

## Work Smart Policy: Where, How & When We Work



Issued by HR

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### Introduction

KCC recognises the need to continue to develop modern working practices which enable employees to maximise their performance and productivity whilst assisting them with their work-life balance. An employee's work-life balance is important as this can influence their level of engagement, motivation and satisfaction at work as well as their health, wellbeing and quality of life outside of work for them and their family.

Within KCC there is, increasingly, less reliance on working arrangements where employees are required to work from a fixed base and start and leave work at a set time. KCC's employment provisions include a range of different working arrangement options which cover:

- where we work
- how we work
- when we work.

The working arrangement options are outlined in the Work Smart Guidance for Employees document which is available on KNet.

The use of Information and Communications Technology (ICT) within KCC provides the opportunity for increased flexibility regarding where and how we work. The extent to which ICT can be used to assist with different working arrangements will be dependent on the nature and duties of the role.

### Scope

This policy applies to all KCC employees. It is recommended to Governing bodies for adoption in schools.

### General Principles of Work Smart

- Flexible working is central to how KCC operates and it covers a range of practices regarding where, how and when work is carried out. There is an expectation that employees will be prepared to work flexibly.
- Work Smart supports equality and diversity through the use of flexible working arrangements which can assist employees in balancing work with their individual circumstances.
- When, in the interests of delivering service improvements, managers are seeking to introduce/modify flexible working arrangements they will give consideration to the individual circumstances of the members of the team/unit.

- Managers will ensure that any changes to work spaces to support flexible working take into account the needs of individual employees (including making adjustments for disabled employees).
- Managers will actively examine with their employees ways in which ICT can be used to optimise the use of alternative working arrangements (including mobile and homeworking) either on an ad-hoc or contractual basis. Decisions will be informed by factors such as the nature and duties of the role, the availability of ICT equipment and the employee's circumstances.
- Measurement of an employee's performance will focus on outputs (e.g. the quality, quantity and timeliness of their work) rather than their attendance at a particular time or place.
- The use of working arrangements which do not require employees to attend a designated workbase every day will assist KCC to make more effective use of its office estate. These arrangements will also reduce the amount of working time spent travelling and should lead to increased productivity. Reducing travelling is also beneficial from an environmental perspective.
- For employees who frequently work on home or mobile working arrangements, the use (where available) of open, distance and e-learning will assist in ensuring that their training and development needs can be met in the most efficient way. However, employees may need to be flexible in their approach to attending training which is outside their usual working hours. Where this is necessary, managers can examine with the employee any practical arrangements which may be required to enable the training to be undertaken.
- Active management of alternative and other flexible working arrangements will provide flexibility to meet the needs of the customer and demands of work flow, whilst ensuring that working practices are in line with both statutory requirements and KCC people management policies.
- There is a mutual responsibility for management and employees to ensure that flexible working arrangements operate effectively and allow for the successful completion of the duties of the role.
- Appropriate management action will be taken if alternative working arrangements are abused – this includes the ability to withdraw the arrangements.
- Management have the right to seek to introduce flexible working practices in their teams/services. There is also a right for employees to request to work flexibly.

### **Principles for Employees Requesting to Work Flexibly**

- KCC's approach to flexible working arrangements fully incorporates the requirements of the statutory right to request to flexible working. Further details (including the statutory right to request flexible working) are set out in the Flexible Working Procedure which is available on KNet.
- There is an expectation that managers will give positive consideration to requests to work flexibly.

- Any proposed revised working arrangement must not adversely impact on the delivery of service to the customer or on the successful completion of individual and team objectives.
- Consideration of requests for flexible working will be subject to business needs – this includes taking into account the costs of the proposed flexible working arrangement.
- Flexible working options may be a ‘reasonable adjustment’ to support an employee with a disability (as set out in the Equality Act 2010).

### **Alternative Formats**

This document is available in other formats. Call 03000 416409 or email Employment Policy Team for further details.

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