to attend their designated workplace each day and this should be considered.

Flexible working is not to be confused with agile/hybrid working and refers primarily to flexibility around working which is an agreement at an **individual** employee level. Flexible working is any type of working arrangement that gives some degree of flexibility on how long, where and when an employee works. This is agreed on an individual employee level and applications should be made via the **Flexible Working Policy**.



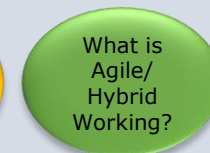
What are the Benefits & Outcomes?

Benefits of Agile/Hybrid Working

- Reduces carbon footprint through less estate and travel.
- Attracts new talent and improves retention
- Creation of local hubs
- Utilises available technology
- Greater engagement, autonomy, creativity and trust.
- Increase in proportion of staff being able to work from various locations
- Positive feedback from staff
- Improves performance and productivity

Outcomes of Agile/Hybrid Working

- Increases opportunities for wellbeing and work-life balance
- Improves staff wellbeing
- Release space for clinical activities
- Better utilisation of estate
- Encourages innovation and creativity
- Creates inclusive work environments



Toolkit

This toolkit aims to assist managers and staff in implementing agile working practices in their area.

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Agile/Hybrid
Working and
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Policies**

**Culture
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**Managing/
Supervising
Teams and
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**Supporting
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and Wellbeing**

**Establishing a
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Assessment of Agile/Hybrid Working and Supporting Policies

Teams should assess space utilisation and future requirements to support agile/hybrid working. It is important to assess the risks of implementing agile/hybrid working in the workplace.

The **Home Working Policy** provides some of the legal frameworks around home working. A flowchart and checklist (Appendix 2) is available for managers to identify which roles could be undertaken in an agile/hybrid way. The **'Decision Flowchart and Checklist'** must be completed by the manager and each individual staff member when mutually agreeing any home working arrangements.

The Accommodation Group which is an operational group and is chaired by the Divisional Director of Estates and FM will process individual requests for accommodation.



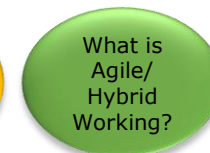
Aneurin Bevan University Health Board

Home Working Policy and Guidelines

N.B. Staff should be discouraged from printing this document. This is to avoid the risk of out-of-date printed versions of the document. The Intranet should be referred to for the current version of the document.

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ABUHB_HR_0197



Culture Change



Culture is always a difficult term to define and change. An agile culture provides organisations with core values, behaviours and practices.

Changing employee behaviour is essential but comes with its challenges as people are often worried about change and the impact this may have on them.

To enable a culture shift toward agile/hybrid working it is essential that a change in mindset and practices must occur across the Health Board so the benefit of agile/hybrid working can be experienced and evidenced.

A key part of agile/hybrid working is changing how you think about work. This involves changing habits which are often well embedded and may take time to tackle.

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Tips - Culture Change



- Developing behaviours and systems of trust and responsibility which support and enable staff to work in an agile manner.
- Maximise agile/hybrid working of teams where possible. It is essential that managers and employees alike enter into the spirit of agile/hybrid working within constraints of normal service provision. As each service offering is different, a 'one size fits all' approach cannot be applied.
- Encourage staff to go into the office to work collaboratively for social interaction and a sense of identity – staff should feel excited about coming into the office.
- Be reactive to the changing behaviour and expectations of the workforce; we need to adapt to different styles and become emotionally intelligent managers and leaders.
- Trust employees to deliver and focus on the quality of what they deliver.
- Understand and respect every member of the teams different behaviour preferences/personalities.

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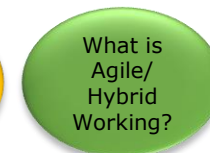
Communication

Communication is important for all teams.

“Good employee communication enables employees to stay connected to their workplace, understand their organisation’s purpose and strategy, identify with its values, and develop a sense of belonging by understanding how they contribute to its wider purpose.” *(CIPD, Employee Communication, 2023).*

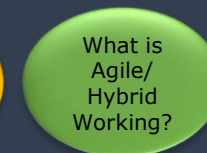
Ensuring effective communication between colleagues can have many benefits, such as improved morale, productivity, retention and wellbeing.

Sometimes it does not come as naturally as bumping into someone in the corridor or kitchen and starting a conversation on a whim, but communication is essential to creating connections and connections are crucial to building relationships and working effectively with others.



Tips - Communication

- Encourage regular check-ins. It is important to maintain regular contact with managers and colleagues, for example, through a combination of face-to-face meetings, virtual whiteboards, Outlook diary, email, Skype and telephone. *Please note, there will be circumstances where face to face meetings are essential and should not be unreasonably confused.*
- Make it fun! Instant chat about non-work things, share a funny news story, send a gif or share playlists and reading lists, whilst respecting others beliefs, views and remaining professional.
- Empower employees to speak their mind about how they feel is more than a feedback form or a survey to 'check in'. It is opening lines of communication between staff and managers and within and between teams.
- Ensure ongoing conversations are a priority. These allow for regular feedback to be given from a range of people and for this to be built upon in order for the setting of future objectives.
- Ensure when meeting virtually that your camera is on – *unless you have requested this is turned off because of connectivity problems.*
- Be aware of your surroundings when working in an agile/hybrid way. Consider blurring your background or using the organisation's standard backdrop. Ensure that virtual backgrounds are not offensive to staff.
- Virtual meetings should be viewed in the same way as a physical meeting – similar standards should apply and staff should be respectfully presentable as if in the workplace.
- Avoid cold calling colleagues into meetings spontaneously and unprepared.



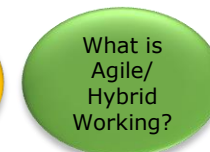
Managing/Supervising Teams and Performance

There are new challenges inherent in leading and managing agile teams.

An agile/hybrid team requires new understandings as well as new practices. It is essential for managers and staff to work in an harmonious partnership as managing people who are not all together all of the time will bring new challenges.

“Working in an agile/hybrid way, where team members may be working from different locations or at different times, requires clear ways of working, planning and organising if it is to be successful. Agile/hybrid working should be tailored to the unique needs of the individual, team or department.

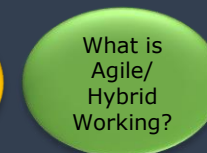
The role of the line manager will be key to ensuring effective ways of working. In particular, managers will be responsible for communication, performance management and team working within hybrid teams.”
(CIPD, People Manager Guide: Supporting Hybrid Working, 2023).



Tips - Managing/Supervising Teams

Good management is being clear about what needs to be done. This will help us all avoid the feeling that we need to be available 24/7. When we understand what is expected of us and know that we are trusted to perform our role, then, we can focus on doing the job. Some of these boundaries could include:

- When we are available to work – ensure calendars are up-to date.
- Ensuring your staff are contactable during working hours and aware of how individuals and the team will keep in touch – using different forms of technology.
- How we manage our work-life balance – remember to take regular breaks and switch off from work at the end of the day.
- How performance will be managed and measured – consider what personal circumstances need to be taken into account (e.g., caring responsibilities, health issues, etc.).
- It is also important to think about our colleagues and team members and the boundaries that they set and ensure we respect them. In order for this to happen, communication is key and knowledge of the boundaries is paramount.
- Technology allows us instant access to each other, do not expect everyone to answer immediately, there could be a number of reasons why someone is not available.
- Remember it is ok to end your working day at a reasonable hour – lead by example! If you are sending emails late in the evening, do not expect instant answers unless already agreed.



Tips - Managing/Supervising New Starters

What about new staff members? How can we support their integration into agile/hybrid teams?

We need to ensure that when new staff are brought into a team either through recruitment or moving internally, we support their induction and orientation and embed them to the point that they truly become and feel part of the team.

Managers need to consider how they support new starters and ensure staff continue to receive appropriate training and induction, which may only be delivered in the workplace.



Tips for supporting new staff members:

- Wider team to support with staff induction.
- New starters are provided with the team's agile principles and ground rules.
- Encourage team work, pair staff or start a buddy system.
- Take time to “have lunch” via Teams or to exchange information informally or chat.
- Ensure regular 1:1s are scheduled.
- Ensure access to the right people, access to data and sharing of digital platforms.



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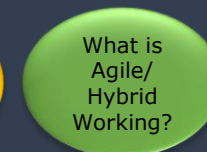
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Tips - Managing/Supervising Performance

- Managers are encouraged to maximise agile/hybrid working of their employees where possible. Focus on the tasks of the role to assess what work can be undertaken in an agile/hybrid way. Assess decisions based on the impact it has on the service.
- Ensure that employees have sufficient equipment and support alongside clear agreed parameters, outcomes, deliverables and objectives to enable performance to be managed.
- Empower teams with clear accountabilities, focussing on outcomes rather than outputs.
- Focus on 'the what' (results) as well as 'the how' (process) and manage yourself and your teams by output not hours worked.
- Convey to staff that agile/hybrid working may not be possible all of the time because at core times, employees may need to work together collaboratively and teams should also have the opportunity to meet in person.
- Not all agile/hybrid working arrangements will be successful either from the service or individual's point of view, so they must be able to be reviewed at any point. If problems arise, every effort will be made to resolve them.
- Managers will stop agile/hybrid working arrangements for sound business or performance reasons and after engaging fully with the employee.
- Staff training is available via various digital platforms on the value of digitised ways of working and collaborative tools. Be aware of the potential skill gap in staff returning to work from long periods of absence. For further information and to access the Health Board's internal ICT training, please visit: **Microsoft 365 Information Hub**



Supporting Staff Health and Wellbeing

It is important that a work/life balance is achieved and supported by the individual's manager and not just left to the individual to resolve.

We all have a part to play in supporting each other and for our staff to stay, feel engaged and be productive.

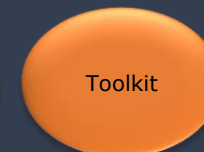
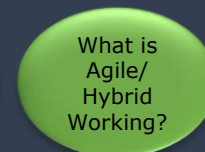
Managers are encouraged to regularly ask staff how they are feeling, how their work is going, if there are any concerns about safety and ensuring that they have the right set up when working from home or other locations.

Possible signs that staff may not be coping well include:

- Appearing tired, anxious or withdrawn;
- Increase in sickness absence or being late to work, missing or absent from team meetings or not turning on webcams;
- Changes in the standard of their work or focus on tasks;
- Being less interested in tasks they previously enjoyed or changes in usual behaviour.

The Employee Well-Being Service (EWS) is available to all Aneurin Bevan Health Board employees and has both Clinical Psychologists and experienced Counsellors who provide evidence-based psychological therapies. The service offers psychological therapies for staff experiencing issues that may or may not be work-related, for example, anxiety, depression, family and relationship problems. The service is confidential and is self referral only. Staff can refer by calling: 01633 234888.

Further information and a range of resources are available on the EWS intranet page and on the following website: www.aneurinbevanwellbeing.co.uk



Tips – Supporting Staff Health and Wellbeing



- Ensure your team is aware that they can seek support and guidance from you if they need to.
- Do not just use email! Some people may prefer to chat to feel connected, especially if they live alone and do not have the opportunity to talk to anyone throughout the day.
- Self care – gaps in the diary are allowed including breaks, travel time, virtual travel, etc.
- Get out of the house – you do not have to get out every day but you should try to do so regularly. Your body needs to move. Also the fresh air and natural light will do you good.
- Be aware – some people end up putting in more hours and working harder when they are at home so monitor this – *don't let people burn out.*



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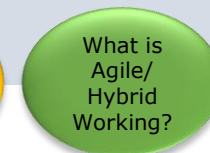
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Establishing a Team Charter and Ground Rules

To establish a culture of agile/hybrid working in a team, a manager and all team colleagues will need to discuss and agree how to create and maintain effective team working. Consider:

- Agree quantity of communication between the team, manager and between individual team members. How you communicate within your business and between teams will have a huge influence on the successful implementation of a hybrid working model.
- Give employees clear goals and clarity on objectives.
- Clearly agree and document roles, responsibilities & tasks.
- Agreeing workload planning and progress reporting in advance through regular 1:1's and PADR's.
- Maintain constructive debate and proactively address any difficulties or conflict if they arise.
- It is also easy to let work 'creep' into non-working time at the cost of family life. This blurring of lines leads to an 'always available' culture, which can then become a stressor.
- Clarity regarding where there may be specific times of the day or week when individuals need to be contactable in order to meet service requirements.
- Regular team catch ups to ensure a shared awareness of what the team is working on so everyone hears the same message.
- New starters may require additional support and supervision.
- All charters should be reviewed at least every 12 months.



Health and Safety Considerations

See '[Home Working Policy](#)' for further information.

Home Working

Where staff members work from home on an occasional, temporary, prolonged period or on a permanent basis rather than attending the workplace.

Basic safety principles

- The Home Working Policy offers detailed guidance around home working, including consideration of the health and safety requirements. Here are some basic principles:
- Home working will be applied on a basis, which enables quality services to be delivered, and which meets the needs of the service, organisation and employee. There is no automatic right to homeworking and we would anticipate that agile/hybrid working would be the most appropriate.
- A risk assessment must be undertaken by all employees who work from home at any time in line with the **All Wales Guidance on Working with Display Screen Equipment (DSE) Whilst Agile Working and Working from Private Premises**. Particular attention must be paid to new and expecting mothers when assessing risks to the home worker. Risk assessments are to be completed by the employee, returned to the line manager to be saved in the employee's personnel file. These assessments need to be reviewed annually or when '*significant changes*' occur.
- The Health and Safety at Work Act etc. 1974 places a duty on managers to protect the health, safety and welfare of their employees, including homeworkers.
- Access to the right (ergonomic) equipment to make sure people work safely
- The work area should be in an area where they can remain undisturbed by other members of family and can retain the required level of data protection and security.
- Individuals maintaining their responsibility to remain safe, no matter where and how they work.
- Full awareness and compliance with lone working protocols and wellbeing assessments.
- Employees will need to be open about the pattern of their working lives and their whereabouts (diary access etc.) office or a coffee shop.



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Managing the Agile/Hybrid Workspace and Staff Requiring Special Adaptions

Employees who have been provided with specialist equipment in the workplace as a result of workplace assessments e.g. footrests, specialist chairs, keyboards will not be provided with further such equipment to enable them to work at home.

The specialist equipment will be provided in one work location. Should an employee wish to work from home occasionally it is their responsibility to ensure that they have suitable equipment at home, as it is their personal choice to work at home. If they have been provided with smaller equipment, e.g. specialist keyboard or mouse, the employee can agree with their manager that they take the equipment home should they choose to work at home but that they return it to the workplace when they are working there. If it has been agreed that employees will work at home as part of a reasonable adjustment due to a disability, arrangements may need to be made to provide the relevant equipment at home in accordance with the reasonable adjustments guidance.

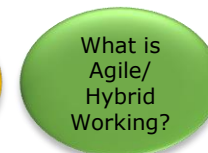


Equality, Diversity and Inclusion Considerations

Agile working has many benefits for diversity and inclusion, including the way in which it allows broader access to the workforce for those with caring responsibilities who might not be able to work in an office nine-to-five. It also allows the Health Board to stretch our recruitment net much wider which can result in a wider range of individuals applying for any role.

However, it is important to note that some find it difficult to work from home, such as those with young children at home, those in shared accommodation, or those with poor internet connection. There is also a risk that those with a tendency to be overlooked become even more isolated. It is therefore more important than ever to have processes in place that ensures fair and equitable decisions on everything from who attends meetings to who is invited to join project teams, apply for promotions or participate in training. When considering agile working arrangements for their team, managers should complete an [Equality Impact Assessment](#) to consider if there is any potential impact on staff with protected characteristics.

As virtual meetings remain a regular part of most people's agile workdays, preparing for fully accessible meetings is therefore vital. As a first step, think about the diverse characteristics that may be present in your audience. Potential attendees may have different learning or communication styles, may not be fluent in the language you are using for a presentation or meeting, and/or may have difficulty seeing, hearing, moving, and/or speaking. For more advice on how to ensure virtual meetings are inclusive, contact the Equality Diversity and Inclusion Team via email at ABB.EDI@wales.nhs.uk

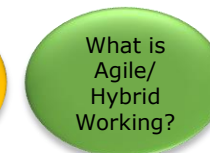


Managers' Responsibilities

In order for agile working to become successfully embedded within teams, a formal, mutual agreement must be reached between the staff member and manager with regards to the logistics of the agile working arrangement.

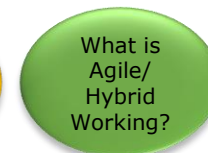
There is also a [supplementary checklist](#) that **will need** to be completed and agreed between managers and staff when making agile/hybrid working arrangements.

✓	To be responsible for their own and staff member's adherence to the Agile Working principles .
✓	To periodically review the agile working arrangements for staff within their area of responsibility.
✓	To ensure the concepts of managing by outcomes have been successfully explained to all staff within their area of responsibility and appropriate methods to monitor output have been mutually agreed.
✓	To ensure flexibility, openness and constructiveness in relation to discussions and agreements about agile working with staff within their area of responsibility, whilst remaining focused on the needs of the service.
✓	Treating people as individuals, allowing them choice but also accepting that one size will not work for everyone nor will it work for all roles. New starters may be required to be more work based initially for supervision and training.
✓	To ensure all staff aware of their responsibility to adhere to the Health Board's existing policies – Health and Safety, confidentiality, IT governance, access and storage and mandatory training requirements.
✓	To ensure that all staff are aware of their responsibility to appropriately secure access and storage of all Health Board data in transit and at working locations.
✓	To ensure their staff's wellbeing and clear sickness absence reporting arrangements are in place and that staff are aware of their responsibility to report in accordance with ABUHB policy even when working from home.
✓	Managers should look out for early warning signs that a team member is not working well. Managers should monitor the on-going wellbeing of staff through regular review of agile work-style arrangements.
✓	To ensure all staff have completed all statutory and mandatory training modules and health and safety assessments where required, Link to All Wales Health and Safety Framework



Employee Responsibilities

✓	To have joint responsibility with their manager in agreeing their level of agility and how they will carry out their role in a more agile way.
✓	To ensure flexibility, openness and constructiveness in relation to discussions and agreements about agile working with their manager, whilst remaining focused on the needs of the service.
✓	To adhere to all relevant Health Board's policies.
✓	To ensure a clear account of agreed journeys and working location. When working away from base all diaries to reflect appropriate contact number and location ensuring that managers and colleagues know where you are. Staff should be contactable during working hours.
✓	To liaise with their manager for advice or clarification as required.
✓	To report to the Health Board immediately once known, any loss, theft or damage to Health Board's IT equipment or the loss of confidential information.
✓	To adhere to the Health Board's existing policies linked to agile / hybrid working.
✓	To ensure that the access and storage of Health Board data in transit and at working locations is secure at all times.
✓	To ensure continued sickness absence reporting in accordance with ABUHB policy even when home working.
✓	To ensure completion of all statutory and mandatory training modules and that staff have undertaken the required risk assessments in line with the All Wales Guidance on Working with Display Screen Equipment (DSE) Whilst Agile Working and Working from Private Premises .
✓	Agile workers will be expected to use their own best judgement as to where and when is most appropriate to make and receive confidential phones calls or undertake any work of a confidential nature whilst using touch down points. At all times the employee will remain responsible for ensuring that all personal data is securely kept in accordance with the Data Protection Policy.



Examples of Agile Working in Practice

Personas

A number of personas were developed to help managers and staff identify how they can work in a more agile/hybrid way supported by agile/hybrid principles, the supporting framework and through accessing IT systems.

Here are a list of the personas which you may identify with:

- Michael – *Ward Nurse*
- Joy – *Analyst*
- Tariq – *Information Worker*
- Mary – *Senior Manager*
- Nelson – *Facilities Operative*
- Anna, Kendi & Katie – *Community Team*
- Jo & Nadia – *Surgical Medical Team*
- Phoebe – *Finance Officer*
- Sian – *Laboratory Manager*

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AGILE/HYBRID WORKING PERSONAS WARD NURSE



Image credit: Freepie

Michael is a nurse on a busy hospital ward – spending most of his time directly caring for patients.



He is already able to use IT on the ward for carrying out patient observations, administer medication, access CWS and other patient related information which allows Michael to spend more face-to-face time with his patients.



In future, whilst on breaks, Michael will be able to use a PC in the staff room to take a look at AB Pulse or read staff newsletters. This enables Michael to feel part of the organisation and keep up to date with important events that are happening across the Health Board.



Suitable equipped meeting rooms could facilitate improved participation in MDT meetings/other patient discussions either face-to-face/via MS Teams.

Michael could be given study time at home to undertake any work related training ensuring he is free from any distractions. This would help ensure that Michael is fully compliant with his mandatory training, reduce the pressure on staffing levels and improve access to IT resources on the ward.

Michael – Ward Nurse



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AGILE/HYBRID WORKING PERSONAS IT ANALYST

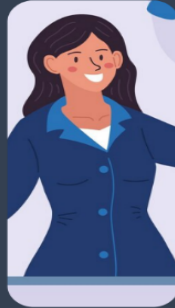


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Image credit Freepic

Joy is an analyst on the very busy ICT Service Desk. She spends her day dealing with users over the phone and needs extensive access to all IT systems.



Joy's team spend majority of their time working in an agile/hybrid way (from home, Health Board bases or alternative locations)

Assessments are regularly undertaken to ensure that staff spend time in the office on a rotational basis as a number of staff are unable to work from home.

The team really enjoy the hybrid working approach and feel that this increases their productivity. As per the guidance and tips in the Agile/Hybrid Working Framework, the team have created a charter. The purpose of the charter is for the team to establish agile working ground rules to ensure communication, goals and objectives alongside responsibilities and tasks are clear for everyone regardless of their working location.

MS Teams allows the whole team to collaborate regardless of location, the team use VPNs to access all ABUHB IT systems as though they were in the office and soft phone allows them to be part of the overall telephony systems and deal with call queries remotely. This ensures the person contacting the team continues to have the best possible experience.



Some creative thinking was required to provide off-site access to information wall boards, etc. to ensure the team could still share ideas remotely.



These are now facilitated remotely via MS Teams



enabling the team to work seamlessly regardless of their location.

To maintain the team dynamic, support the embedding of new staff and ensure the maintenance of good team communication in line with the Agile/Hybrid Working Framework; the team host regular weekly online quizzes and engage in social activities.

Joy – IT Analyst



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Tariq is an Information Worker. He spends most of his day working with data and information and heavily relies on technology to support him.



He is not in a patient facing role but needs to maintain regular contact with his manager, colleagues across the Health Board and external organisations.

His team meets weekly to discuss work and projects. Tariq is responsible for supervising staff. He has a team charter which ensures that his team are aware of how to contact him when he is working remotely or at alternative locations. Tariq also spends time in the office integrating new starters into the team and carrying out regular 1:1 meetings.

He would like to primarily work from home with visits to an office location when required.

To allow Tariq to work effectively from home, he requires a stable broadband connection, a desk, an adapted chair, his laptop, a docking station and two monitors (if required) set up to ensure his health and safety requirements are met. An ergonomic chair will be available for where he undertakes most of his duties.



On trips to the office and other locations, Tariq could book a hot-desk space/meeting room. This ensures that when Tariq attends a site there is adequate space for him to work and meet with colleagues without having to search for an empty desk. His department have allocated hot-desks with dual monitors that are bookable for all staff to use.

MS Teams allows Tariq to keep in touch with colleagues and join virtual meetings. Microsoft 365 allows him to collaborate fully on documents. Through the provision of a soft phone, Tariq will be able to reach out external contacts remotely.



Microsoft 365



Tariq – Information Worker



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AGILE/HYBRID WORKING PERSONAS SENIOR MANAGER



Image credit: Freepic

Mary is a Senior Manager – spending her day dashing from meeting to meeting whilst also dealing with multiple issues and escalations.



She must be able to contact anyone whenever required and needs access to information at her fingertips.



Mary spends so much time out and about and rarely spends time at her contractual base location. She needs to be able to work from pretty much anywhere.

She has entered into the spirit of agile/hybrid working by reviewing the arrangements for her team ensuring their objectives are clearly set to maximise performance of the team when working in this 'new' way. Her team have agreed ground rules which support effective communication and new members of the team, in line with the Agile/Hybrid Working Framework. She is happy to meet staff face to face upon request and encourages her team to get together regularly to maintain effective communication.

Mary could make use of her mobile phone and MS Teams to contact colleagues and her team. Microsoft 365 on her phone would give her access to her email, calendar, documents, the intranet and other applications on the go. She can also attend meetings remotely reducing her travel time.



In future, between meetings on-site, Mary could make use of a pre-booked hot-desk, work from home for all or part of the day or use her departmental office space. Mary will be using her laptop to deal with emails, collaborate on documents or attend other virtual meetings.

This reduces the delay in Mary being able to respond to requests and queries.

Mary – Senior Manager



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Nelson is a Facilities Operative and he works shifts. Most of his working time is spent in one of the hospital sites transporting transporting patients and goods across the hospital. His daily tasks are organised by a handheld device and prioritised through the Call the Porter app.



He is in a patient facing role but needs to maintain regular contact with his manager and colleagues across the hospital site. He also needs to keep up to date with his mandatory training, view his shift patterns and book leave.



When Nelson has time to undertake his statutory and mandatory training, he would prefer to complete this at a location close to home or at home.

This helps reduce Nelson's work travel costs and increase his mandatory compliance rates.

Due to the nature of Nelson's role, there are limitations to the tasks that can be undertaken in a more agile/hybrid way. Face-to-face training could be undertaken at his base or if more convenient at a hospital site close to his home. Online training could be undertaken across all hospital sites with available computer facilities. In the future, the MeApp will allow Nelson to access his rosters and book additional shifts using his phone.

To support the opportunity to work in an agile way, Nelson needs access to a computer on the hospital site or another accessible site close to his home. He is able to view ESR by downloading the app onto his own mobile phone/tablet.



Nelson – Facilities Operative



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Anna, Kendi and Katie have various roles within a community team. The team use more non-face-to-face methods to assess patients (e.g., virtual telephone clinics, Dr Doctor for video clinics).



They spend a large part of their day assessing patients in various community settings but still have a designated base where their team meets to allocate work, collect equipment and complete administrative duties.

The team have access to desktops at their bases and some staff have access to laptops and iPads. This allows them to access WCCIS and patient records on the go. They often need to make telephone calls to health and social care colleagues to discuss packages of care. They undertake administration work at their base but this results in additional travel which impacts on travel costs, carbon footprint and often there are insufficient desks to meet everybody's requirements. All staff can access e-rostering, electronic expenses and ESR to update and record their personal information.

The team have followed the principles outlined in the Agile/Hybrid Working Framework alongside the tips for good communication and team working. They have agreed a rota to set out when staff will attend the base and when they will work from other locations for tasks such as online training, research, MDT administration, etc.

The team need to maintain regular contact with their manager who allocates works, be able to respond to urgent requests and access to CCWIS and other apps, such as ESR/Rostering/e-expenses. The team meets for service/professional meetings and MDT meetings to discuss workload and patients. They are also responsible for regularly supervising students undertaking training.



MS Teams ensures virtual connectivity from almost any location. WCCIS allows easier access from all locations. Congestion in the office base has eased as less staff are working there daily. Easy access to identified hot-desking and meeting space across sites would support agile/hybrid working for those without laptops and reduce unnecessary costs.

Anna, Kendi & Katie - *Community Team*



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AGILE/HYBRID WORKING PERSONAS SURGICAL MEDICAL TEAM



Image credit: Freepress

The Surgical Medical Team rotate across acute sites working in theatres, wards and outpatients. Jo and Nadia, who are part of the team, continue to be based on just one site for most of their day and heavily rely on accessing CWS, emails and other clinical software for support. The team undertake more patient contacts in a virtual way (e.g., virtual clinics) and they use digital dictation software.

The team have laptops so are able to work from any location. They are also able to work in the agile spaces at the Grange University



They need to maintain regular contact with their clinical director, service managers and other Health Board colleagues working across sites and within external organisations. The team meets for departmental and MDT

meetings to discuss work and patients. They are also responsible for supervising junior doctors.

Hospital as there is access to private office spaces/single rooms so the team are able to have confidential conversations. They may undertake administrative work at the Local General Hospitals and have access to departmental desk space which they may share with others. They have VPN tokens so that they can also access clinical software when they are on-call and at home and utilise MS Teams for digital connectivity.



The team have agreed how they will communicate with each other across sites and have identified that a number of tasks, such as online training, research, administration and SPA time, could be undertaken either on other sites or at home. To ensure all sites are always covered, any home working is undertaken on a rotational basis.

As the team work across sites, ensuring suitably equipped meeting room facilities are available could facilitate improved participation in MDT meetings or other patient discussions as the team could attend either face-to-face or virtually using MS Teams.



Jo & Nadia - Surgical Medical Team



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AGILE/HYBRID WORKING PERSONAS FINANCE OFFICER



Image credit: Freepic

Pheobe works in a busy finance team based in the Llanfrechfa Grange Portacabins. She spends most of her day undertaking tasks using IT systems, such as Oracle, writing reports, creating complex spreadsheets and databases alongside dealing with queries from colleagues. She must be able to contact her team and manager and have access to information and systems.



Pheobe would prefer to work at her base all week other than when she may have to visit other sites for face-to-face meetings. Her manager is supportive of agile/hybrid working and the rest of the team either rotate their time between their base, home or work on other Health Board sites.

The team have developed principles for when specific financial processes and procedures require all of the team to attend the office at the same time so that they can work together.

Pheobe needs access to Oracle, departmental folders and often needs to contact colleagues. She uses MS Teams for ad hoc meetings or when she wishes to discuss finance queries with colleagues. The team have access to each other's calendars so they can identify where each member of the team is based in the spirit of lone working. The team have agreed ground rules which support effective communication, induction and supervision for new members of the team.



In future, Pheobe would require her own designated desk in the department's allocated space because she spends most of her time there. Other colleagues do not have sole designated desks each as they spend 2 to 3 days each week at home or working at other sites. On occasions, when all the team need to meet at the base, they use other designated departmental agile desks or pre-book desks or rooms using a booking system. This reduces the space that the team requires and ensures ongoing collaboration and connection.



Phoebe – Finance Officer



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AGILE/HYBRID WORKING PERSONAS STAFF MEMBER WITH DISABILITY



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Image credits: Freepress

Sian is Laboratory Manager. Sian plays a critical role in overseeing the day-to-day operations of a microbiology laboratory. She is responsible for managing laboratory staff, ensuring compliance with laboratory regulations and standards, and maintaining the accuracy and efficiency of laboratory processes.

Sian's team have recently embraced agile working and the team are being encouraged to hybrid work between home and the office. In line with this change, hotdesking arrangements have been brought in to the shared office space. Many of Sian's colleagues are reporting the benefits of being able to work part of the week from home, with team productivity increasing. Sian however has found this change challenging.



Sian has a hidden disability – autism. She has had reasonable adjustments agreed following a referral to the Access to Work Scheme, which includes a desk situated in a quiet, secluded part of the open plan office – this is useful for avoiding all the noise and movement that can trigger sensory overload. However, the new hotdesking arrangements has meant that Sian's allocated desk is sometimes used by other members of the team, leaving Sian feeling unsettled and experiencing sensory overload when having to sit in busier areas of the office to work.



It is important to recognise that neurodivergent colleagues may have particular needs which may be impacted by hot-desking/agile working. Colleagues who have specific equipment agreed as a reasonable adjustment, whether as a result of a disability or not, should have access to that equipment in their contractual base and home if that is where they split their working time.

To support Sian in working effectively in the office, her desk was protected to ensure that she had a familiar, quiet space that she could work in.



Sian – Staff member with disability



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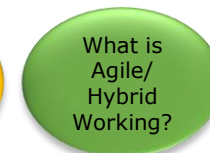
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Workplace Good Practice Background & Purpose

- This document has been developed following feedback from three Agile Working Staff surveys. The acceleration of agile working during the Covid-19 pandemic has profoundly changed the way that we work and where we work from. This has provided us with a strategic agenda of creating our working environment into a space that supports agile working.
- This document provides a blueprint for the organisation to adopt when creating new spaces or when the existing estate are being reviewed and / or redeveloped into agile working spaces.

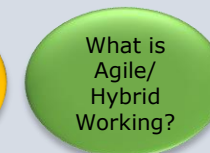


The Agile Working Space

Our working environment should be structured to support our workforce to fully embrace the agile working concept across our estates and include:

- **Implement key measures** for service change (i.e. reduction of staff to desk ratio) to reduce footprint (e.g., 1:2/1:3).
- **Hot desks** to provide freedom to staff to work when, where and when they chose.
- **Assigned** person specific spaces for staff who can only work from one area will only be allocated in certain circumstances (e.g. those who are predominantly office based for majority of their working hours).
- **Personalised office space** for single use will be discouraged for all staff
- **Quiet space** to undertake private and confidential work.
- **Team Talk** break away space to meet and have team meetings.
- **Wellbeing** to support reflection, relax and recharge.
- **Skills training** to support staff training, learning and development.
- **IT** appropriate to meet agile working. *For further information regarding personal IT allocation, please refer to the Home Working Policy (link).*
- **Accessible** workplaces to ensure inclusivity and support staff with disabilities or sensory impairments.
- **Health and Safe Working environment** with appropriate space, ventilation, clean and appropriate temperature and ventilation.
- **Welfare Facilities** to ensure the right number of toilets, washbasins, drinking water and accessible rest and meal facilities are available.

For further information on what agile/hybrid working spaces are available across the Health Board, please visit: [Agile, Wellbeing & Meeting Room Spaces](#).



Agile Working Space Examples



image source: <http://www.entrawood.co.za>

The picture below showcases a good example of agile working which includes, hot desking, assigned workstations, quiet and private areas, team talk/break away areas and wellbeing/private and skills training.

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Minimum Workplace Standards

It is recognised that when redesigning existing estate that the creation of all these desired areas may not be possible within the footprint. Therefore, to aid the re-design of our estate, a set of minimum and enhanced standards have been agreed. The minimum standards to be adopted when creating an agile space must include:

Available IT, internet and Wi-Fi.

An assessment of a suitable number of **Assigned Desks** *based on departmental needs if required.*

Mixture of **Hot Desks and Assigned Desks.**

Access to **Quiet spaces** (dependant on other available options on the premises).

Access for **Team Talk**, break away space to meet and have team meetings (dependant on other available options on the premises).

Access to **Wellbeing** to support, reflection, relax and recharge (dependant on other available options on the premises).

Where the space does not allow for separate **Quiet, Team Talk or Wellbeing** spaces then this should be merged and utilised on a flexible basis (dependant on other available options on the premises).

Space should be accessible and designed to meet safe working practices i.e. disabilities.



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Minimum Workplace Standards *Cont.*

Office furniture should be varied to support adjustability / special adaptations.

Chairs should include ergonomic designs and meet DSE requirements.

Electronic booking systems for shared areas and hot-desks should be in place.

Appropriate accessible welfare facilities (toilets, washbasins, drinking water, kitchens).

Safe workspace, well maintained equipment, no obstructions, windows that can open.

Appropriate temperature between 22 – 26 degrees Celsius.

Storage for personal items.

Storage for confidential records/files.



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Enhanced Workplace Standards

In addition to the minimum standards, where there is an opportunity to do so enhanced standards to support agile working should be considered, these are:

Skills training areas

Showering / changing facilities to support infection control and sustainable travel.

Environmental Controls - adjustable temperature and lighting.

Additional rest facilities in line with the BMA Fatigue and Facilities Charter.

Storage areas for bikes in line with the sustainable travel plan.

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We really hope that you found this Agile/Hybrid Working Framework useful.

If you have any feedback on this Toolkit, or ideas about other advice/resources to include, please don't hesitate to contact

ABB.AgileHybridWorking@wales.nhs.uk

– we'd love to hear from you

Thank you & have a great day!

