NHS

**North West London Collaboration of
Clinical Commissioning Groups**

North West London Collaboration of CCGs

NWL Smart/AgileWorking Policy

Policy Title:	Agile Working Policy
Supersedes:	Not applicable
Description of Amendment(s):	New Policy for all employees of Northwest London Collaboration of Clinical Commissioning Groups
This policy will impact on:	All eligible employees.
Financial Implications:	
Policy Area:	HR Policy
Version No:	3
Issued By:	Human Resources Department
Author:	HR Policy Lead
Document Reference:	
Effective Date:	1 March 2018
Review Date:	Periodically or if statutory changes are required
Equality Impact Assessment Date:	March 2018

APPROVAL RECORD

	Committees / Groups / Individual	Date
Consultation:	HR Committee	
	Project Steering Group/Customer Care Group Members	
Approved by Committees:	BHH & CWHHE Remuneration Committee	

Contents

1. **Policy Statement**

1.1 North West London Collaboration of Clinical Commissioning Groups (CCGS) recognises that office space is becoming an increasing challenge and there is a need to develop modern working practices enabling employees to maximise their performance and increase productivity.

1.2 The aim of this policy is to support smart/agile working for employees employed by the CCG. The policy sets out an overall framework, enabling employees to carry out duties in a more efficient and effective way. The framework provides a medium for consistency and fair practice when implementing and maintaining an agile working environment.

1.3 This policy will enable both managers and employees to gain a better understanding of s m a r t / agile working and understand the basic principles, which can be considered and applied to specific roles.

1.4 This policy should be read in conjunction with the Flexible Working Policy. It does not negate or supersede the CCG's Flexible Working or Leave to Support Employees policies that exist for all employees.

1.5 Smart/Agile working is the term used to describe how employees can work flexibly across the North West London geographical area; this could include CCG headquarters or other NHS locations e.g. offices of partner organisations or from home on occasion, or a combination of these.

1.6 It requires a cultural shift in mind set from all employees in the areas of trust and flexibility.

1.7 The concept of smart/agile working gives employees the ability to carry out their role securely, efficiently and successfully in different locations. It empowers employees to take responsibility for their work and it is reliant on there being trust between managers and employees.

1.8 Smart/agile working is not about home working, it is employees being where they need to be to do their job. Home working will not be forced upon employees. Neither is home working a right or expectation.

1.9 Employees are expected to embrace the concept of smart/agile working which brings a responsibility to co-operate with colleagues and managers.

1.10 Not all jobs or employees may be suitable for smart/agile working. The extent of smart/agile working will vary according to the job role. Some jobs are intrinsically not suitable for example receptionists and employees whose role requires them to be office based) Line managers should consider each situation on its own merits, applying the principles of fairness and consistency whilst ensuring that overriding business needs and other requirements can be appropriately met.

2. **Principles**

2.1 This policy applies to all employees of the CCGs. The CCG has an overriding responsibility to deliver timely services. It also has the right to seek ways of developing the capacity of its services, improving the capabilities of its employees and improving effectiveness.

2.2 The following must be considered for smart/agile working:

- The effect on the organisation's ability to deliver services
- The needs of the business
- The ability to organise work among team members. Knowing where people are and what they are doing
- The setting of work output and outcomes
- The ability to work safely and healthily
- Fairness and equality
- An agreed work programme

2.3 The CCG is required to reduce its office accommodation and desk allocation across its estate. As a result the CCG has to make the best use of the reduced accommodation by working as efficiently as possible; creating more standardised desk space; creating open plan touchdown areas, hot desking facilities, and making better use of meeting rooms.

2.4 The Office of Government Commerce (OGC) sets a standard desk ratio of 7:10 (headcount0. The CCG will adopt an agile working desk ratio between 6:10 and 7:10 to assist with the implementation of smart/agile working and to enable potential estate rationalisation. It is recognised that this headcount may with individual teams/services may because of operational need.

2.5 The policy supports the sharing of office facilities only in exceptional circumstances will employees have their own desk e.g. an employee with a 'fixed' working pattern or requirement to have specialist equipment as part of a reasonable adjustment. Desks may be used by any member of the CCG, therefore adopting clear desk principles will assist with the changes in working practice. There is an expectation that when an individual vacates a desk for use by other employees, it will be left clear, with no materials left other that the standard IT equipment, telephone etc.

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

2.7 When considering the practicalities of smart/agile working and in particular during initial discussions between manager and employee, both parties must be mindful of the following principles:

o Some options may not be operationally practical for certain jobs.

o Operational feasibility and quality standards, including Health and Safety, Information Governance, legislative and security of equipment requirements, must not be compromised.

o Managers should choose to consider a particular arrangement or set of a rrangements to improve and enhance service delivery.

o Contractual changes to terms and conditions of service can only be agreed following careful consideration of the implications and proper understanding of the individual's circumstances. Advice should be sought from Human Resources on this matter.

3.   Training

3.1 Training on this policy will be facilitated by Human Resources for managers and employees.

4. Role of Human Resources

4.1 Human Resources may be contacted for advice and support on the implementation of this policy.

5. Definitions

5.1 The Chartered Institute for Personnel and Development definition of smart/agile working is:

" An approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, while optimising tools and working environments for employees".

5.2 There are a number of working profiles that reflect the type of working based on the role of the employee:

- **Fixed**
  - Spends most of the time working at one fixed site
  - May have specific, individual equipment needs to be able to perform their role and work
  - Seldom away from their desk for meetings
  - Do not need to work from other CCG/external sites.

- **Flexible**
  - Can deliver their work utilising space across a range of CCG/external buildings or locations
  - Spends a large percentage of time attending meetings/other events or delivering business across a range of internal and external sites.
  - The option and ability to work from any site or location

- **Touchdown working**
  - An individual may have a permanent, formal, office base but does not need an allocated workstation as their work involves being out of the office for a significant part of their working week. They can use touchdown spaces available at CCG premises, as well as other agreed locations.

- **Desk-sharing**
  - Two or more employees may be able to share an existing workspace based on their working patterns.

- **Hot-Desking**
  - An employee who hot-desks does not have a permanent allocated workstation but has a designated area where they can work at one of a number of suitably equipped workstations.

  - A hot desk refers to a designated work space for any employee to use at any time. Where applicable, designated banks of hot desks should be used by visiting employees, or alternatively individuals should approach a team member to ask if they may work from a free desk within that team.

6. Normal Designated Base

6.1 All employees will have a designated base where their team is situated, along with shared workstations and limited storage facilities. An individual's base will be identified as the place in which a worker spends the majority of their time. An employee's

designated base must be agreed with their manager and this base must be used in relation to any mileage/travel claims and travel costs from different bases.

6.2   The high cost area supplement (inner or outer) will be applied based on the designated base.

6.3   It is important that all employees manage their travel time and limit it in order to achieve the environmental benefits of smart/agile working. Conferencing, desk booking system (or alternative technology) is to be used in preference to travelling to meetings as far as possible.

7.   Fairness and Consistency

7.1   It is essential that managers and employees embrace smart/agile working within the constraints of normal service provision. As each service offering is different a 'one size fits all' approach cannot be applied.

7.2   All employees will have access to smart/agile working however not all outcomes will be the same.

7.3   Employees may request smart/agile working by following the CCGs Flexible Working policy.

7.4   The final decision will take into consideration the needs of the business and the impact it has on service delivery.

8.   Trial Period and Review

8.1   Once an application for smart/agile working has been agreed a trial of the new working arrangements should be put in place for a period of 3 months.   This would enable the new arrangements to be reviewed and to evaluate whether it would work.

8.2   Not all agile working arrangements will be successful either from the service perspective or the employee's point of view. Following the 3 month trial period fixed reviews will be put in place to ensure business continuity.

8.3   If issues arise every effort will be made to resolve them. Managers may stop smart/agile working arrangements for sound business or performance reasons after consulting fully with the employee. The employee will have a right of appeal against the decision in line with the appeal process.

9.   Home Working

9.1 This applies to any employee that may work from home, whether it is on an occasional ad-hoc basis or on a more fixed arrangement for example a reasonable adjustment under the Equality Act 2010.

9.2 The CCGs may be able to offer home working arrangements such as ad-hoc working from home. Employees, who spend the majority of their time in the workplace but at their manager's discretion, works from home at their own request where it is appropriate for them to do so, usually to undertake a defined piece of work.

9.3 Employees must note that the ability to work from home is not a substitute for childcare or similar carer's responsibilities. It is the employee's responsibility to ensure adequate provision is in place, should they work from home.

9.4 Smart/agile working provides employees with options with regards to where and when they undertake their roles by introducing an element of choice which will ensure that the needs of the service are best met. Smart/agile working allows employees to influence how they carry out their role and promotes varying levels of flexibility within the workplace.

9.5 It must be noted that there is no expectation for employees to work at home and managers cannot force any member of their team to do so. It is recognised that personal circumstances or personal preference may influence an employee's decision with regards to home working. In such cases where an individual does not want or cannot work at home, other elements of smart/agile working must still be considered, for example remote working and hot desking.

9.6 The CCGs would continue to provide a work station within a CCG building for the employee to carry out their work.

9.7 Employees may want to contact anyone with an interest in their property (e.g. mortgage lenders, landlords, leaseholders, Building and Contents insurer) to ensure they are no provisions they need to consider when working from home.

10 **Health and Safety**

10.1 The Health and Safety at Work Act 1974 places specific duties on employers, and employees; with employers having a duty to protect the health, safety and welfare of their employees.

10.2 In addition, employees who occasionally work from home have individual responsibilities under Health and Safety regulations. A Health and Safety risk assessment and smart/agile working checklist must be carried out at least annually or when any changes are made to the workspace which must be authorised by their manager. **Appendix A & Appendix B.**

10.3 Managers should seek advice from Human Resources regarding any specific concerns around health and safety issues. Approval for commencement of smart/agile working will not take place until all the health and safety requirements have been appropriately addressed.

10.4 Managers and employees need to agree on a number of health and safety practicalities and assess the potential risks, including but not exclusive to:

- Lone Working
- Personal Safety
- Safety and security of buildings assets
- Display Screen Equipment
- Moving and Handling
- Security
- Information Governance

10.5 Working from home, even if it is only on an ad-hoc basis, employees must ensure they have suitable workspace with adequate security, storage, seating, space and screening from noise in the rest of the home. There must also be adequate ventilation and lighting etc. Employees will be provided with the standard equipment currently used to enable them to undertake their role in the office environment. The CCG will not provide any additional equipment. The CCG will continue to fulfill its obligations to make reasonable adjustments where required for employees under the Equality Act 2010.

10.6 A Health and Safety risk assessment must be carried out with the employee.

10.7 Employees who need to carry equipment and documents must ensure they use suitable carriers to safeguard and protect the equipment and information e.g. encrypted laptops

10.8 If an employee does not have the facilities to work safely from remote locations they will be required to work from a CCG office facility.

11 IT Equipment, Indemnity/Insurance

11.1 Managers will work closely with the IT Department to ensure that appropriate IT equipment is made available for employees that meets the operational environment and activity.

11.2 The IT Department will be able to advise the CCG/Directorates on the range of hardware, infrastructure and technology to support smart/agile working arrangements in line with the requirements of the role.

11.3 Decisions will be made locally on a case by case basis as to the equipment required for an employee to carry out their role.

11.4 It will be the responsibility of the employee to ensure the equipment provided and any information on it is secure at all times e.g. encrypted laptops, and USB sticks. Whenever data is transferred from one location to another it must be encrypted to protect the information.

11.5 Employees will not be able to use their own devices for CCG business purposes because this will not be covered by the CCGS Indemnity/insurance policy.

11.6 Computers, laptops, phones and other items of equipment provided by the CCG are covered by the CCGs indemnity insurance policy.

11.7 Employees must comply with the relevant CCG IT policies at all times.

12 General Data Protection Regulations (GDPR)

12.1 To enable smart/agile working employees will be required to work remotely accessing a variety of fixed and portable devices such as desktops, laptops, iPads and mobile phones.

12.2 The General Data Protection Regulations (GDPR) 2018 sets out the main principles of data protection and the responsibilities organisations have when handling personal data. It protects individuals' personal information. All employees have a responsibility to ensure that their activities comply with the data protection principles in relation to the security of information to make sure the data is not mislaid or misused. A risk assessment must be undertaken to assess and mitigate any risks where there is a need to transfer patient identifiable data or sensitive information.

12.3 The CCG has a number of information governance related policies and these can be accessed via the intranet
http://inwl-intranet/Interact/Pages/Section/MainTwoColumnsLeft.aspx?homepage=10&section=-1

12.4 Employees have a duty of care to take all reasonable steps to safeguard equipment from loss or damage. Valuable objects such as iPads, and laptops must not be left unattended in vehicles/on public transport. Failure to keep equipment or information secure will be considered a very serious matter and could result in disciplinary action being taken. Employees are required to complete mandatory information governance training on an annual basis.

13. Communication and Contact

13.1 For employees who have been provided with the necessary equipment iPads, laptops mobiles etc. to enable remote working there is no reason why working remotely should be any different to working in the office. Employees must be contactable in exactly the same way as if they were in the office.

13.2 Arrangements should be made for effective communication to be maintained between employees, line managers and colleagues. It is essential for regular team meetings to be held in order to develop and maintain relationships. Communication and support channels must also be made available.

13.3 Electronic diaries are to be used at all times and they must be shared for colleagues to view. Employees must ensure that their contact details are up to date, including the publication of mobile phone numbers and email address.

14. Reporting Sickness /absence

14.1 Employees working at home or from other locations should report any sickness whatever the pattern of work in line with the Absence Management policy.

14.2 An employee who has reported in sick is not expected to work either in the office or remotely.

15. Office Protocols

15.1 Arrangements should be made for appropriate office cover. Core contact time and office cover arrangements should be agreed between the team and the line manager.
Appendix 3 – Example Office Protocol

16. Employee Wellbeing

16.1 In considering smart/agile working arrangements everyone needs to take account of the following:

- A suitable working environment must be made. This includes the provision of a suitable workstation and communication equipment to contact colleagues.
- Employees must keep CCG equipment and information safe at all times
- Appropriate communication and support channels must be made available e.g. weekly team meetings to monitor work programmes and co-ordinate office cover.
- Managers must be able to monitor office cover i.e. who is working off-site, working from home, attending meetings etc.
- The use of electronic file storage.
- It is essential to plan and agree a work programme with the manager and colleagues to ensure suitable office cover and to ensure all parties are aware of the individual's working pattern, where they are located and know when and how to contact them.
- The hours of work must be agreed in advance allowing employees who are using their homes as part of their smart/agile working arrangements, to be able to separate their working and home lives.
- All employees will adhere to a clear desk policy as they will be sharing facilities with other employees.
- Lockable pedestals /lockers are made available for employees personal effects.
- The Working Time Regulations which places restrictions on working excessive hours must be considered in respect of smart/agile working

17. Appeal Process

17.1 Employees can appeal the outcome of the original decision by writing to their manager's Line manager.

17.2 The Line manager with support from Human Resources will arrange a meeting with the employee. The meeting needs to take place within 14 calendar days of receipt of the appeal. The employee should be sent a letter confirming the date and purpose of the meeting, and giving them the option to bring a colleague or staff side representative

17.3 For the meeting, the 'next in line manager' hearing the appeal should have reviewed both the request, and the line manager's response, and be sure that they have everything they need to make an informed decision.

17.4 Once the meeting has taken place, the decision should be confirmed in writing within 14 calendar days of the date of the meeting. It will either;

17.5 Uphold the appeal, specify the exact nature of the agreed change, establish a start date and a review or end date if applicable, or

17.6 Reject the appeal, stating the grounds for the decision.

18. Equality

18.1 In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

19. Monitoring & Review

19.1 The policy will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

Equality Impact Assessment

Title of the change proposal or policy:

NWL Smart/Agile Working Policy

Brief description of the proposal:

To ensure that the policy is fit for purpose, that the policy is legally compliant, complies with NHS LA Standards and takes account of best practice.

Name(s) and role(s) of employees completing this assessment

Denise English, HR Business Partner

Date of assessment

April 2018

Please answer the following questions in relation to the proposed change: Will it affect employees, customers, and/or the public? Please state which.

Yes, it will affect all employees.

Is it a major change affecting how a service or policy is delivered or accessed?

This is a new policy for the organisations and employees will be required to adopt new ways of working and adapt existing working practices.

Will it have an effect on how other organisations operate in terms of equality?

No.

If you conclude that there will not be a detrimental impact on any equality group, caused by the proposed change, please state how you have reached that conclusion:

There is no anticipated detrimental impact on any equality group. The policy adheres to the NHS LA Standards and best practice. It makes all reasonable provision to ensure equity of access for all employees. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic.

HOME WORKING RISK ASSESSMENT FORM

Undertaking a home working risk assessment enables you to consider potential risks to both your own health and safety and CCG data and equipment.

The risk assessment must be undertaken before working from home to establish whether this can be approved or not.

The completed risk assessment must be signed by you and your manager.

Name of Employee	
Employee Number:	
Job Title:	
CCG/Directorate	
Department	
Address of Home working site:	
Area of home intended to be used as workplace/workstation location:	
Date of Assessment:	

	General Security/health & Safety Access	**Yes**	**No**	**N/A**
	Does the home working site have a smoke alarm? Is it tested regularly?			
	Does the home working site have a fire extinguisher? Does the home working site have a first aid kit?			
	Any action required (N/A indicates that the provision is assessed as not necessary)			
	Are there sufficient fixed electrical sockets to cope with Essential electrical equipment?			
	Are electrical and telephone sockets appropriately located to avoid the need for trailing cables across the room(s)?			
	Any action required. (N/A indicates that the provision is assessed as not necessary)			
	Is the size of the room adequate for the intended purpose and is there sufficient room to move around safely?			
	Is there a source of natural light?			
	Can the light be sufficiently controlled by blinds or curtains?			
	Is adequate ventilation available			
	Does the heating system provide a comfortable temperature which is appropriate for the tasks?			
	Is there sufficient storage space for the intended range of tasks?			

	Are proposed work surfaces large enough for the intended tasks?			
	Is a suitably adjustable chair available			
	Any action required. (N/A indicates that the provision is assessed as not necessary)			
	Access to home working area			
	Is the home working area segregated from the more general areas of the home working site?			
	Will other members of the household/visitors have access to the home working area during working hours?			
	What instructions will be given to household member & visitors about access during working hours?			
	Is there a clear means of access and escape? (i.e., no obstructions hindering clear passage to and from the workstation)			
	If the intended homeworker will be using Display Screen Equipment they must as part of this overall assessment must have completed the Display Screen Equipment mandatory training module			
	Any action required. (N/A indicates that the provision is assessed as not necessary)			
	Information/Data Security			
	Does the home workers role involve handling sensitive or confidential information?			
	Will the information/records/data be held/ accessed at the home working site?			
	Can the integrity of that information be secured in accordance with the CCGs GPR policy if it is taken to or accessed from the home working site?			
	How will files/records be transferred to and from the home working site?			
	Will the home worker keep a register of all information/records located at their home working site?			
	Will manual records be stored in a lockable cabinet?			
	Where will the spare key(s) be located?			
	Any action required.			
	Personal Awareness			
	Do you have access to the Smart/Agile working policy and guidelines for your reference?			
	Do you know how to report faults and problems?			

	Do you know how to maintain communications with your team colleagues when you are working at home?			
	Do you understand how your work performance will be managed when you are working at home			
	Any action required.			

I certify that the information given in this risk assessment form is correct and gives a true reflection of my home working environment.

I agree that my manager may verify the content / accuracy of the checklist at any reasonable time after notice has been given.

Signed (Employee)	
Print Name	
Date	

The above workplace is suitable for home working activities. **Yes/No (please delete)**

If No provide reason: _____

_____

_____

Signed (Manager)	
Print Name	
Date	

Appendix B

SMART/AGILE WORKING CHECKLIST

The manager is required to complete the suitability checklist in conjunction with the employee. This needs to be considered together with an employee's flexible working application.

If applicable, when assessing the suitability of the home, this needs to be supplemented by a health and safety risk assessment.

Both the manager and employee must sign the checklist.

Name of Employee	
JobTitle:	
CCG/Directorate	
Department	

THE ROLE	SUITABILITY YES/NO	COMMENTS
Capable of being done from home/remotely without having an adverse impact on the level and quality of service or on other employees.		
Capable of being done without on-going face-to-face contact with other employees or direct supervision		
Employer to make sure employee has/is provided with: IT, equipment phone, internet connection, access to IT support		
Self-sufficient in terms of administrative support		
Have clear objectives/work programme and measurable outputs in place		
Requires limited supervision and Checking of work		
Is not dependent on paper files or other work-based records/equipment that cannot be accessed from other locations.		
The work can be performed on an individual basis e.g. drafting/writing reports,		

16

planning/reviewing/researching, computer programming, data entry, word processing.		
THE EMPLOYEE		
Are they self-motivated, have self- reliance and discipline to work without direct supervision?		
Do they complete work to scheduled Deadlines?		
Do they have initiative, flexibility and good time management skills?		
Do they communicate well by telephone and in writing?		
Do they have the ability to cope with reduced social contact?		
Are they flexible so that team/service needs can be met. This might include working from the team location rather than home/remotely to cover absence of other colleagues at short notice?		
Is the home environment conducive to work and not subject to frequent interruptions/distractions/noise?		
Is there enough space to work comfortably?		
Is there adequate room for storage to maintain confidentiality and ensure security of CCG property		
Does the home where the work will be carried out meet health and safety requirements (health and safety risk assessment must be completed)		
Has the employee explored tax/mortgage/ tenancy/insurance issues relating to working from home?		

Will the arrangement impact on appropriate and fair cover in the office e.g. telephones, visitors?		18
The team		
Is the team flexible so that the team/service needs can be met?		
Have the team been consulted on the arrangement and if so are there any issues to be resolved?		

Signed (Employee)	
Print Name	
Date	

The above role is suitable for smart/agile working activities. **Yes/No (please delete)**

If No provide reason:

_____

_____

_____

Signed (Manager)	
Print Name	
Date	

Appendix C

EXAMPLE WORKING PROTOCOL

It is important to adhere to some basic principles when implementing smart/agile ways of working. This will assist in improving communications between team members. It is essential for team members to be able to contact each other to respond to service requirements and to work effectively. It also ensures that no employee feels isolated.

Principles

All Team Members

o Provide cover for the telephones and the office in the core hours of e.g. 9.00 - 5.00pm, Monday to Friday –each team working in conjunction with the rest of the department
o Telephone messages will be passed on via outlook and will include - Name of caller, contact number, brief message and any action taken
o Everyone will share their outlook calendars, keep it open and up to date on a daily basis.
o Remember to think about what information is contained in the calendar and mark emails private where necessary but include your location.
o When used, voicemail will be checked at least twice per day and an up to date messages used
o The "out of office" function on email to be used when people are out on annual leave, training etc. - not when home working. An alternative contact must be given
o Everyone will enter their annual leave on their calendar
o A team meeting e.g. monthly will be arranged to ensure the team are kept up to date on the latest developments - everyone will attend and be asked to contribute unless they are on annual leave
o Everyone will have a one-to-one meeting with their manager at least every 4-6 weeks
o Consider how employees will attend training and development
o Process for report sickness absence
o Arrangements for monitoring outputs

Employee Performance

o Set out how employees who work from home/remotely will be managed consistently with office employees and give same opportunities for training and development and promotion

Remote Working

o If working from home and an employee does not want to be disturbed i.e. taking a lunch break. A note must be made in the calendar arrangements made for someone to cover the phone or alternatively put the voicemail ion.
o If working at an alternative office e.g. Touchdown office, this time must be put in the calendar and the location entered.
o Agree process for dialing into meetings or attending in person.

Sharing information

o All information will be kept in either electronic shared folders or in hard copy files in secure storage. General information will kept in shared folders.

Workspaces

o Desks allocated for hot desking must be kept free of any personal items, paperwork etc.
o Employees who have an allocated desk should also ensure that they are kept as free as possible (clear desk policy) to enable anyone (including people who may

19

be external to the team) to use them when they are out of the office.
- Implement a pre-booking system and monitor the use of the hot desks

OTHER

- Any special arrangements that need to be put into place e.g. reasonable adjustments under the Equality Act 2010