



University of
Nottingham

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Agile Working Operational Guidelines

Version	<i>V1.0</i>
Last Updated	<i>April 2024</i>
Responsible Team	<i>Agile Working Team and HR</i>

1. Purpose

The aim of this document is to provide practical guidance to support managers and employees with agile working. It covers the following sections:

Section	Content
Operational guidelines	<ul style="list-style-type: none">• Agile working across job families at the university• Working patterns and hours of work• Contracts• Flexible working arrangements
Working in multiple locations	<ul style="list-style-type: none">• Equipment - IT, furniture• Display Screen Equipment• Health and safety in different locations• Reasonable adjustments
Useful further information	<ul style="list-style-type: none">• Links to related People, EDI, Health and Safety, Data Security guidance and policies

2. Considerations

The guidance is for all staff excluding post graduate researchers and casual workers.

3. Associated Documents and Resources

These guidelines are to be read in conjunction with the Agile Working Framework which sets out the vision for agile working, as well as the [Agile Working Managers' Guide](#) for those with management responsibilities.

4. Operational Guidelines

4.1 How agile working relates to employees in different job families and roles

It is acknowledged that the degree of informal flexibility over location or hours will naturally vary according to job function and role.

The table below sets out examples of the different types of locations for employees and where work is performed at the university. The majority of our employees are located on campus, or a combination of on campus and remote. In both cases, the contractual place of work remains campus.

Important note: Fully remote contracts are only issued in exceptional circumstances and need to be agreed upfront during the recruitment process, or alternatively granted as part of a temporary arrangement (e.g. for a reasonable adjustment). Employees with campus and remote roles can explore and agree remote working opportunities with their line manager on an informal basis via agile working, or as part of a flexible working arrangement.

Location	Description
Campus	<p>An employee whose responsibilities are primarily on campus. They may work at one site or multiple sites across one or more campuses. The contractual location is on campus.</p> <p>Whilst the role is campus based, there may be room for flexibility around start and end times, depending in the nature of the role.</p>
Campus and Remote	<p>An employee whose responsibilities can be delivered by a mix of onsite and remote work. They may work at one or multiple sites across campuses, plus at home or other offsite locations. The contractual location is on campus.</p> <p>The amount of time on and off site will vary depending on role and operational requirements and must be agreed with line managers.</p>
Remote	<p>An employee who is fully home or remote based. This is not a standard category and is only used in exceptional circumstances for a limited number of roles. The contractual location is home. These workers will still be expected to be on site occasionally e.g. for team away days and learning and development.</p>

Table 1: Employee locations

4.2 Working patterns (hours and place of work)

Teams need to discuss and agree working patterns, and this process should be led by line managers.

Line managers will need to define the working patterns which work best for the delivery of their team's responsibilities, and then the degree of flexibility for individuals within that. In normal conditions, most teams will find themselves spending more time on campus than not – but this may vary according to task and time of year.

Our approach will not be “one size fits all” across the university, as the nature of work varies significantly across teams and job roles. More information can be found in section 8 of the agile working framework.

For some roles (e.g. student and customer facing, service provision) working hours may need to align with a set service delivery schedule.

Previous to the pandemic, some departments have run core hours of 10AM to 4PM. Others have not. To simplify this approach the university will enable each department to agree ‘service delivery or operational hours’ based on the needs of their particular stakeholders. For example, some student facing departments have already agreed 'student contact hours', and other departments have service delivery hours to offer support to both students and staff. There will be no central core hours as they create an additional constraint.

As an inclusive employer, there is an expectation that managers will, where possible, demonstrate flexibility and consideration for individuals’ needs alongside business needs - e.g. caring responsibilities, wellbeing, health conditions or religious observance. Deciding times of meetings should also factor in the Athena Swan meeting guidance practice (e.g. 9.30AM-4PM): [Meeting Time Guidance](#)

Conversations and decisions about working patterns and the degree of flexibility should include consideration of:

- Operational hours and service levels;
- Team purpose and goals;
- Stakeholder/end recipient expectations and requirements;
- Resource availability at key times;
- Communication and culture;
- Team member preferences; and
- Parity, inclusivity and fairness

Teams and roles with fixed service schedules or front-line delivery (e.g. student facing services) can consider whether there is the flexibility to vary start and finish times, or introduce rotas.

If an individual wishes to have a fixed working pattern outside of agreed team service or delivery hours e.g. finish at 1PM every Friday, or start every day at 10AM; they would need to apply for a flexible working arrangement.

4.3 Contracts

There is no change to employees’ terms and conditions as part of agile working. The place of work detailed in the contract of employment will remain unchanged. Any remote working or flexible arrangements should be agreed in advance with your line manager.

4.4 Childcare arrangements and carers

Agile working provides informal flexibility, subject to business need and supports an inclusive and diverse workforce. For some job roles it is possible to have flexible hours of work or balance hours of work across the week to factor in personal commitments. Parents may be able to incorporate school pick-ups and drop-offs or after school commitments depending on operational requirements of their role and team, but this must be agreed with line managers.

Parents should not be providing childcare for young children or those that need constant supervision during normal working hours.

Staff should consider, and where appropriate, apply for flexible working arrangements (detailed below) if long term changes to work patterns and arrangements are required. This is also applicable to those with other caring responsibilities.

4.5 Flexible working arrangements

The university supports flexible working arrangements and has a [Flexible Working Code of Practice](#) for any employee wishing to request a formal arrangement and agree a set pattern of work – e.g.: compressed hours, adjusted times, or set locations to fit with personal commitments.

Agile working does not replace or negate any agreed flexible working arrangements nor change any existing informal agreements if they are already working well for the individual, team and stakeholders.

5. Working Across Multiple Locations

5.1 Standard IT equipment to support agile working

The DTS recommended computing equipment list¹ is set out below. The university has a devolved purchasing system and managers are advised to follow established local operational practice. In the instance where local budgets do not accommodate additional peripherals for each member of staff for home use, departments are advised to prioritise equipment for those who require reasonable adjustments and allocate equipment to those who need it most for their work (including second hand hardware).

For staff working on campus:

- Provided with, or have access to, a laptop and headset for use on campus; and
- Access to on campus workstations with fixed DSE peripherals (docking station, monitor, mouse, keyboard) at each campus location.

For staff working on campus and remotely:

- Provided with a laptop, headset, and mouse for home working;
- Access to on campus workstations with fixed DSE peripherals (docking station, monitor, mouse, keyboard) at each campus location;
- Further peripherals for remote working including keyboard, docking station and monitor for home working based on need and budget; and
- Workers may have an established home equipment set up they want to continue using if this meets DSE requirements.

Remote contracts only:

- Provided with a laptop, headset, mouse, keyboard, docking station and monitor for home working; and
- Remote workers may have an established set up they want to continue using if this meets DSE requirements.

5.2 Standard furniture to support agile working

The university does not usually provide furniture for working at home. For exceptions to this, refer to the guidance on reasonable adjustment equipment provision referenced in the section 'reasonable adjustments'.

Working on campus:

- Suitable furniture (chair, desk and optional footrest) across locations used on campus

Working on campus and remotely:

- Suitable furniture (chair, desk and optional footrest) across locations used on campus

Remote contracts only:

¹ [DTS Standard Equipment](#)

- Suitable furniture (chair, desk, footrest) at contractual location (e.g. home), should it be needed

5.3 Display screen equipment (DSE) set up in different locations

Employees need to be able to work safely wherever they are located. DSE and risk assessments requirements according to where an employee is contractually based are set out below.

Working on campus:

- Risk and DSE Workstation Assessment for regular workstations on campus

Working campus and remote:

- Risk and DSE Workstation Assessment for regular workstations on campus
- DSE Workstation Assessment and Homeworking Checklist for home set up

Remote contract only:

- DSE Workstation Assessment and Homeworking
- Checklist for remote set up

5.4 Health and safety for working across different locations

Employees working remotely and in shared spaces should take responsibility for the following:

- Completing the DSE Workstation Assessment and the Homeworking Checklist and taking actions as appropriate;
- Setting up their workstation correctly (it is expected that employees do this as part of their working hours);
- Taking regular breaks including time for lunch or exercise;
- Ensuring that there is a safe working environment surrounding the workstation including: not overloading sockets, undertaking visual inspections of supplied devices and cables, and bringing in issued IT equipment for PAT testing when required; and
- Keeping in regular contact with line managers and reporting any concerns to them (both physical and mental wellbeing).

5.5 Accessing reasonable adjustments

Agile working should not impact on any reasonable adjustments in place. The process for accessing reasonable adjustments is set out through the Reasonable Adjustments Passport. The Equality, Diversity and Inclusion webpage provides guidance, a passport template for employees and their managers to help structure conversations, as well as case studies. Managers are encouraged to support all members of their teams and ensure all individuals who need adjustments receive them and there are opportunities to have regular conversations as necessary - [Reasonable Adjustment Process](#)

5.6 Equipment for reasonable adjustments

The Equality, Diversity and Inclusion webpages also provide guidance and more information on what equipment is available for reasonable adjustments, how to access it and where it can be stored depending on where the individual works - [IT and Furniture Equipment Guidance](#)

6. Further information and policies

This section gathers together useful further information and links to associated policies. Where required, this guidance has also been updated to reflect agile working.

6.1 Support to implement agile working practices

Guidance: This initial guidance is the first step in a journey to transition to an agile working culture - HR and the Agile Working Team will continue to provide support and guidance

Workshops: The Agile Working Team is working to support departments in agile working and has a range of workshops available at request

Skills: The Organisational and People Development Team will embed supporting skills into learning and development programmes, as well as wider informal opportunities. For example, two priorities are providing baseline agile training for managers, as well as more digital and IT development support.

HR support: The HR Employment Relations and HR Business Partnering Teams are available for questions and advice on implementing agile working – contact hrrer@nottingham.ac.uk

6.2 People

HR have additional guidance which will support agile working and wellbeing.

- [Agile Working SharePoint](#) provides useful background and more guidance
- The [Flexible Working Code of Practice](#) enables colleagues to request a short-term or formal (statutory request) to their working arrangements e.g. set working days or hours.
- Agile working does not impact on our existing [TOIL Guidance](#)

Agile working does not replace existing policies on sickness, travel and expenses etc:

- The [Sickness Absence Management Policy](#) is in place for all colleagues, no matter the work location. When working remotely, colleagues are advised to follow this policy.
- The [Travel and Expenses Policy](#) sets out what expenses staff can reimburse.
- HR have developed a suite of reference resources to support effective remote working and wellbeing on Moodle: [Supporting your mental health while working from home](#)
- There is also guidance on [Staff Wellbeing](#)

6.3 EDI

EDI provide guidance and information to support reasonable adjustments and guide staff on the protected characteristics.

- The [Reasonable Adjustment Process](#)

- [Reasonable Adjustment Passport Guidance](#) and a process to structure conversations
- [IT and Furniture Equipment Guidance](#) for reasonable adjustments
- Staff with a health condition or disability can apply for government support or coaching [Access to Work](#)
- Guidance to raise awareness and support transgender staff: [Supporting Transgender Staff](#)²

6.4 Health and safety

Following safe and secure health and safety protocols is applicable when working both on campus and remotely.

- This is the updated [Agile Working Health and Safety Policy](#)
- [Code of Practice for Display Screen Equipment \(DSE\)](#)
- [University Emergency Procedures \(fire or accident\)](#)
- [Fire Safety Management](#)
- [University Code of Practice on Provision of First Aid](#)

For remote or home working as well as the standard DSE Workstation Assessment, specific health and safety and DSE guidance applies:

- [Home Working Checklist](#)
- [Home Working Guidance](#)
- [Lone Worker Guidance](#)

6.5 Personal data

Following safe and secure data protection protocols is applicable when working both on campus and remotely.

- The [Data Protection Policy](#) outlines why data protection is critically important
For more information and guidance: [Information Security and Compliance SharePoint Site](#)
- For more details on information security for home working:
[Working Remotely Guidance](#)

² This guidance is being updated in 2024