

**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 May 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Agile Working Strategic Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies – Executive Director of Strategy & Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Sharon Hughes, Principal Programme Manager Transformation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The Agile Working Strategic Plan aims to transform the way we work and our working environments. Our vision for the way we work is that practices and environments based on trust, empowerment, creativity and inclusion will provide an excellent service by enabling the philosophy that: **“Work is an activity we do, not a place we go.”** This means empowering staff to work where, how and when they choose but also recognising throughout that it is **‘not a one size fits all and is subject to operational constraints.’**

Agile working is not prescriptive, and this plan is a starting point to empower our staff to adopt new ways of working. We will continue to learn and adapt to both agile working practices and our working environments.

Agile working is not working from home, or flexible working, which is a contractually agreed work pattern or flexitime based on core hours. Neither is it only about changing office spaces and new technology. All of these things enable agile working practices and working environments, it is about changing the way we work to be flexible to deliver better services. Space and the ability to work in an agile way will be open to everyone equally but confined by the practicalities of their role.

The Agile Working Strategic Plan was approved by the Executive Team (ET) on 18 December 2024. Based on the feedback received during the meeting, a new section on Agile Working and 'Working Overseas' was incorporated. This addition was made after thorough research and with the support of senior colleagues from the Workforce and OD team. The updated document was then resubmitted to ET on March 19, 2025, where it received approval.

Cefndir / Background

On 25 March 2022, Welsh Government published ‘Smarter working: a remote working strategy for Wales’, which outlined the approach to achieving 30% of the Welsh workforce working at or near to home. It set out the economic, social, environmental and cultural benefits

of remote working, and explained plans to encourage/support employers in Wales to embed remote working for the long-term in the Welsh workplace.

The Board approved Decarbonisation Delivery Plan initiative 37 stating that *‘HDdUHB will support the Welsh Government’s target for 30% of the Welsh workforce to work remotely, by continuing to facilitate flexible and smart working, developing the existing approach to remote working technology, and rationalising existing office space’*.

Initially, the Agile Working Strategic Plan was presented to the Operational Planning Governance and Performance (OPGP) on the 13 August 2024. Feedback was received from a number of sources, primarily from within the Workforce and Organisational Development Directorate and amendments incorporated into the strategy document. Between August 2024 and November 2024, engagement on the document was sought from Senior Management Teams, Workforce & Organisational Development (W&OD) Senior Leadership Team, Equality & Diversity Team, Local Negotiating Committee (LNC), Strategic Partnership Forum and Trade Union representatives for feedback and endorsement. The feedback received was captured and discussed with W&OD senior colleagues and subsequent amendments were made to the strategy, which include a section on Privacy and Confidentiality (page 8) and Office Etiquette (page 10).

Asesiad / Assessment

In response to the national strategies and expectations, HDdUHB established an Agile Working Taskforce Group (chaired by Lee Davies, Executive Director of Strategy & Planning) to develop an approach to remote/hybrid/agile working. Hot desk environments have already been set up at a number of sites along with a collaborative hub at Cardigan Integrated Care Centre and we continue to expand this practice going forward with developments such as Picton Terrace Corporate Hwb, Cross Hands Health & Wellbeing Centre and the Carmarthen Hwb which aligns to the HDdUHB Property Asset Strategic Plan. The Agile Working Strategic Plan provides an overarching direction of travel giving more depth and understanding than what the Agile Working Toolkit provides.

It is important to note that the plan highlights throughout that we recognise that not all roles can be undertaken in a completely agile way. The plan is about people and our working environments and focusses on a shift in culture and thinking which aims to challenge perceptions and change attitudes and behaviours away from the traditional “supervision by sight” model.

Argymhelliad / Recommendation

The People, Organisational Development and Culture Committee is requested to:

- NOTE the content of the Agile Working Strategic Plan report.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:

Cyfeirnod Cylch Gorchwyl y Pwyllgor:

2.3 To provide assurance to the Board on the organisation’s ability to create and manage strong, high performance, organisational culture arrangements.

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	8 Estates plans
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

**Gwybodaeth Ychwanegol:
Further Information:**

Ar sail tystiolaeth: Evidence Base:	'Smarter working: a remote working strategy for Wales' 'NHS Wales Decarbonisation Strategic Plan' & 'Hywel Dda Decarbonisation Delivery Plan'
Rhestr Termiau: Glossary of Terms:	<u>Included within the report.</u>
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	FET, SRC, Senior Management Teams, Workforce & Organisational Development Senior Leadership Team, Equality & Diversity Team, LNC, Strategic Partnership Forum and Trade Union representatives.

**Effaith: (rhaid cwblhau)
Impact: (must be completed)**

Ariannol / Gwerth am Arian: Financial / Service:	No Integrated Impact Assessment Template
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Ansawdd / Gofal Claf: Quality / Patient Care:	No Integrated Impact Assessment Template
Gweithlu: Workforce:	No Integrated Impact Assessment Template
Risg: Risk:	No Integrated Impact Assessment Template
Cyfreithiol: Legal:	No Integrated Impact Assessment Template
Enw Da: Reputational:	No Integrated Impact Assessment Template
Gyfrinachedd: Privacy:	No Integrated Impact Assessment Template
Cydraddoldeb: Equality:	No negative impacts identified through EqIA process <ul style="list-style-type: none"> • Has EqIA screening been undertaken? Yes (if yes, please supply copy, if no please state reason) • Equality Impact Assessments

Agile Working Strategic Plan

Hywel Dda University Health Board

(To be read and implemented in conjunction with the [Agile Working Toolkit](#))



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Document Author:	Sharon Hughes
Approved by:	Hywel Dda Executive Team
Approval Date:	19 th March 2025
Review Date:	March 2026
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Executive Summary

Work is an activity we do, not a place we go.

Our Agile Working Strategic Plan ensures the workforce model, culture, technology and associated space requirements reflect and retain the high trust working relationship and innovation following the change initiated because of the Covid-19 Pandemic.

Introducing more agile working practices will involve developing a new work culture. It is not about doing things in the old way with some modern technologies and redesigned offices – it is about new ways of working using new tools, new processes, and new approaches to management and teamwork. This requires different types of behaviours and different expectations about how work is done.

This requires a shift in thinking as it will challenge perceptions on the construct of work and enable a new focus on outcomes. We will need to support all relevant staff to make this change in a compassionate and inclusive way. We will need to be clear on expectations.

We want to do this to attract, engage and reward our staff whilst delicately balancing the needs of our patients/families, whether they are internal or external, with the needs of our workforce to live healthy lives. We want to continue to grow, innovate, and allow people to challenge the status quo. Working in this way will allow us to attract high calibre professionals who are patient focused and agile in their approach.

Our plan will take account of how we work and measure our productivity, the health and wellbeing of our staff and managers and our working environments. We will also make sure that our approach is sustainable and inclusive and although we recognise that not all roles can be undertaken in a completely agile way, we will provide equity of offer i.e. not everyone will get the same, but they are equally considered.

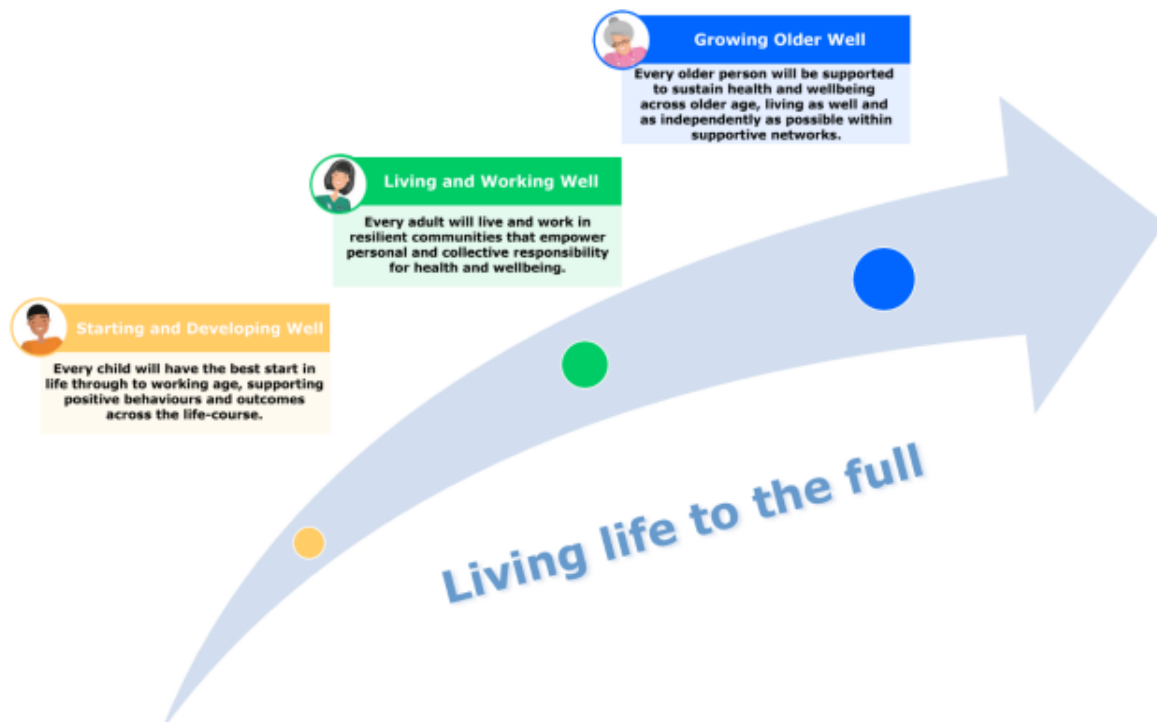
We choose to work in collaboration and partnership with our staff, patients, families, trade unions and other stakeholders and we will review our induction to make sure all our staff understand how we work here and what our expectations are.

This plan will evolve as we continue to learn what an agile approach means for our services and our staff. This document will not cover all the answers you may have about agile working within HDdUHB and should be read together with our HDdUHB Agile Working Toolkit.

HDdUHB Strategy

A Healthier Mid & West Wales

Our strategy is based on a vision for the future and a set of strategic goals. To make sure we focus on how the health and care system will look and feel for families in the future, we have focused on three interconnected phases across the life-course, each with an associated strategic goal: Our three strategic goals – starting and developing well, living and working well, and growing older well - are framed around three life phases and replace the previous eight health related strategic objectives. The three pro-active strategic goals emphasise a joint whole system approach to health and well-being with our partners and communities. While we recognise that these life phases overlap and that none is more important than the other, we also wish to support the provision of services and actions taken to improve health and well-being that may be focused on the delivery of specific goals. Whilst we can make a positive contribution to influence these strategic goals, we recognise that we cannot deliver them alone. We have developed a series of long-term outcomes that describe our ambitions for each of the strategic goals. Our shared vision is a mid and west Wales where individuals, communities, and the environments they live, play and work in are adaptive, connected and mutually supportive. This means people are resilient, resourceful, and enabled to live joyful, healthy and purposeful lives with a strong sense of belonging.



Our Values

To achieve our ambitions, we need to be consistently delivering the best and we will achieve this by:

- **Putting people at the heart of everything we do** - We take responsibility for the effective care of our patients whilst we support our colleagues to ensure we place people at the centre of all we do.
- **Striving to deliver and develop excellent services** - We will endeavour to continually improve and enhance the services we offer as a health care provider
- **Working together to be the best we can be** - We take responsibility to work alone or as a team to build reputable services to deliver the very best health care we can for our patients.

The Agile Working Strategic Plan firmly supports our strategic priorities and our values. Demonstrating our behaviours in all that we do will help us to create fantastic experiences for patients and their families, colleagues and the people we work with.

Agile Working Strategic Plan

Introduction

Our Agile Working Strategic Plan ensures the workforce model, culture, technology and associated space requirements reflect and retain the high trust working relationship and innovation following the change initiated because of the Covid-19 Pandemic.

We want to do this to attract, engage and reward our staff whilst delicately balancing the needs of our patients, their families and the public with the needs of our workforce to live healthy lives. We want to continue to grow, innovate, and allow people to challenge the status quo.

This plan is about people and our working environments and requires a shift in culture and thinking. This change in culture will challenge perceptions, impact line managers, supervisors as well as staff and will invoke discussion about the traditional “supervision by sight” model.

The plan is inclusive and applies to all HDDUHB staff including temporary staff, although a standardised approach will not work for all staff or the whole organisation. We will need directorates to determine what will work for their service and within each team.

The Vision

Hywel Dda will be a vibrant workplace where creativity and collaboration is actively encouraged and staff feel engaged and empowered to work to their best.

- People - we will empower our people to work wherever is most appropriate for the delivery of their services and meeting patient/public need.
- Process - we will streamline and digitise our processes and provide the appropriate technology to full enable agile/hybrid working and exemplary service delivery.
- Place - we will provide a network of flexible workspaces that provide an energised and innovative collaboration environment, local to where they are needed and will be the visual depiction of our values and culture.

We want to transform the way we work and our working environments. Our vision for the way we work is that practices and environments based on trust, empowerment, creativity and inclusion will provide an excellent service by enabling the philosophy that:

“Work is an activity we do, not a place we go.”

This means empowering staff to work how and where they choose, subject to operational constraints and agreement from line managers, to maximise productivity and deliver the greatest value to the business whilst achieving excellent service delivery.

Supports our Strategic Priorities and Values

The plan aligns with our strategic priorities and values because:

- An agile organisation will increase productivity through empowerment, responsibility and accountability ensuring we provide excellent service.
- We commit to continually listening, learning, and adapting to our environment, using technology to extend the scope of our services, embracing sustainability, to not only improve our services but also make them seamless no matter where and how the work is done.
- We commit to becoming an employer of choice ensuring our employer value proposition is attractive to a national, bilingual and multigenerational workforce.
- We commit to being courageous in the way we work with colleagues, patients, their families and suppliers, supporting the development of innovative services across Wales to achieve the well-being goals of value based and prudent healthcare.
- We commit to reviewing our current working environments to support creative, collaborative, innovative spaces, enabling our staff to be productive whilst ensuring value for money for our customers.
- We commit to an informal agreement between our staff and their managers, trusting our staff and our staff trusting us to do the right thing in relation to where, how and when work is done, by supporting the overarching aim of the Welsh Government, for 30% of Welsh Workers to work flexibly at or near home.

Principles that sit behind the strategic plan

At the heart of everything we do is our commitment to providing fantastic services that are easy to use, responsive and reliable. Our guiding principles are:

1	The opportunity will exist for the workforce to work in an agile manner <u>if/where the role permits it</u> . This working arrangement could include: <ul style="list-style-type: none"> • Working at home (subject to appropriate risk assessment), • At an agile working hub or; • At an agreed place of work (site - subject to Health Board approval)
2	For team development, staff wellbeing and creative working, face-to-face contact will continue to be important and therefore all members of staff would be expected to attend their stated place of work on a regular basis, with the frequency agreed with the line manager.
3	Teams that are linked/ work closely together will be co-located wherever possible to allow for closer collaboration (e.g. in a zonal working/ open desk policy approach).
4	The main base for the workforce will (where possible) reflect the Health Boards broader strategy to shift services into the community, thereby decongesting acute hospital sites.
5	Overall improvement in quality and suitability of estate and overall reduction in estate leased and/ or owned by HDUHB (as per the HDUHB Property Asset Strategic Plan).

To achieve these principles, we will work with all our staff to ensure we:

- Communicate the rationale/purpose about why we might require staff to spend a proportion of their working hours at designated offices or at other locations to meet the needs of the business.
- Are demonstrating our core values by listening to our staff and responding to their needs and expectations.
- Are supporting the culture and change in thinking required for adaptation to agile, by providing people with the right tools, development and support.
- Adapt and learn making use of pilots, good practice, trends and technology.
- Treat our staff as individuals, allowing them choice but also accepting that one size will not work for everyone, nor will it work for all roles.

Reasons that HDUHB might need staff to attend the office or site

To facilitate the running of an effective, healthy and efficient health board that continues to provide excellent services, we will ask our staff to attend our offices/sites. This will depend on the needs of the directorate and the specific team. The reasons for this are varied and include but are not limited to:

- It being a requirement of the role.
- Attendance at certain meetings which are more effective held face-to-face.
- To meet staff development needs (though training, experience, and learning from others).
- Staff wellbeing check-in, intra-team and inter-team relationship building.
- Performance Meetings (PADR).
- Induction periods when an individual commences in a new role.
- To ensure that we retain the internal networking, stimulation of creativity and shared experiences that are difficult to replicate in an entirely remote/virtual/homeworking environment.
- To ensure good staff access to support from colleagues (to line managers and senior colleagues within the wider organisation).
- Personal, residential, health-related circumstances or equipment needs that make it unreasonably difficult for a staff member to work from home or which hinder their reasonable productivity.
- Individual staff preference for working at our offices.
- Concerns about a staff member's capability to work safely or productively from home.
- Concerns around a staff member's ability to work safely i.e., increased risks for some people caused by working from home, such as increased 'coercive control' linked to violence against women or domestic abuse.

There are a range of benefits from working together in the same place, even if only for some of the time.

Benefits that HDUHB acknowledge come from the ability to work in an agile way:

HDUHB understands and acknowledges there will be times that staff can work more effectively in an agile way. The reasons for this will often depend on the role and the specific employee and include but are not limited to the following:

- The need to improve inclusivity and widen access. Agile working opens recruitment to people from different socioeconomic, geographic, cultural backgrounds and enables those who may not be able to work 'standard hours' career opportunities.
- To enable staff from across Wales to come together virtually and instantly to make decisions to support organisational objectives.
- To reduce the commute and other journeys between meetings to meet the Welsh Government's climate change commitments and ambitious targets on carbon reduction, for example through less time spent commuting or the use of shared working spaces. This also reduces stress, thereby improving staff mental health.
- To allow staff more control of their work-life balance, taking account of personal circumstances including safeguarding and other home life vulnerabilities.
- To increase performance and productivity. Allow staff focussed time to concentrate on a specific task or project without disruption, giving staff time to think.
- To support the Foundational Economy and improve the financial wellbeing of staff, supports local communities and thus supporting overall wellbeing.

Agile Working Practices

To achieve our vision, we will implement our approach (which will be incremental) to allow us to adapt and learn from experience. It will be transparent so that our staff can work in the following way:

Agile with minimal constraints

- We will ensure our technology is enabling and that people are trained and supported in learning how to use the ever-changing technological landscape.
- We will introduce new ways of working together that reduce the need to travel.
- Everyone will be expected to check in with their team and their patients/families to ensure that the agility does not damage services or have a negative impact on colleagues.

Empowered, accountable and independent

- Our staff will be trusted to reach goals, quality standards and milestones set by managers, limited only by operational constraints, national agendas and governance.
- Our managers will have permission to drive their teams forward based on productivity, which in turn will empower our staff.

Driving performance

- We will use the behaviours that hold up our values to role model the way we do things. These behaviours will be discussed as a part of our PADR process.
- We will all have a role to play in communicating wins and areas for improvement so that we can learn and move forward successfully.

Health and Wellbeing

Our approach will ensure our staff and the environment are affected positively and looked after. We will take account of their health, safety and wellbeing so that they remain safe, no matter where and how they are working.

Prioritising Wellbeing

Managers and staff will agree to check in with each other to ensure they are enabled and supported with preferred ways of working.

- Everyone will be told about our approach during recruitment and reiterated at induction.
- Everyone will be made aware of and comply with our health and safety policy and associated procedures. These apply wherever you are working – whether at one of our hubs, at home, or another location.
- Every new colleague will have an induction and their line manager will be responsible for initiating discussions on agile working arrangements.
- Managers will meet with each employee to ensure they are coping from a wellbeing perspective.
- Managers will be able to signpost people effectively for support and tap into the combined knowledge of their peers and the Workforce and OD Team

Environment and Equipment

- All colleagues will familiarise themselves with the All-Wales Guidance on Working with Display Screen Equipment, which should be read in conjunction with the Agile Working Toolkit.
- We will provide DSE Assessments for those that disclose health concerns, and we will signpost everyone to undertake their own online DSE assessment to ensure they are working safely.
- Agile Working accommodations will have a standardised set-up across all hot-desking/work areas which will include one monitor, a keyboard and mouse as a minimum.
- As some colleagues will not sit in the same place every day, colleagues will take responsibility for adapting their differing environment to their own needs. The exception to this will be colleagues who have a disability or health condition that prevents this agile approach and/or where they require specialist/ergonomic equipment.
- Managers will check in with their people to ensure workloads are manageable no matter how the work is being done.
- Everyone should take regular breaks from work in line with the Working Time Regulations.
- We will recognise when teams need private spaces to protect individuals' privacy or to accommodate a sensitive conversation
- We will provide appropriate storage so that people can store personal belongings and work securely.
- We will provide the right technology to suit the requirements of the role.
- Everyone will be responsible for the security of equipment, software, files and any other information in their possession. Our Digital and Information Governance Teams can provide guidance on this.
- Everyone will have a responsibility to report situations where systems or equipment are not working effectively or have been lost or stolen so that alternative arrangements are made.

Managership, Support and Development – Mentoring, New Ways of Working

We will support managers and staff to think outside of traditional ways of working and allow them the discretion to get the job done. Building trust depends on being clear on what is expected and effective communication. For managers who are used to closely supervising their teams or managing on process, this may be a challenge.

- Managers will be expected to approach management in a different way; focussed on performance, behaviours and self-awareness, not on control.
- Managers will be expected to work with individuals to identify how best to keep in contact and assess workloads whilst monitoring and measuring performance.

- Managers will be expected to rethink meetings and use a variety of ways to keep in touch with their people for example daily phone or 'teams' calls to check in, weekly face to face updates, monthly 1:1 meetings and scheduling team meetings.
- Teams will be expected to rethink and document basic team protocols (working instructions), so that although they may not always be sitting together, everyone knows how to deal with each task, are able to provide a solution and communication remains seamless so that no one is left feeling isolated or vulnerable in terms of confidence or the need for support.
- Staff will be open with their colleagues and their managers, so others know what they need.
- We will let colleagues know where and when we are working. How this is done is agreed by the team.

Working Environment

Our approach will identify creative and collaborative accommodation to ensure staff are productive and our services are seamless, exceeding expectations whilst making effective and efficient use of existing/new space. We will do this by:

- Having the right technology to support shared workspaces which works for the organisation and staff, this will also ensure that when cross functional teams need to sit together, they can.
- We will provide flexible meeting spaces to enable collaboration, space for quiet and concentration, space for confidential work and phone calls.
- We will provide drop in spaces for colleagues working on the move who need a base for a short space of time but do not have time to unpack their kit and just need to log into the network and use an office phone.
- We will provide bookable office spaces.
- We will provide flexible multipurpose spaces that can be used how colleagues want.

Focus on Efficiency of operation (to enable agile working).

- We will have clear desk principles and use the appropriate space for the activity. If plans change, we will move to a more appropriate space.
- Personal items and 'work in progress' will not be left out and appropriate storage will be made available.

Privacy & Confidentiality

Respect Everyone's Privacy and Maintain Confidentiality - There isn't always seclusion when it comes to agile working office environments, it is possible that coworkers can hear every conversation you have and can see everything you do. It's important that you respect everyone's privacy and maintain confidentiality for all. If you plan on having a sensitive conversation, have it away from the main open plan workspace. Keep your eyes on your own work and not on your coworker's. Sometimes you're going to hear business or information not intended for your ears, act as if you didn't hear something you shouldn't have and don't add to the noise level by repeating it.

Sustainability and Inclusivity

The decisions we make every day about where we work and the way we communicate can increase or reduce our need to travel, our energy consumption and the consumption of physical resources. Our approach will take account of the environment and society and help our staff to reduce both their own and corporate environmental footprints.

- Where possible, we will enable people to work around their home locality, which will indirectly support their community and support the foundational economy.

- Where possible, we will support a reduction in journeys, encourage, and assist our staff to use more environmentally friendly transport (car sharing, cycling, walking).
- Our office spaces will avoid the use of non-reusable plastics and we will champion recycling.
- People will treat our working environments as if they were responsible for the energy consumption and use only what is necessary.

How we work

Agile working is not working from home, or flexible working, which is a contractually agreed work pattern or flexitime based on core hours. Nor is it only about changing office spaces and modern technology. All these things enable agile working practices and working environments, but it is about changing the way we work to be flexible to deliver better services.

Space and the ability to work in an agile way will be open to everyone equally but confined by the practicalities of their role. Colleagues with an agreed working pattern should also be able to work in an agile way.

The way our staff can work varies dependent on:

- the needs of their service area
- the demands of the role
- service user requirements
- individual working preferences and
- the impact of arrangements on colleagues

Managers should have open conversations with their teams to understand what is possible without impacting on services provided. Discretion will be used and managers should focus on compassionate management, whilst staff should be mindful of establishing healthy working relationships. This is important because everyone should acknowledge that equality of access does not mean that everyone must be treated in the same way.

How agile arrangements should be determined and be implemented:

- Each Director/Senior Managers will agree with their Teams, how agility can be implemented within their services and within each role and keep this under review with their senior team.
- Managers will initiate conversations with their team and new starters to determine how the role can work in an agile way and ensure the person has the right technology to do the job.
- Our staff will work their contractual working hours but will manage their working pattern in way that works for them and the organisation and is in line with the Working Time Regulations.

Office Etiquette

Be Mindful of Your Noise Level - It's essential that you're mindful of your own volume. Speak at an indoor level, set phone's ringer on low/silent/vibrate and have extended conversations away from the open plan areas or book a booth/pod/room. If you enjoy listening to music, always bring headphones.

Help Keep the Workspaces Running - Every open-plan and agile workspace is going to have communal printers and supplies. If you see that the printer is low or out of ink, change the cartridge or put in a request for someone to do so. Be a team player! Also, if you take the last of any supplies, speak up and raise the issue or put in a request for more.

Practice Good Hygiene - In open plan/agile working offices good hygiene is a must. If you book a desk/meeting room or use one of the kitchens, please make sure the area is left clean for other colleagues to use after you and stop germs from spreading.

Travel

See Travel Expenses Policy

Working from Home

Staff in certain roles will be able to work from home and will have the technology and tools to enable them to do this. This can provide a quiet space to focus, help them juggle home and work life, and help us to reduce our impact on the environment.

- If it is appropriate for staff to work from home, they are responsible for ensuring that they have an appropriate broadband connection to work effectively. As working from home is the employee's choice, we do not reimburse staff for the cost of their broadband connection or other household bills such as landline connection, heating, lighting etc.
- It is expected that staff choosing to work from home will have spoken to their own insurer and have the necessary cover in place.
- The ability to work from home is not a substitute for childcare or caring responsibilities. It is the employee's responsibility to ensure they make suitable arrangements for this, should they choose to work from home.
- It is particularly important when working from home, or off site, that family members, friends, members of the public and anyone else cannot gain access to confidential or personal information.
- Working from home or remotely is not a contractual entitlement or a substitute for annual leave.

Working Overseas

This plan only applies to staff whilst they perform their duties within in the UK. The health board recognises that we have a diverse workforce and, from time to time, they may seek to work from abroad for a short period of time. However, there are legal considerations for both staff and the Health Board if there is a requirement or a request to work abroad which is why applying Agile Working principles without additional checks in place can lead to legal complications that can affect, for example, the contract of employment and tax liabilities.

Employees must therefore comply with the following requirements in full prior to undertaking work from abroad. (please note, this does not include an occasional email sent whilst on leave nor attendance at an international conference as a delegate or speaker).

- Employees who need or wish to make a request to work whilst abroad must be able to guarantee they will be able to carry out all their duties while working from overseas in a confidential and secure way.
- Be able to work during their normal UK working hours.
- Must seek specialist advice and guidance to be able to adhere to localised employment and tax laws, and have discussed this with their line manager, information governance team, digital team, finance and workforce specialists.
- Receive the relevant permissions to use health board digital equipment abroad, including access to NHS systems due to cyber security threats that can emanate from foreign states and to ensure staff do not breach local statutory provisions (e.g. encryption laws, data protection, etc).
- Employees should plan and discuss any overseas agile working requests with their line manager and seek advance approval in writing from their Executive Director and the Executive Director of Workforce & Organisational Development once all the above criteria have been met.

Prior to receiving approval to work abroad it may be necessary for the Health Board to commission specialist international tax advice from an external provider. This is not a quick process and the Health Board will need to satisfy itself that this cost is an appropriate use of public funds. As the information requirements can also

be significant, any requests to undertake agile working abroad, should be made in writing at least 3 months **before** any such working arrangement is due to commence. An application does not guarantee approval will be given.

Timescales

Agile working is not prescriptive and this plan is a starting point to empower our staff to adopt new ways of working. We will continue to learn and adapt to our environment and utilise an incremental approach to both agile working practices and our working environments.

Who will be involved?

Our staff

Developing and embedding agile working practices is everyone's responsibility. It is not something we will impose on people; we will all be responsible for adopting the approach and developing it. We need our staff's commitment for it to be a success.

Our Partners

We will work with those we lease our workspaces from to ensure that they are fit for purpose and that we have permission to utilise the space most effectively for our needs.

Performance Measurements and Benefits Realisation

To determine whether our approach to agile working has been successful, we will introduce several key measures:

- We will measure whether we have a healthier and happier workforce through local sickness data, staff engagement data and how successful we are at attracting and retaining talent.
- We will measure how successful we are at reducing our carbon footprint through individual data in relation to commutes, corporate expense, and fleet data and how we occupy our office spaces.

Equality Impact Assessment (EqIA) Screening Template

When to complete an EqIA Screening

An EqIA Screening Template must be completed when reviewing, changing and developing procedures/ proposals/ projects/ policies. This is a first step and is used to consider whether there are any negative impacts that may arise.

Purpose of an EqIA Screening Template

The purpose of this short exercise is to ensure that you have shown appropriate due regard when considering the impact for people with protected characteristics in your decision making. The screening process is designed to help you consider the circumstances and to inform evidence-based decisions.

If the proposal is of a significant nature and it is apparent from the outset that a full EqIA will be required, then it is not necessary to complete this Screening Template, you can proceed to complete the full [EqIA](#).

If no negative impacts are identified following completion of the EqIA screening then it is not necessary to undertake a full EqIA however, the decision and justification must be clearly recorded in this document.

On completion of the Screening Template:

- Ensure that all the white boxes within the screening are completed.
- Ensure that the Procedure/ Project/ Proposal/ Policy owner has signed and dated the Screening Template.
- Send a copy of the completed template along with the related policy or project proposal to Inclusion.hdd@wales.nhs.uk for the Diversity & Inclusion Team to review.
- Each Screening Template will be reviewed by the Diversity & Inclusion Team and feedback will be provided to the Procedure/ Project/ Proposal/ Policy owner. This may include recommendations for further action to inform robust decision-making.

Support

For further support please visit the [EqIA Sharepoint](#) or contact:

Email: Inclusion.hdd@wales.nhs.uk

Tel: 01554 899055

Director and Directorate	Lee Davies, Director of Strategy & Planning
Service Area	Transformation

Title of Procedure, Project, Proposal, Policy being screened:	Agile Working Strategic Plan
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Description of the Procedure/ Project/ Proposal/ Policy being screened (including key aims and objectives)

Publication of the Agile Working Strategic Plan – the overarching hearts and minds / vision document to support staff to understand the toolkit that was published in Autumn 2023. This plan will add more context and provide a direction of travel and some insights into the world of Agile Working and what it means to different parts of HDUHB.

It is for all staff to access and utilise but it is not a policy or a mandating document, it gives context to the fact that work is an activity we do, not a place we go.

Evidence considered (including staff and population data, relevant research, expert and community knowledge etc.)

- [The Agile Working Toolkit](#) and associated EqIA which includes staff and population data.
- NHS Wales Approach to Agile Working Briefing and Guidance including relevant policies and guidance mentioned within. [FINAL All Wales Agile Working.pdf](#)

Assess which protected characteristics will potentially be affected by the proposal in the table below (please ✓ the relevant box to confirm positive, negative or no impact).

If at any point a negative impact has been identified (actual or potential), you do not need to proceed with the completion of this form, as a full EqIA must be undertaken: [Equality Impact Assessments \(EqIAs\) \(sharepoint.com\)](#)

Age

Is it likely to affect older and younger people in different ways or affect one age group and not another?

Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: All age groups will benefit from this guidance, however younger colleagues whose income may be lower may benefit from not needing to commute or commute as far/frequently.					
Disability Is it likely to affect those with a physical disability, learning disability, sensory loss or impairment, mental health conditions, long-term medical conditions such as diabetes?					
Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: The plan recognises that not all roles can be undertaken in a completely agile way but provides equity of offer, not everyone will get the same, but they are equally considered. A standardised approach will not work for all staff or the whole organisation, it enables directorates to determine what will work for their service and within each team. Therefore those with certain disabilities may be able to adapt their working day to support their needs. The plan opens up recruitment to people with different needs and enables those who may not be able to work 'standard hours' or in an office environment with career opportunities i.e. some people with neurodivergent conditions may need time to concentrate on a specific task or project without disruption, or certain physical disabilities may require a person to take longer breaks etc.					
Gender Reassignment Is it likely to affect those who either:					
<ul style="list-style-type: none"> • Have undergone, intend to undergo or are currently undergoing gender reassignment. • Do not intend to undergo medical treatment but wish to live in a different gender from their gender at birth 					
Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: This plan will not impact those who have undergone gender reassignment; however, it may have a positive impact on those who are undergoing treatment. It will give the person flexibility around appointments and give them the opportunity to be comfortable in their environment when undergoing hormone treatment which can impact mood, cause hot flushes and tiredness etc.					
Marriage / Civil Partnership Under the Equality Act, the characteristic of Marriage and Civil Partnerships is only protected in the workplace/ employment. Is it likely to affect those who are married or in a Civil Partnership? This means someone who is legally married or in a civil partnership.					
Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: The plan enhances balancing the needs of our patients/families with the needs of our workforce and can reduce commuting and journeys between home and work and meetings to meeting. This will allow staff more control of their work-life balance, taking account personal circumstances, including safeguarding and other home life vulnerabilities. This could have a positive impact on the workplace/employment of those who are married or in a civil partnership as it may provide flexibility around caring responsibilities, more access to a shared vehicle meaning allowing partners to work in different places and roles.					
Pregnancy and Maternity Is it likely to affect those who are pregnant or have recently had a baby? Maternity covers the period of 26 weeks after having a baby, whether or not they are on Maternity Leave.					

Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: Agile working can have a positive impact on pregnant staff and those wanting to return from maternity as it provides an opportunity to work in a different way. Agile working offers those who are breast feeding or caring the opportunity to carry on working with minimum disruption. Offering the choice to work in an agile way to those who are in the latter stages of pregnancy will also have a positive impact.					
Race / Ethnicity Is it likely to affect people of a different race, nationality, colour, culture or ethnic origin including non-English / Welsh speakers, Gypsies/Travellers, asylum seekers and migrant workers?					
Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: The plan opens up recruitment to people from different socioeconomic, geographic, cultural backgrounds and enables those who may not be able to work 'standard hours' career opportunities. It aims to afford everyone more choice and flexibility and opportunity to shape work around life for those with certain cultural needs or beliefs.					
Religion or Belief Is it likely to affect people who have a religion or belief? The term 'religion' includes a religious or philosophical belief.					
Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: The plan could allow people who have certain needs due to their religion or belief the opportunity to adapt their working day to suit these needs, i.e. those who wish to celebrate religious festivals may be able to work in ways that allow them to participate as much as possible.					
Sex Is it likely to affect people who are mostly male or female. Where it applies to both equally does it affect one differently to the other?					
Positive Impact	x	Negative Impact		No Impact	
Justification of impact identified: Agile working will impact mainly female colleagues who are likely to have more caring responsibilities. They may be able to spend more of the time in the home to facilitate caring.					
Sexual Orientation Whether a person's sexual attraction is towards their own sex, the opposite sex or either.					
Positive Impact		Negative Impact		No Impact	x
Justification of impact identified: Agile working will not impact colleagues who are attracted to other people of the same, opposite or both sexes.					
Armed Forces Community Consider whether this impacts on members of the Armed Forces and their families, whose health needs may be impacted long after they have left the Armed Forces and returned to civilian life. Also consider their unique experiences when accessing and using day-to-day public and private services compared to the general population. It could be through 'unfamiliarity with civilian life, or frequent moves around the country and the subsequent difficulties in maintaining support networks, for example, members of the Armed Forces can find accessing such goods and services challenging.'					

For a comprehensive guide to the Armed Forces Covenant Duty and supporting resource please see: Armed-Forces-Covenant-duty-statutory-guidance			
Positive Impact	<input type="checkbox"/>	Negative Impact	No Impact <input checked="" type="checkbox"/>
Justification of impact identified: This plan will not impact impacts on members of the Armed Forces and their families, their needs will be considered in the same way as others.			
Socio Economic Duty Consider those on low income, economically inactive, unemployed or unable to work due to ill-health. Also consider people living in areas known to exhibit poor economic and/or health indicators and individuals who are unable to access services and facilities. Food / fuel poverty and personal or household debt should also be considered.			
For a comprehensive guide to the Socio-Economic Duty in Wales and supporting resources please see: more-equal-wales-socio-economic-duty			
Positive Impact	<input checked="" type="checkbox"/>	Negative Impact	No Impact <input type="checkbox"/>
Justification of impact identified: This plan may improve the financial wellbeing of staff, the increased choice and flexibility may mean less frequent commutes, shorter distances or the opportunity to travel in more cost, and potentially environmentally friendly ways. Colleagues may also choose to spend more of the time in the workplace if this helps manage household bills, particularly heating and electricity, the usage of which may increase if choosing to work from home. The plan may also provide flexibility around childcare and therefore could decrease the cost of childcare for some.			
Welsh Language Is it likely to impact on opportunities for people to use the Welsh language? The Welsh language should be treated no less favourably than the English language.			
Positive Impact	<input type="checkbox"/>	Negative Impact	No Impact <input checked="" type="checkbox"/>
Justification of impact identified: It is not likely that the opportunity to speak Welsh will be impacted due to this plan, however discussions around agile working requests will need to consider the possible impact on the provision of a bilingual service. Teams should also consider opportunities to use and practice Welsh even when working remotely.			

If a negative impact has been identified, you are not required to complete this form as a full EqlA must be undertaken. A full EqlA template and guidance can be found on the following link: [Equality Impact Assessments \(EqlAs\) \(sharepoint.com\)](#)

Screening Completed by:	Name	Sharon Hughes
	Title	Principal Programme Manager
	Contact details	Sharon.hughes66@wales.nhs.uk
	Date	11.12.24
Screening Authorised by: (Directorate level owner of the procedures/ proposals/ projects/ policy)	Name	Lee Davies
	Title	Director of Strategy & Planning
	Contact details	Lee.davies3@wales.nhs.uk
	Date	11.12.24
	Name	Kylie Daniels

Guidance has been provided by Diversity & Inclusion Team:	Title	Senior Diversity and Inclusion Officer
	Contact details	Kylie.daniels@wales.nhs.uk
	Date	11/12/2024
Diversity and Inclusion Team additional Comments:		

Please note: The D&I team will save a copy of the completed form for reference. If any changes are made after the date of review, it is the directorate's responsibility to update the EqIA and inform the D&I team.