



Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board



Agile/Hybrid Working Framework





Glyn Jones, 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 give 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 working and the increasingly important role it will play in the way we work both now and in the future.



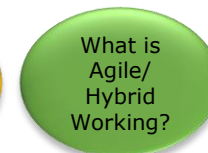
How to Use this Framework

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.



Purpose & Structure

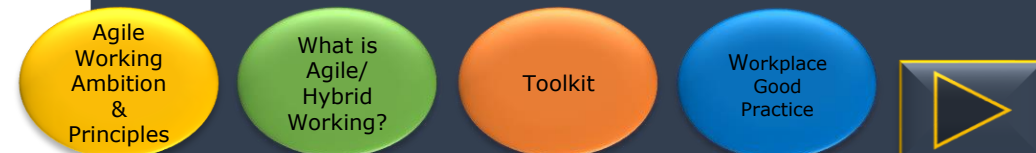
The purpose of this framework is to draw together the essential elements of Agile Working and provide an easy to navigate guide which enables understanding of the principles & an ability to confidently implement/manage Agile Working in your area of the organisation.

**Agile Working
Ambition &
Principles**

**What is
Agile/Hybrid
Working?**

Toolkit

**Workplace
Good
Practice**

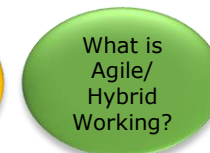


Agile Working Ambition & Principles

Our ambition is to transform patient and staff experience by developing a work culture focussed on work as an activity rather than a place.

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

- ✓ *Applies to all staff as a mutually agreed arrangement*
- ✓ *Takes into account service needs*
- ✓ *Quality standards, patient safety, information governance and health and safety are not compromised*
- ✓ *Office space to be kept to a minimum*
- ✓ *Maximise use of all available technologies*
- ✓ *Promote sharing of office space, hot desking and drop in areas*
- ✓ *Compliance with social distancing rules*
- ✓ *Reduce travel time, travel costs and carbon footprint*
- ✓ *Supports staff wellbeing*
- ✓ *Aligns with the Health Board [Values and Behaviours Framework](#)*



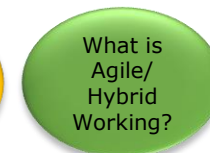
What is Agile/Hybrid Working?

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 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.



Benefits of Agile Working

Improves staff wellbeing

Improves performance & productivity

Reduces carbon foot print through less estate & less travel

Attracts new talent and improves retention

Increases space, efficiency and sustainability

Utilises available technology

Encourages innovation and creativity

Greater engagement, autonomy, creativity and trust

Agile Working Ambition & Principles

What is Agile/ Hybrid Working?

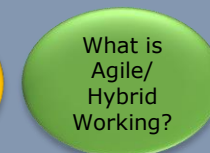
Toolkit

Workplace Good Practice



How can managers support the agile/hybrid way?

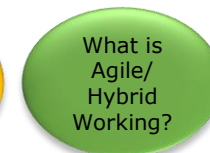
- Managers are encouraged to maximise agile working of their employees where possible.
- It is essential that managers and employees alike enter into the spirit of agile working within the constraints of normal service provision. As each service offering is different, a 'one size fits all' approach can't be applied.
- Focus on tasks of the role then more work may be undertaken in an agile way.
- Ensure employees have sufficient equipment.
- Managers ensure performance of staff is managed by agreeing parameters, outcomes, deliverables and objectives.
- Conveying to staff agile/hybrid working may not be possible all the time because at core times employees need to work together and teams should also have the opportunity to meet in person.
- Assess decisions based on the impact it has on the service.
- Agile/hybrid working does not require a contractual change as staff bases do not change.



Supporting agile/hybrid working

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 their staff to work in an harmonious partnership as managing people who are not all together all the time will bring new challenges. Key to its success are:

- Developing behaviours and systems of trust and responsibility which support and enable staff to work in an agile manner.
- Not all agile working arrangements will be successful either from the service point of view or the 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 working arrangements for sound business or performance reasons and after engaging fully with the employee.
- There will be circumstances when face to face meetings any may be requested by managers, staff members or staff representatives. All reasonable requests to meet face to face must be considered.

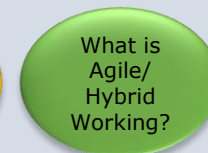


Supporting new staff into an agile team

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 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. Key to success are:

- Co-located teams support agile as well as more traditional approaches to help with staff induction.
- Ensure new staff are provided with the team's agile principles and ground rules.
- Encourage team work, pair staff or have a buddy system.
- Take time to "have lunch" on teams calls to exchange information informally and chat. This will help new staff to get to know the team, service and organisation, make them feel comfortable and improve efficiency.
- Connect with new starters and ensure regular 1:1's.
- Ensure access to the right people, access to data and sharing of digital platforms.



Toolkit

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

**Managing
remote/hybrid
teams & agile
workers**

**Creating a
culture and
staying
connected-tips**

**Agile working
ground rules**

Personas

**Managing
agile teams
checklist**

**Employee
responsibilities**

**Managing
virtual
meetings**

**Workplace
Good Practice**

**Agile workplace
and workspace**

**Home
working**

**Equality
considerations**



Agile
Working
Ambition
&
Principles

What is
Agile/
Hybrid
Working?

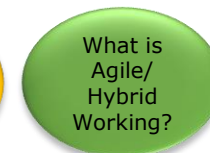
Toolkit

Workplace
Good
Practice



Managing remote / hybrid teams & agile workers

- Remember the inclusion of agile / hybrid teams, keep staff connected, engaged and motivated - ensure no one gets left behind.
- Staff now go into the office to work collaboratively, for social interaction and a sense of identity - staff need to feel excited about coming into the office.
- Need to react to the changing behaviour and expectations of the workforce; we need to adapt to different styles and become emotionally intelligent managers and leaders.
- All staff will continue to have a designated base for travel claims purposes, although they may choose to work from an alternative location to allow for improved efficiency and more effective service delivery.
- You have to agree and work at maintaining good communication and change practices – agree ground rules, engagement rules, face to face, etc.
- Staff training available in using various digital platforms on the value of digitised ways of working and collaborative tools - be aware of skill gap in staff returning to work from long periods of absence. Here is the link to our internal ICT training: https://nhswales365.sharepoint.com/sites/ABB_Informatics_Hub

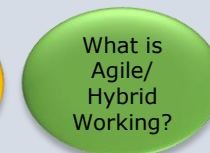


Setting clear boundaries and expectations

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:

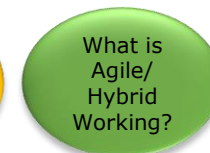
- When we're available to work – keeping calendars up to date.
- Ensuring your staff are contactable during working hours, how individuals and teams will keep in touch – using different forms of technology.
- How we manage our work-life balance - taking regular breaks and switching off from work at the end of the day.
- How performance will be managed and measured – 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 make sure 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, don't expect everyone to answer you immediately, there could be any number of reasons why someone is not available.
- Remember it's ok to end your working day at a reasonable hour – lead by example if you're sending emails late in the evening do not expect instant answers unless already agreed.



Creating a Great Culture and Staying Connected

It is important for us all to be keeping in touch with each other regularly. This should include regular communication through our new ways of working, for example, instant messaging, video chats and conference calls between:

- Individual employees and their managers
 - Employees working together
 - Team members
 - Colleagues across the organisations
-
- Discuss and agree with our teams about regular catch ups - as if you were in the office.
 - 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.



Tip 1 Communication



Boost communication - It just doesn't 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.

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.

There will be circumstances when face to face meetings are essential and should not be unreasonably refused.

Maintain the human connection – *have fun!*

Agile
Working
Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice



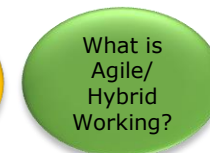
Tip 2 Rewarding & Recognition

A little recognition can go a long way. So whether it's a small shout-out on the team chat or a lunch delivery, do something. It'll set the tone for a work culture where people are valued and appreciated.

Encourage each other to share any creative ideas to improve working practices. These can be shared in your regular meetings.

Let your colleagues know they're doing a good job.

Encourage each other to share any creative ideas to improve working practices.



Tip 3 Encourage an open environment

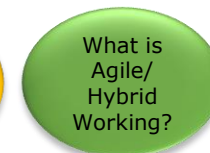
Empowering employees to speak their mind about how they feel is more than a feedback form or a survey to 'check-in'. It's opening lines of communication between staff and managers and within and between teams.

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.

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.



Tip 4 Prioritise 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.

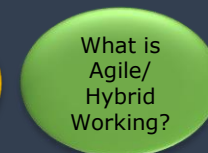
We all have a part to play in supporting each other and for our staff to stay, feel engaged and be productive.

Don't 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.

Some people end up putting in more hours and working harder when they're at home so monitor this - *don't let people burn out.*

Make sure that they know they can seek guidance from you if they need to.

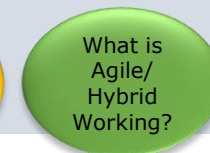
Get out of the house - you don't have to get out every day, but you should try to do so regularly. Your body needs to move. Also the fresh air and natural light will do you good.



Agile working teams 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:

- Agreed 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.

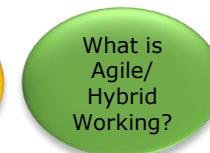


Managing agile / hybrid teams – checklist

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.

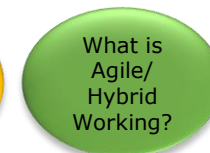
There is also a [supplementary checklist](#) that **will need** to be completed and agreed between managers and staff when making agile/hybrid working arrangements.

✓	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.



Managing virtual meetings

Do

- Self Care – gaps in the diary are allowed including breaks, virtual travel, etc.
- Respect colleagues if they are busy.
- Note on calendar when you are off site and manage your notifications – there is a functionality in the Teams App to manually set your status to 'busy' or 'do not disturb'.
- Respect colleagues declining meetings to deal with other priorities.
- Ensure your camera is on – *unless you have requested this is turned off because of connectivity problems.*
- Ensure that backgrounds are not offensive to staff.
- Be aware of your surroundings – consider blurring your background or using the organisation's standard backdrop.
- A virtual meeting should be viewed in the same way as a physical meeting – similar standards should apply and should be respectfully presentable as if in the workplace.



BE
PREPARED



BE
PUNCTUAL



BE
PRESENTABLE



BE
PRECISE



BE
POLITE

Do Not

- Book back to back meetings: no more than 5 Microsoft Teams meetings, or meetings that exceed a total of 5 hours should be held in any one day.
- Fill gaps with meetings; they are not a jigsaw puzzle.
- Cold call colleagues into meetings spontaneously and unprepared.



Agile
Working
Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice



Agile Workplace

Implementing a 'clear clean desk' policy which means that all desks can be used by any member of the team.

Using technology to maximise flexibility. Think about how your team could use:

- Mobile phones, telephone voicemail and extension number allocation
- MS Teams and video conferencing or telephone meetings
- SharePoint

Ensure consideration for staff requiring special workplace adaptations

Having flexible storage which allows team members to quickly store and retrieve their work resources and use any available desk.

Having a mix of quiet, private and collaborative space available for team members to use as their work requires.

Make sure when working from home or other public areas your conversations and documents are confidential from other people living in the home or close by

Agile Working Ambition & Principles

What is Agile/Hybrid Working?

Toolkit

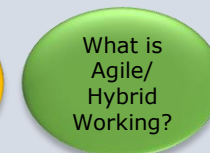
Workplace Good Practice



Managing the agile/hybrid workspace and staff requiring special adaptations

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.



Working at Home Safely

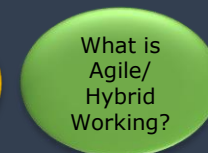
See '[Home Working Policy](#)' for further information.

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.



Equality Considerations

Agile Working and working from home may not be a suitable option for individuals. These needs may include:

- The office being a safe space for them to undertake their role.
- Hot desking may not be an option due to necessary modifications or agreed ways of working and they require a permanent desk space.
- Staff working preference to not work at home due to, for example, suitability of the home environment.

For further advice and guidance please contact the relevant areas:

HR Helpdesk 01495 745656

Employee Well-Being Service 01633 234888

Agile
Working
Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice



Wellbeing Tips for managing staff who are agile working

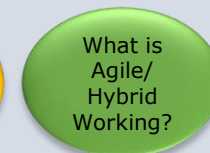
Managers are encouraged to regularly ask staff how they are feeling, how their work is going, if there any concerns about safety and ensuring they have the right set up when working from home.

Possible signs that staff may not be coping include:

- Appearing tired, anxious or withdrawn;
- Increase in sickness absence or being late to work, missing or absent from team meetings, 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

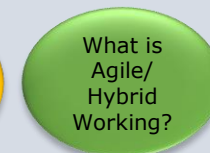


Personas

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*





Ward Nurse

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



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



Michael – Ward Nurse



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 in the health board



Suitable equipped meeting rooms could facilitate improved participation in MDT meetings or other patient discussions either face to face or via MS Teams. This would enable staff to comply with COVID regulations where large meeting rooms aren't available.

Michael could be given study time at home to undertake any work related training. This would help ensure that Michael is fully compliant with his mandatory training, reduce the pressure on other ward staff as Michael is not attempting to complete his training whilst on shift and improve access to computers on the ward. It also allows Michael to concentrate on his training without being distracted.





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 ICT systems.



Pre COVID the team were entirely based in a single location but as part of the Work from Home Directive moved to being completely remote team. An assessment has been 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.

With return to on site working possible and an increase in the team numbers, the office was too small for everyone to attend, maintain social distancing and minimise risk of infection. Two “bubbles”



were created who alternate 1 week in/out. Joy really enjoys this hybrid approach to workbase.

MS Teams allows the whole team to collaborate regardless of location, the team use VPN 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 system and deal with call queues. This ensures the person phoning the Service Desk continues to have the best possible experience.



Some creative thinking was needed to provide off site access to Information wall boards etc. These are now facilitated remotely via MS Teams enabling the team to work seamlessly wherever they are.



To maintain the team dynamic and support new staff they regularly meet and ensure they maintain good team communication in line the the Agile Working Framework. Regular weekly online quiz and now the pandemic has relaxed a little also engage in social activities outside of working hours.



Joy – Analyst





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. The team meets weekly to discuss work and projects, he is responsible for supervising staff



He would like to be 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 and adapted chair, his laptop and docking station and two monitors (if required) - set up to ensure his health & 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 John attends a site there is adequate space for him and he is not looking for a spare desk and office space to so he can meet with colleagues. His department have allocated hot desks with dual monitors that are bookable for all staff to use. This ensures he is able to work effectively at most locations.

MS Teams allows Tariq to keep in touch with colleagues and join virtual meetings, when implemented M365 will let him collaborate fully on documents. Through the provision of a soft phone Tariq will be able to reach out to external contacts.



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Tariq – Information Worker



Agile
Working
Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice





Senior Manager

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

She spends so much time out and about that she doesn't really have a base, needing to be able to work from pretty much anywhere. She has entered into the spirit of agile/hybrid working and reviewed agile/hybrid working arrangements for her team ensuring her team objectives are clearly set to maximise performance of the team. Her team have agreed ground rules which support effective communication and new members of the team, in line with the Agile Working Framework. She is happy staff face to meet face to face when requested.

Mary could make use of her mobile phone and MS Teams to contact colleagues and her team. M365 on her phone would give her access to email, her calendar, documents, the Intranet and other applications on the go. She can also attend meetings remotely thereby reducing the time she spends travelling.



In future, In 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 in 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 and travel and improving her workforce life balance



Mary – Senior Manager



Agile
Working
Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice





Nelson is a Facilities Operative and he works shifts. Most of his working time is spent in one of the hospital sites 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 mandatory training, he would prefer to complete this at a location close to home or at home. This will reduce his work travel costs and will increase mandatory compliance rates.

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 phone.



Due to the nature of Nelson's roles, 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 computer facilities. In the future, MeApp will allow Nelson to access his rosters and book additional shifts using his phone.



Nelson – Facilities Operative





Community Team



Anna, Kendi and Katie have various roles within a community team. They have had to change the way they work during Covid by using more non-face-to-face

methods to assess patients.

They would normally spend a large part of their day assessing patients in various community settings. They have a designated base where their

team meets to allocate work, pick up equipment and undertake any administrative duties.



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 regularly have new students undertaking training.

They have access to desktops at their bases and some staff have access to laptops and ipads to access WCCIS and patient records. 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 means additional travel which impacts on travel costs, carbon foot print and often there are insufficient desks to meet every bodies requirements. All staff can assess e-rostering, expenses and ESR to update and records personal information.



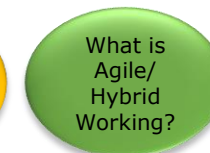
The team have followed the principles outlined in the Agile/Hybrid Working Framework and tips for good communication and team working. They have agreed a rota of when staff will attend the base and when others can work from other locations for tasks such as online training, research, MDT administration.



MS Teams allows all teams to keep in touch with colleagues and join virtual meetings. WCCIS allows easier access from all locations. Congestion in the office base has eased because less staff are working there daily. Easy access to identified hot desking and meeting space across each locality would support agile hybrid working for those without laptops and reduce unnecessary travel time and costs.



Anna, Kendi & Katie - Community Team



AGILE/HIBRID WORKING SCENARIOS

Surgical Medical Team



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. During the pandemic, they have undertaken a number of



non-face to-face outpatient appointments and use dictation.

They need to maintain regular contact with their clinical director, service managers and other colleagues working across the Health Board and in external organisations. The team meets for departmental and MDT meetings to discuss work and patients. They are also responsible for supervising junior doctors.



The team have laptops so they are able to work from any location. They are also able to work at the Grange University Hospital in the agile space as there is access to private office spaces/single rooms so the team are able have confidential telephone conversations. They may undertake administrative work at the Local General Hospitals and have access to departmental desk space which they may share with others. At this space they have VPN tokens so that they can also access clinical software when they are on-call and at home. To ensure they are able to attend MDT meetings, they can either use an available office room or book space at a hospital site to join the meeting using MS Teams.



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 there is always cover on sites, any home working is undertaken on a rotational basis within their team.



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MS Teams allows the team to keep in touch with colleagues and join virtual meetings. Suitably equipped meeting rooms could facilitate improved participation in MDT meetings or other patient discussions either face-to-face or via MS Teams.



Jo & Nadia - Surgical Medical Team



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Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice





Phoebe works in a busy finance team based in Llanfrechfa Grange Portacabins. She tends to spend 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.



Phoebe would prefer to work at her base all week other than when she may have to visit 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 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.

Phoebe 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, Phoebe would require her own designated desk in the department's allocated space because she spends most of the time there. Other colleagues do not have sole designated desk 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. This reduces the space that the team requires and ensures ongoing collaboration and connection.

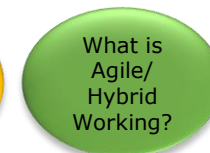


Phoebe – Finance Officer



Workplace Good Practice Background & Purpose

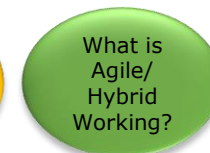
- This document has been developed following feedback from three Agile Working Staff surveys. The acceleration of agile working during the Covid-19 pandemic has profoundly changed the way that we work and where we work from. This has provided us with a strategic agenda of creating our working environment 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

The feedback we have received from our staff provides key information on how our working environment should be structured to support our workforce to fully embrace the agile working concept across our estates and include:

- **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, who are predominantly office based.
- **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 support working from multiple places.
- **Accessible** workplaces to ensure inclusivity.
- **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.



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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Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice



Examples of Supporting Agile Space

Further examples of supporting agile spaces are illustrated below:



Agile
Working
Ambition
&
Principles

What is
Agile/
Hybrid
Working?

Toolkit

Workplace
Good
Practice



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**, leaving space for **Quiet, Team Talk** and **Wellbeing** areas.

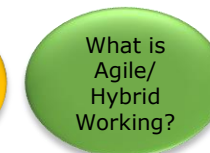
Hot Desks only leaving space for **Quiet, Team Talk** and **Wellbeing** areas.

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

Access to **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).



Minimum Workplace Standards continued

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

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

Chairs should include ergonomic designs and meet DSE requirements.

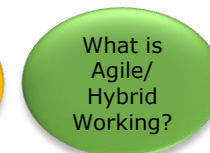
Electronic booking systems for shared areas should be in place.

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.



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:

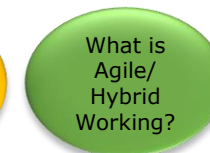
Skills training areas

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

Environmental Controls - adjustable temperature and lighting.

Additional rest facilities in line with the Rest and Facilities Charter.

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



**We really hope that you
found this Agile 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!

