Agile Working Procedure
Procedure Reference Number: HR13a

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P&P Review Group Approval Date:	June 2025	**Related Policy:**	HR13
Owner:	Head of People & OD	**Department:**	People & OD
Issued To:	☐ Board of Management ☐ All Staff ☒ ET/LT ☒ Head Office Managers ☒ C&S Managers ☒ Department/Other: 　　All Lochside	**Method of Delivery:**	☒ Annual Declaration ☐ LearnPro Individual Sign Off ☐ Board Portal
Stakeholder Consultation	☐ All Staff ☐ Customer Engagement ☐ Union ☐ Employee Voices Group ☐ Head Office Managers ☐ C&S Managers ☐ Department/Other: _____	This Procedure will be reviewed every amend period appropriately 3 years from the date of implementation or earlier if deemed appropriate. If this Procedure is not reviewed within the above timescale, the latest approved Procedure will continue to apply.	

Version Control

Date	Owner	Version	Reason for Change
May 25	Head of People & Organisational Development	2.0	Cyclical Review.

Summary of Changes

Section	Change
1.0 & 1.1	Clarification on of what agile working is and the different types of working arrangements.
2.0	H&S section updated and broken down into areas.
4.0	Addition of MS teams' status sentence and updated training to support and guidance.
5.0	ICT section condensed as duplication of information already covered in ICT P&P.
6.0	Clarification on process to reflect the different types of working arrangements.
Appendix 4	HMRC links removed.

Contents

1.0 Introduction

Agile working is a strategic approach to flexibility in the workplace, enabling employees to perform their roles effectively regardless of location, while maintaining productivity, collaboration, and wellbeing. It removes the traditional constraints of where, when, and how work is done, focusing instead on outcomes and performance. This Procedure supports the Agile Working Policy (HR13) and outlines processes to be followed for all forms of working—home, office, and hybrid—and the necessary health, safety, and support arrangements. The aim is to ensure that all staff are safeguarded and supported by Ark and their line manager, no matter where they work.

1.1 Types of Working in Agile Context

Agile working at Ark comprises three main models:

1. Remote Working

Employees work primarily from their residence. This model requires proper workstation setups, compliance with health and safety policies, and ongoing communication with line managers. See Appendix 1 for the Remote Worker Checklist.

2. Office Working

Employees work from Ark's owned or leased premises. This may suit roles requiring on-site collaboration or access to physical resources.

3. Hybrid Working

A combination of home and office working, hybrid working provides flexibility while retaining the benefits of in-person interaction. Staff in this model are expected to divide their time between home and office settings based on role needs, team collaboration, and personal preference, agreed upon with their line manager.

Hybrid working is central to Ark's agile approach and supports:

- Enhanced employee autonomy while maintaining a physical connection to the organisation.
- Improved collaboration, with structured in-person time to maintain culture and team working.
- Operational resilience, allowing teams to adapt swiftly to changing circumstances.

Employees who undertake the hybrid approach are bound by the same principles of this Procedure when working from home as those who primarily undertake the remote working approach.

Managers and staff must actively plan how hybrid arrangements will work in practice—including schedules, workspace bookings, communication rhythms, and performance monitoring—ensuring clarity and consistency for everyone involved.

2.0 Health and Safety

Home/Remote workers are covered by standard health and safety legislation. Ark has a duty to ensure, as far as reasonably practicable, the health, safety, and welfare of employees. Employees must also take responsibility for their own safety and that of others.

2.1 Risk Assessment

- Home/Remote working does not remove Ark from the ultimate responsibility for risk assessments.
- Ark may conduct home visits to assess health and safety risks.
- Employees will be provided with the necessary tools to self-assess their remote workspaces.
- Appendix 1 includes a Home/Remote Worker Checklist which must be carried out annually.
- Appendix 2 includes a Display Screen Equipment (DSE) Assessment which must be carried out annually.
- Appendix 3 includes a Electrical Appliance Health Checklist which must be carried out annually.

2.2 Fire Safety

- Home/Remote workers must adhere to fire safety guidelines.
- Maintain operational smoke detectors.
- Ensure clear exit routes and avoid storing combustible materials near heat sources.
- It is the remote workers responsibility to have a competent person advise and repair any faults or damage to electrical circuits at home.

2.3 Equipment Setup

- There may be an option to utilise other ICT equipment at home dependent on availability such as a monitor.

3.0 Staff Well-being

The reduction in person-to-person interaction, an increase in digital meetings and working in isolation can at times be challenging. Ark supports well-being through access to Care First:

- 24/7 confidential counselling.
- Face-to-face or phone counselling.

- Online and app-based resources (CF Zest App).
- Support on topics such as anxiety, debt, relationships, work pressure.

4.0 Responsibility

All employees participating in agile working arrangements are responsible for understanding and complying with the Agile Working Policy and Procedure, alongside all related Ark policies and procedures.

4.1 Employee Responsibilities

Employees must take ownership of working safely, securely, and productively in agile environments. This includes:

- Maintaining regular communication with their line manager and team.
- Completing Home/Remote Worker Checklist, Display Screen Equipment Assessment and Electrical Appliance Health Checklist annually.
- Informing their home insurance provider of long-term remote working arrangements, where relevant.
- Safeguarding Ark property and ensuring secure use of systems and data in line with information security and data protection requirements.
- Upholding professional standards, including confidentiality and appropriate conduct during online meetings and calls. If privacy cannot be guaranteed, a headset must be worn to protect sensitive information.
- Updating outlook diary to show availability and non-availability.
- Updating appropriate status during working hours on MS Teams.
- Informing their manager if they will be away from their workstation for a prolonged period during working hours (outside of designated break times), such as for appointments or other commitments.

4.2 Line Manager Responsibilities

Managers are responsible for:

- Discussing and agreeing remote/hybrid working arrangements with employees, ensuring they are suitable for the role and service needs. Flexibility can be applied providing that objectives and outputs are delivered as agreed between the staff member and line manager.
- Providing ongoing supervision, support, and performance management in line with Ark's policies.
- Ensuring appraisal, feedback, and development structures remain in place.
- Conducting and reviewing Home/Remote Worker Checklist, Display Screen Equipment Assessment and Electrical Appliance Health Checklist annually.
- Monitoring performance, wellbeing, and engagement, and addressing any issues proactively.

- Ensuring regular team meetings take place at least quarterly and that all staff have access to attend either in person or using technology.
- Ensuring regular communications with the teams via email, group chats, phone calls, updates and MS Teams.
- Encouraging employees to take regular breaks, stretch, and step away from their workstations to support well-being and productivity.
- Ensuring normal absence reporting Procedures apply for all employees.
- Ensure that the same standards are applied to remote workers and office workers in all aspects of employment and that all the team responsibilities are transparent to avoid judgement being applied to those that are working remotely.

As a manager of a remote or hybrid team, Ark will provide support and guidance to ensure that managers have the skills required to manage performance of the team and individual team members, no matter where their work base is.

Support/Guidance/Training can be provided on the following (this list is not exhaustive):

- Managing remote teams.
- Appropriate and regular communications.
- Health & Safety requirements for line managers.
- Ark's Performance Management Policy and process.
- Objective setting – team and individual.
- Chairing remote meetings.

5.0 Digital & Technology

All ICT equipment (including portable computer devices) supplied to staff is the property of Ark. It must be returned upon the request of Ark to allow essential maintenance work and support. All ICT equipment will be supplied by Ark's ICT Department and hardware and software must only be provided by Ark.

5.1 Equipment & Support

Ark will ensure that remote workers are provided with the equipment and technology required to carry out their role. The ICT Team will ensure the following is provided (if necessary):

- Laptop/desktop.
- Monitor, keyboard, mouse.
- Mobile phone.
- MS Teams/Citrix access.
- Remote ICT support.

5.2 Governance

Ark may at any time, and without notice, request a software and hardware audit, and may be required to remove any equipment at the time of the audit for further inspection. Staff must co-operate fully with any such audit.

Any user who chooses to undertake work remotely using their own ICT equipment must not hold or process any personal or sensitive information relating to Ark, its employees, or customers outside of Citrix.

5.3 Data Protection, Information Security and Confidentiality

Securing data when users work remotely is a serious issue; particularly in relation to Ark's need as an organisation to protect data in line with the requirements of the GDPR, as laid out in Openness and Confidentiality Policy (G13), Data Protection Policy (G24). These policies always apply regardless of the working location.

Devices are provided to assist staff to conduct official Ark business efficiently and effectively. This equipment, and any information stored on Ark devices, should be recognised as valuable organisational information assets and safeguarded appropriately.

Ark provides employees with access to the personal and confidential information they need to do their job and in turn expects the following:

- Do not disclose information to unauthorised individuals.
- Secure all devices and files.
- Minimise personal printing.
- Dispose of personal/confidential info securely.
- Report all data loss immediately.

6.0 Remote Working Requests

6.1 Organisational Requests

Ark may require employees to work remotely either on a temporary or long-term basis. In such cases, this will be discussed and agreed upon with the employee in advance. As part of any remote working arrangement, Ark will ensure that all relevant requirements outlined in this Procedure and the associated Policy are met.

The suitability of the proposed remote working location will be assessed by the line manager. Where the location is the employee's home, a full Health & Safety risk assessment must be completed, along with the remote working checklist, by both the employee and their line manager.

6.2 Employee Requests

Employees who wish to work remotely for all their working week or on days that differ from core team office days, should initially discuss this with their Line Manager. If appropriate, the request may then be escalated to the relevant member of the Senior Leadership Team (SLT).

Where the request involves a significant or permanent change to working arrangements, it may fall under the organisation's Flexible Working Policy (HR25). In such cases, employees should submit a formal flexible working request for consideration.

All remote working arrangements must be approved by both the relevant SLT member and the Head of People & Organisational Development before any changes are implemented. Employees working remotely remain subject to their existing terms and conditions of employment, unless specific amendments have been agreed to reflect the nature of remote working. The designated remote working location must be agreed upon with the line manager, and remote working may only commence once the suitability of the premises has been confirmed, and formal approval has been granted by Ark.

6.3 Remote Working Costs

Employees are responsible for covering the general costs associated with remote working, unless alternative arrangements have been agreed. These may include expenses such as heating, lighting, and internet usage. When working remotely, staff are responsible for:

- Any additional energy, heating, or cooling costs incurred.
- Maintaining an internet connection sufficient to support their work duties.
- Ensuring their home workspace meets health and safety requirements.
- Notifying any relevant parties with an interest in their property (e.g., mortgage lenders, landlords, or leaseholders) about their working arrangements.
- Informing their home and contents insurance provider of their remote working setup.
- Making use of organisational facilities (e.g., printing, postal services) where feasible, to reduce personal expenses.
- Refraining from hosting work-related meetings at home.

7.0 Related Policies, Procedures & Documentation

All employees should familiarise themselves with the policies and expectations associated with agile working, including remote, hybrid, and flexible arrangements. This includes understanding their responsibilities in relation to health and safety, data protection, confidentiality, appropriate use of technology, communication protocols, and performance management. Employees are expected to uphold these responsibilities to ensure that agile working is effective, secure, and aligned with organisational objectives.

- G13 - Openness and Confidentiality Policy
- G15 - Computer System Security, Email & Internet Policy
- G24 - Data Protection Policy
- G24a - Information Security and Personal Data Breach Management Procedure
- HR04 - Staff Code of Conduct Policy
- HR05 - Performance Management Policy & Procedure
- HR18 - Disciplinary Policy & Procedure
- HR21 - social media Policy
- HR25 - Flexible Working Policy & Procedure
- HR32 - Expenses & Allowances Policy
- HS05 - Fire Safety Policy & Procedure
- HS09 - Display Screen Equipment Policy and Procedure
- HS12 - Lone Working Policy & Procedure
- HS20 - Stress at Work Policy and Procedure
- HS21 - Extra Duty of Care Policy and Procedure
- [Ark's Vision, Mission & Values](#)

8.0 Training & Monitoring requirements

8.1 Training

Staff will have training appropriate to their needs and to the needs of the organisation as identified on their individual learning plans. Ark will ensure that relevant employees have an awareness of this Procedure and receive adequate training to enable them to effectively fulfil their roles and responsibilities, including remote work safety, system security, and data protection.

8.2 Monitoring

The outcomes of these activities will inform updates to the Procedure and support the organisation's commitment to a flexible, responsive, and inclusive working environment. To ensure the effectiveness and consistency of agile working arrangements across the organisation, Ark will implement regular monitoring and review processes. This includes:

- Cyclical Review: The Procedure will be formally reviewed every 3 years to ensure alignment with organisational goals, technological advancements, and emerging best practices in agile and flexible working.
- Ongoing Monitoring: The effectiveness of agile working arrangements will be continuously assessed by line managers and the HR team, with particular focus on performance outcomes, team collaboration, and employee wellbeing.

- Managerial Review: Agile working arrangements will be reviewed regularly by line managers as part of ongoing supervision and performance management. This ensures that remote working continues to meet both individual and organisational needs.
- Risk Assessment: Workplace risk assessments will be updated regularly to reflect the unique considerations of agile working, including remote work ergonomics, data security, and employee isolation risks.

Findings from these monitoring activities will inform future improvements to the Policy and support the development of a flexible, productive, and safe working environment for all employees.

Appendix 1 – Home/Remote Worker Checklist

	Action	Completed (Date & notes)
1	The Line Manager to check if the employee has a suitable area at home to work and wishes to work remotely:	
2	The employee has in place:	
	- Appropriate furniture	
	- Mobile phone	
	- Adequate internet connection	
	- Appropriate company equipment	
	- Smoke detector in place	
	- Health check of electrical equipment has been carried out	
3	Employee to check home insurance covers remote working:	
4	Employee to carry out DSE assessment and review this with Line Manager:	
5	Line manager and employee agree approach to keeping in touch:	
	- Phone/MS Teams and how regular	
	- Team meetings scheduled by Line Manager	
	- Planned meetings at an office location	
	- Hours of work agreed, and diary updated to show when contactable	
6	Line manager and employee to agree how often they will attend the office:	
7	Line manager and employee to agree how performance will be monitored and managed:	
8	Line manager and employee to agree any arrangements for claiming expenses:	
9	Line manager and employee to agree how often the arrangement will be reviewed, and when and where review meetings will be held. If a trial period has been agreed, when that will be assessed.	
10	Line Manager to update the Extra Duty of Care Risk Assessment if there is one in place:	

Appendix 2 – Display Screen Assessment

Ark Home/Remote Working – Self Assessment

Name	
Job Title	

Display screens / Laptops	Yes	No	Action needed
Is the screen height acceptable – top of screen in line with eyes. **Do you need a plinth or external keyboard. See Infographic for guidance.**			
Is the image on the screen stable and free from flicker. **Contact ICT if you have any problems with your Ark laptop / monitor.**			
Have you had your eyes tested every 2 years as a DSE user. **Eye tests are free and DSE users must get eyes tested – Ark will reimburse you £100 towards the cost of eyewear for use at DSE.**			

Keyboard	Yes	No	Action needed
Are the symbols on the keyboard easy to read. **Contact ICT if your keyboard symbols start to become unreadable.**			
Is there adequate space at the front of the keyboard. **Are your elbows and forearms level with desk surface.**			

Mouse	Yes	No	Action needed
Is the device positioned correctly, close to the user and move smoothly. **Keep mouse close to avoid overstretching.**			

Chair	Yes	No	Action needed
Does your current chair at home help you achieve a comfortable position. **You may need to arrange for your workplace chair to be used at home.**			
Can the user place their feet flat on the floor. **Use a footrest to allow upper legs to be slightly lower than hips.**			

Desk / Work Surfaces	Yes	No	Action needed	1
Is the desk or work surface sufficiently large to allow a flexible and comfortable arrangement of all work equipment.				
Is the desk / table strong and stable for use.				
Is there sufficient space below the desk so you can achieve a comfortable position.				

Environment	Yes	No	Action needed
Is there sufficient space to enable easy access to the workstation.			
Is there adequate natural and artificial lighting, suitable for screen work. **You may need a desk lamp for winter working.**			
Does your workstation have access to fresh air / ventilation.			
Are there any slip /trip /fall / electrical hazards in your work location that need to be removed. **Wires / boxes / bags / files.**			

Equipment / Policy.	Yes	No	Action needed
Does the user need a document holder next to the screen? (E.g. if they transfer a lot of information from paper to screen).			
Do you take regular breaks away from the screen. **Stand and stretch every 20 mins and take lunch break / walk and stretch regularly.**			

You can also contact Ark`s H&S adviser if you need support with homeworking safely.

Staff / Manager review of temporary home working self-assessment:

Is any follow up action required for this assessment.   Yes / No   Date:

User signature:

Manager signature :

Ark H&S Manager or other comments:

Actions / comments / issues relating to the workstation self-assessment	Completed Yes / No
1.	
2.	
3.	
4	
5.	
6.	

Review date	Comments

Please keep this workplace assessment and review on an annual basis or when you change workplaces

Appendix 3 – Electrical Appliance Health Checklist

Health checks should be carried out before electrical equipment is used, with the equipment disconnected. Employees should look for:

	Action	Comments
1	Damage to the lead including fraying, cuts or heavy scuffing, e.g. from floor box covers	
2	Damage to the plug, e.g. to the cover or bent pins	
3	Tape applied to the lead to join leads together	
4	Coloured wires visible where the lead joins the plug (the cable is not being gripped where it enters the plug)	
5	Damage to the outer cover of the equipment itself, including loose parts or screws	
6	Signs of overheating, such as burn marks or staining on the plug, lead or piece of equipment	
7	Equipment that has been used or stored in unsuitable conditions, such as wet or dusty environments or where water spills are possible	
8	Cables trapped under furniture or in floor boxes. These checks also apply to extension leads, plugs and sockets. A user check should be made when the equipment is taken into use and during use.	

Any faults should be reported to the relevant manager and the equipment taken out of use immediately.