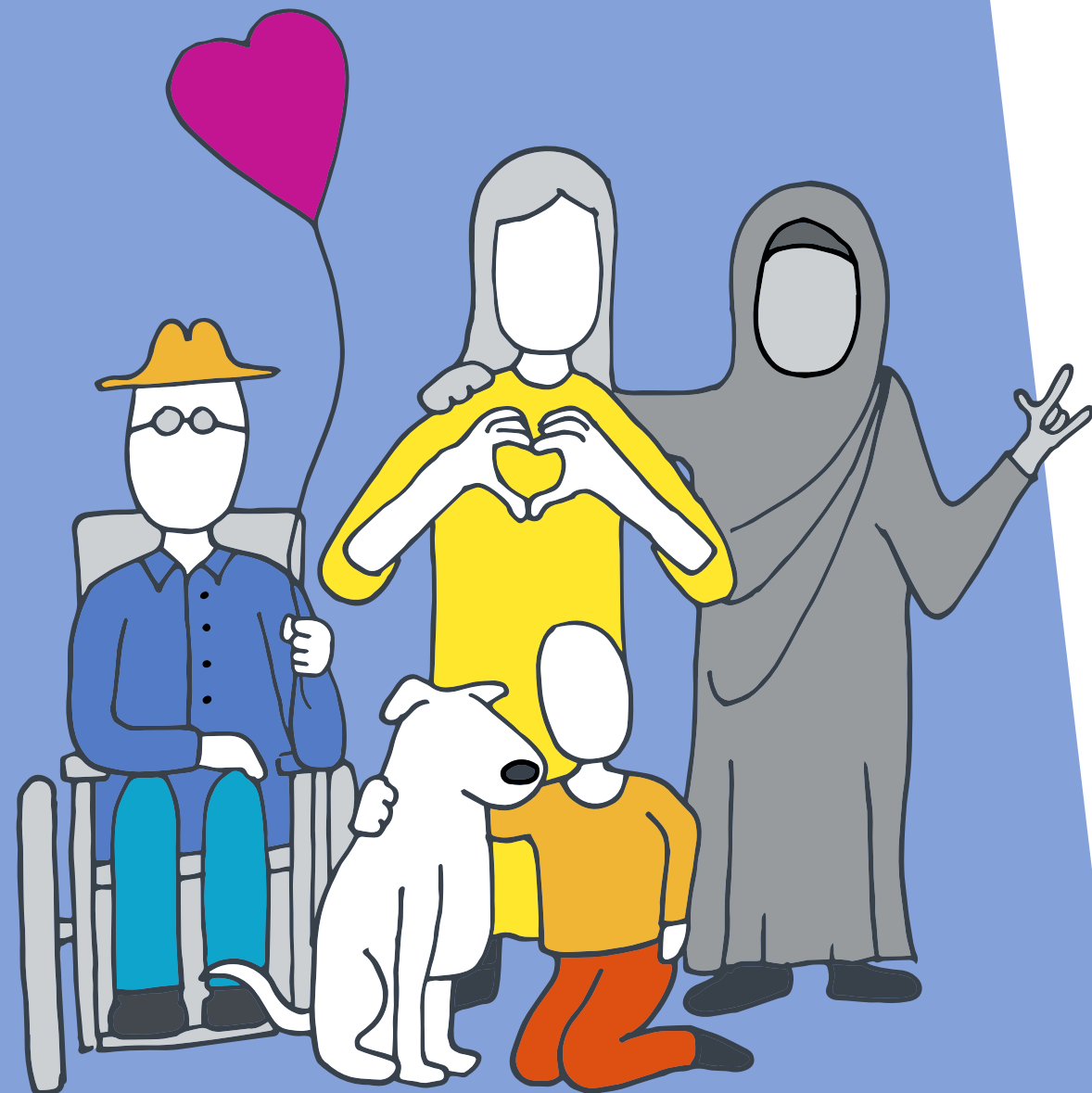
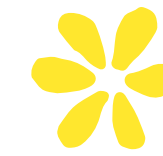


# Flexible Futures Guidance to Staff and Managers



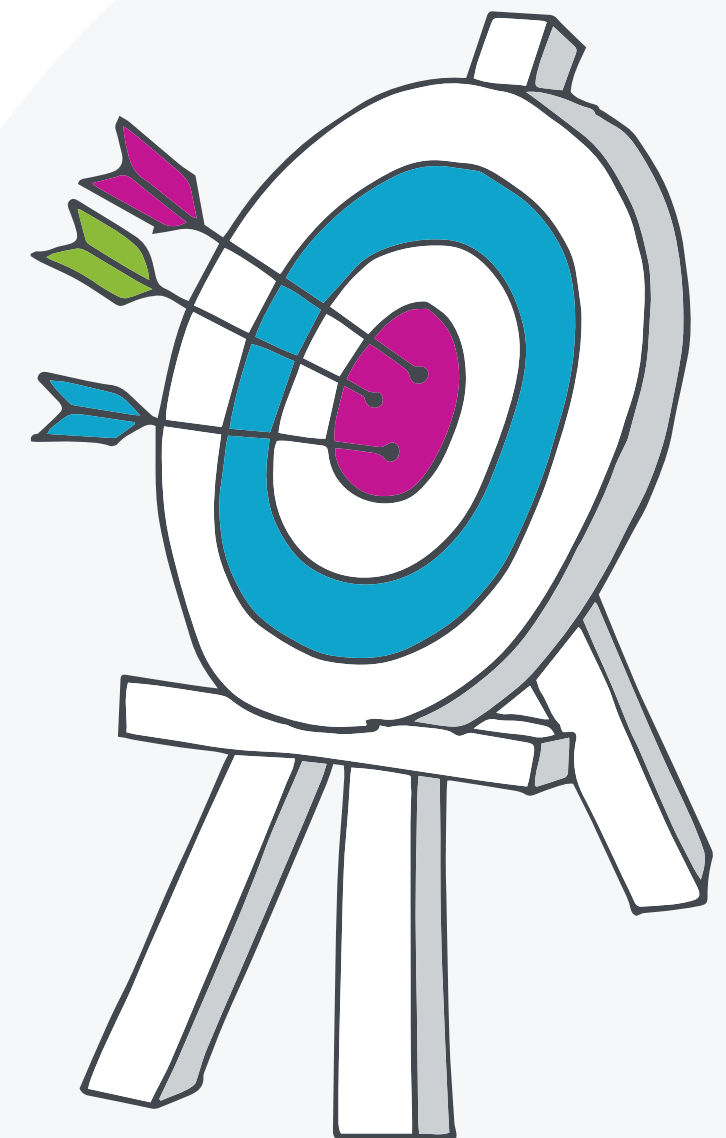
## Why Flexible Futures?



**We are customer centric** - always putting the needs of the business, customers, teams and colleagues first. Adapting our day and working week to **meet demands and make things happen** is what flexible futures is all about.

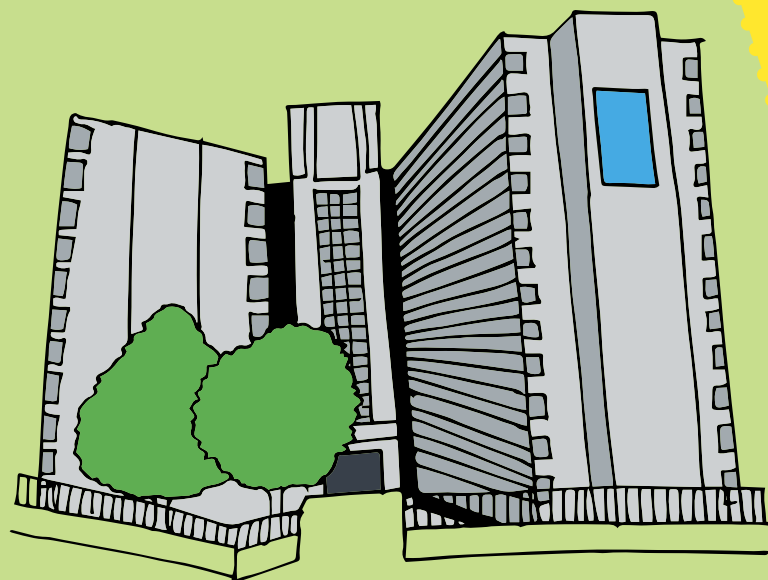
By introducing flexibility on how and where we work, we will:

- **bring** our colleagues closer to residents by introducing facilities within our new or existing schemes
- **offer more ways** for residents to engage with us at a time that suits them
- **offer flexibility** and freedom to deliver and exceed at work
- **introduce** innovative, creative hubs for colleagues to connect, design and test our ideas and products
- **promote** a healthy work/life balance
- **Reduce** our individual and corporate carbon footprint
- **Attract** and retain talent
- **Empower** our people to manage their own time and workload.
- **Encourage** collaboration to deliver an outstanding and innovative change



## Trafford House Hub Worker

- Hub Based Workers will work from Trafford House for **approximately 80%** of their contractual hours. They will have the opportunity to work from other hubs, sites and from home occasionally under the guidance and with the agreement of their line manager.
- Those staff who are required or identified as a Hub Based Worker will be allocated a **fixed desk** in Trafford House.



## Types of Workers

## Home Based Worker

- Home Based Workers will work at home for **approximately 80%** of their contractual hours. Occasional travel to a hub, site or other location may be required for engagement and communication purposes and under the guidance of line managers.
- Attendance at training or meetings that cannot be held virtually will be **mandatory**.
- All home based workers will be able to order the **correct DSE set up and equipment**, i.e. desk, chair, monitor etc.

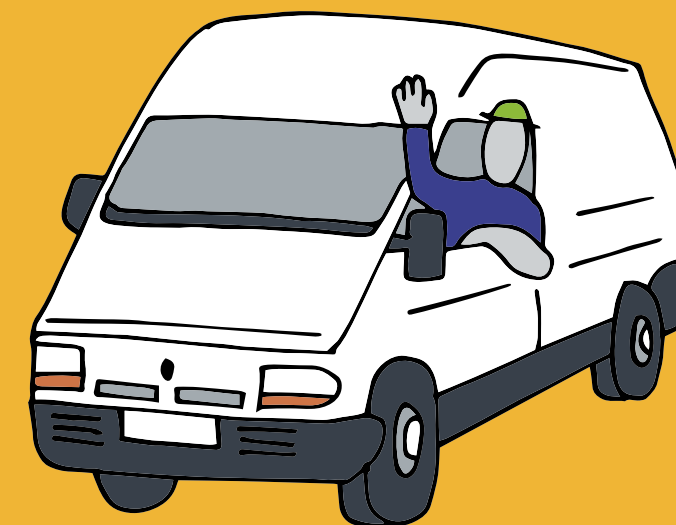


## Agile Worker

- Agile workers will **not work at any fixed location but can flex across locations** including home and hubs according to business need. Agile workers will judge the number of hours needed to spend working across different locations in order to meet the needs of our business and customers (internal and external) and the requirements of the role.
- Agile workers may be required to work from hubs as necessary to attend meetings or training etc. **under the guidance of their line manager**.
- All agile workers will be **allocated a reporting hub base** will which will be Trafford House.

## Site Based Worker

- Site Based Workers are staff **within our frontline services** who are not based at home or at Trafford House.
- This covers staff members in **Later Living, Younger Living and Supported Living** as well as those who will work out of **Thomas Street site** at this time i.e. operatives.

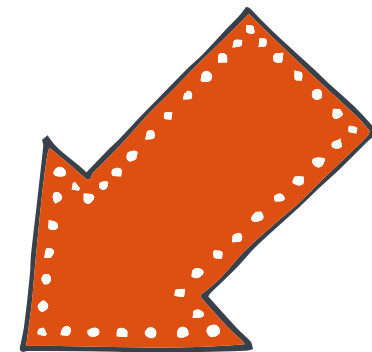




# Eligibility & Considerations

**Each role within MSV will be assessed** by their Heads of Service and the Executive Director with the support of People and Talent to determine the base allocation for that role that best suits the **business and customer needs** primarily but which also takes into account **personal preferences and lifestyle**.

Managers and employees will need to discuss and agree how working in a **more flexible way will meet the needs** of the organisation, wider team and the individual.



## Managers will need to consider:

- Internal and external customer requirements
- Maintaining service levels to external and internal customers
- Cover levels during working hours and working week
- Working patterns of all team members
- Requirements for collaborative working in a hub
- Requirements for working in a hub regularly
- Attendance for training purposes
- Regular 1-1's and team collaboration and communication
- Flexibility around family arrangements such as dropping off and picking up from school.

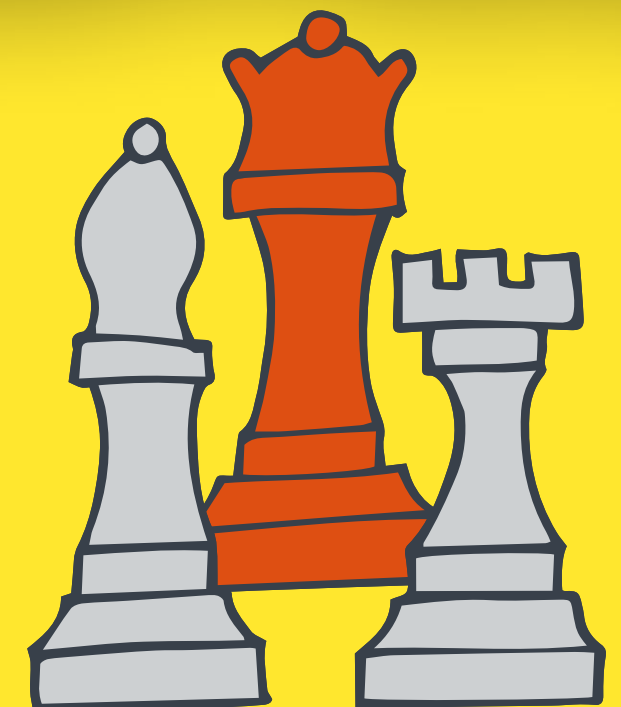


**Line managers** will be responsible for ensuring that **full cover requirements are in place** so that the team can continue to offer the required levels of service.

Employees can **request to be considered** for an alternative base allocation by setting out their reasons for a change to their line manager and People and Talent. Changes may be agreed on a temporary or permanent basis dependant on business need.

Some roles **may not be eligible** for home working or agile working at this time due to the nature of the service being delivered.

MSV may, at its discretion, require you to change your place of work and will give **4 weeks notice** of a change where it can.







## Trial Periods and Reviews

Arrangements will be reviewed initially **every 3 months** but MSV reserve the right to end the arrangement sooner if necessary. Any changes will be **confirmed in writing**. This may include an amendment to your place of work requiring you to work from an MSV Hub.



## Diversity and Inclusion

Flexible Futures **embraces workplace diversity**, encouraging colleagues to get to know each other, sharing knowledge, supporting and recognising one another, even though we may not always be together.



## Data Protection and Confidentiality

Further guidance on Data Protection and Confidentiality when working at home or agile working is set out in the **Home Working and Agile Working policies**.

## Flexi Time, TOIL and Overtime

Current arrangements for Time Off in Lieu where applicable will **continue regardless** of base allocation. TOIL can only be claimed where an individual has worked in excess of their contracted hours in advance agreement with their manager to cover such circumstances as late evening meetings, weekend working, working or attending training on non-working days etc.

Agreements to overtime where applicable **will also continue** regardless of base allocation but will be the exception rather than the rule.

**Flexi time is disbanded and no longer in use.** Instead flexibility on how your hours are worked will be introduced and eligible colleagues

will have the opportunity to work hours **in a flexible way that suits business need and their own lifestyle and preferences**.

Working this way will enable you to respond, at short notice, if you have a domestic or home emergency. In the same way, if there is an emergency at work you will be adaptable to support the business, residents or colleagues. Where you work hours in excess of your normal hours because there has been a legitimate reason to do so, you may be able to claim TOIL or overtime depending on the circumstances or just agree with your manager when you will take that time back either as additional leave or in smaller chunks e.g. start later, finish earlier etc. Timesheets **will not** be necessary – an honour system will be in place.



# Hours of Work and Wellbeing



We aim to ensure that colleagues **do not exceed reasonable working hours** in order to maintain a healthy work life balance. We do not anticipate that you will need to regularly work in excess of your contractual working hours regardless of base allocation.

Our hours of business operation are **8.30am – 5pm Monday to Friday** (some Saturday working at Property Services and extended hours for commissioned services such as our Schemes and Foyers is also required), however hours of business operation will vary according to business area and customer need and you may choose to, or be required to, work outside of these hours and/or days to provide the required service levels for your role.

If your role requires you to work fixed hours, details of your work pattern **will be provided** to you in contract of employment.

**Working in a flexible way requires two-way flexibility and trust from both parties.** The needs of the business and our customers must always come first. If it is established that the way you are managing your hours is not meeting the needs of the business, or you are not working your contractual hours, or you are frequently working in excess of your contracted hours then this flexibility may be reconsidered.



We aim to ensure that colleagues do not exceed reasonable working hours in order **to maintain a healthy work life balance.**

We therefore do not anticipate that you will need to regularly work in excess of your contractual working hours.

Under regulation 4(1) of the Working Time Regulations 1998, average working time, including overtime or additional hours, **must not exceed 48 hours a week** unless you have previously agreed otherwise in writing.



Regardless of the working pattern you follow, you are required to **take a rest break of at least 30 minutes** if you work more than 6 hours in one day, and have **at least 11 hours of rest** between finishing work on one day and starting work the next day. You should also have at least **24 hours of rest** from work in any 7-day period.

Working from home should not be seen as a way of managing caring responsibilities at the same time. However, there can be **some flexibility** for example in dropping off and collecting children from school etc. Boundaries and protocols must be agreed.

**A common-sense approach** should be taken to personal appointments such as dental and GP appointments, where you can take the time you need and make this up at a later date.



## Annual Leave



Base entitlements will **remain the same** for all employees. The system for buying and selling annual leave will be **reinstated**.

## Voluntary and Charity Work

If you want to do **voluntary or charity work** and work commitments allow, working in this way will enable you to do this – just remember you need to **keep your diary up to date** and make sure your manager knows about it and ensure you work the hours you are paid to work.

We will **continue to support** our charity events and fun activities.

## Performance Management

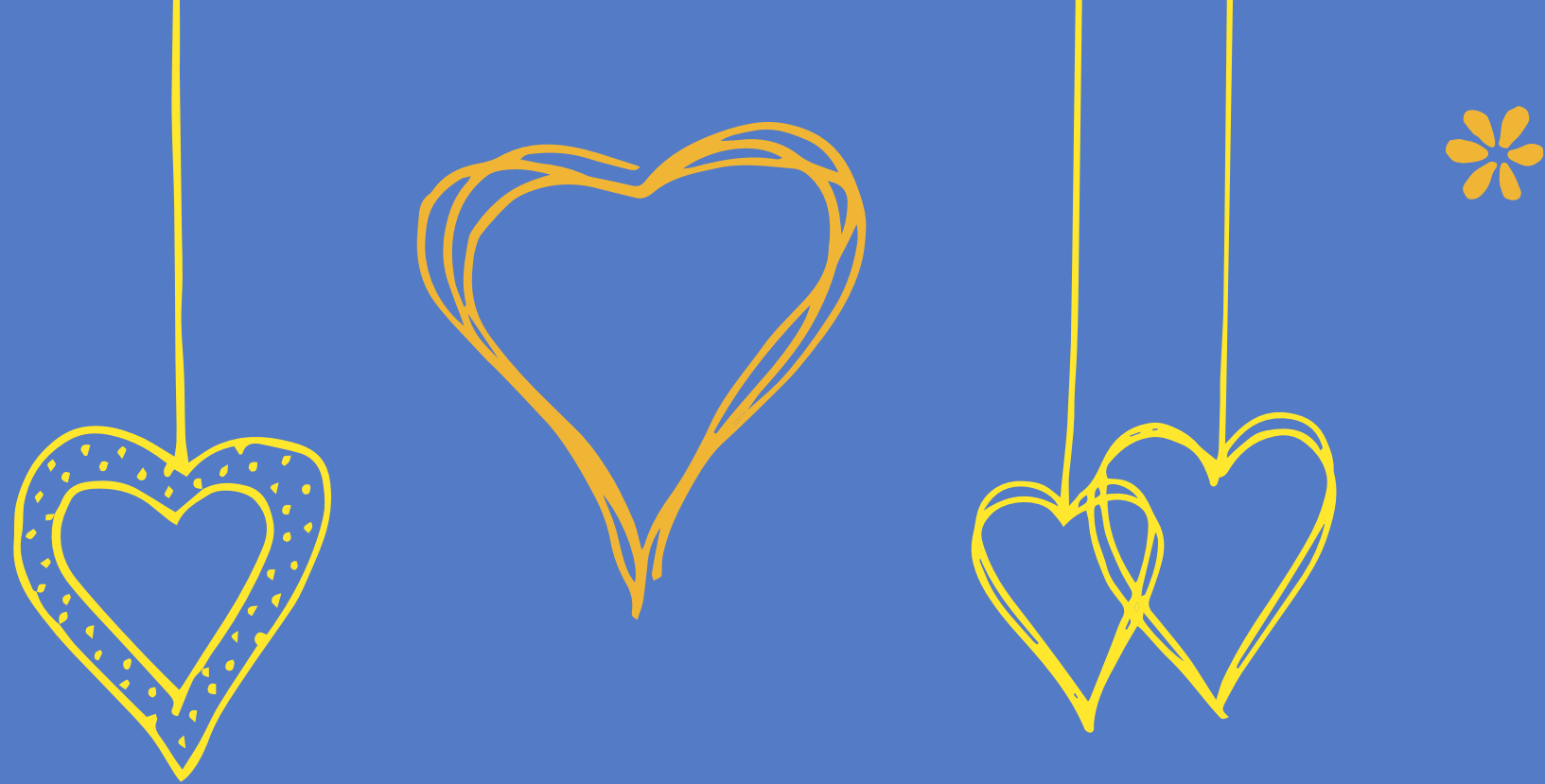
Managers will need to be more proactive when performance managing and communicating in this more flexible environment to ensure that all team members regardless of where they work from are engaged and meeting targets. **Job focus needs to be clear with expectations and targets based on outputs rather than hours.**

There must be **regular** coaching conversations and **feedback mechanisms** as set out in this document.

We expect at least **one meeting per quarter** to be face to face between line manager and employee.





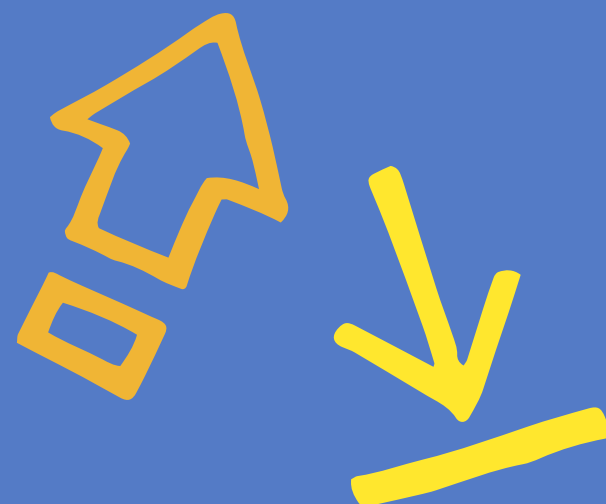


## Personal Safety and Lone Working

MSV places Health and Safety **at the heart** of any operational working arrangements. It is recognised that home working and agile working requires a different approach in terms of lone worker issues, DSE etc.

Both managers and colleagues must make themselves aware of and comply with the **relevant health and safety procedures** and take reasonable steps to ensure the same standards of safety in the home applies as in the workplace. Please refer to the Lone working, Homeworking and Agile Working Policies.

Role Risk Assessments **will be updated** to reflect base allocations and new ways of working under flexible futures.



## Sickness Absence, Presenteeism and Burn Out

Sickness absence will be **reported as normal** through your line manager and managed through our Absence Management Procedure.

Any employee unfit for work should **take sick leave in line with policy** rather than work from home. It is important for an employee's health and wellbeing that they take the necessary time to recover from any illness. Colleagues must take **personal responsibility** when unwell and assess their own fitness to work. If you feel a little under the weather and are okay to work but are worried about spreading infection, then under the guidance of your line manager you might be able to work from home until your symptoms have passed. However, if you are unwell, attending work (from home or on site) can increase your length of sickness and lead to prolonged absence. We **do not** encourage staff to continue working, even from home, if they are too poorly to do so. Managers can ask a staff member to go home or stop working and record that staff member as sick.

Presenteeism means people attending work even though they are not 100% well. Many people can carry on working with **low level illnesses** such as a cold, or perhaps an ongoing health condition such as hay fever. However, more serious or infectious illnesses (e.g. the flu, coronavirus or sickness bugs) **can quickly spread** across the organisation and within our communities if a staff member has attending a hub or site whilst poorly.

Presenteeism can also refer to being "present" at work **beyond your contracted hours** when this is not necessary, which can lead to time management problems having an impact on productivity and job satisfaction.



Frequently working more hours than you are supposed to, not managing your time and working when you are unwell to keep up **can all lead to burnout.**

To prevent the effects of burnout, staff are encouraged to **take regular breaks** and set their own schedule both when starting and finishing work. Staff should take personal responsibility over their working time, tasks and outputs and speak to their line manager if they are feeling overwhelmed or feel unable to meet the demands of their role.

Taking annual leave is **an important factor** in ensuring personal wellbeing and easing any effects of burnout, presenteeism and possible sickness absence. Annual leave should be used to rest and recuperate, striking a good work life balance and must not be used to carry out work that will take you away from your entitled time off or to cover sickness absence.



## Insurance

MSV employer liability insurance will cover colleagues working from home however it is for the employee to check with their home insurance and mortgage company that there are **no adverse impacts** on their policy when working at home.

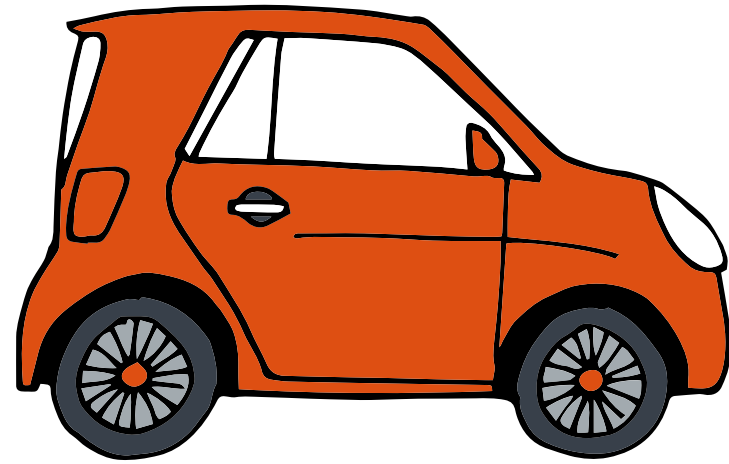
MSV **will not cover increases** in costs of personal home insurance for homeworking. Tax Relief can be claimed via HMRC for any increase costs when working at home – even if it's just one day in a year. MSV is unable to provide **personal tax advice** to employees

<https://www.gov.uk/tax-relief-for-employees/working-at-home>

If you use your car for occasional business use, such as attending a team meeting in a hub, please speak to your **car insurance provider** to ensure your level of cover is sufficient. MSV will not reimburse for any additional insurance costs.







## Car Parking

Car Parking at Trafford House is available for **all Hub Based Staff members** who will be given an allocated space. Spaces thereafter are allocated on a first come first serve basis. Blue Badge holders **will also have a designated space.**

Car Parking at other hubs is residential street parking in most cases and therefore not guaranteed.

## Home Environment

Agile and Home Workers will need **enough space in their home to enable a suitable workstation** to be set up. In most instances most adjustments can be made to ensure a working setup to suit your needs, this will include taking more frequent breaks throughout the working day to maintain physical, mental and emotional wellbeing.

If, having undertaken a risk assessment, you experience significant difficulties in setting up your home workstation **please contact the Health and Safety team** to arrange a one-to-one telephone assessment (via Teams) if required.

MSV **must be informed immediately** if there is a change in address even for a temporary period so that we may undertake the necessary DSE and Home working checks.

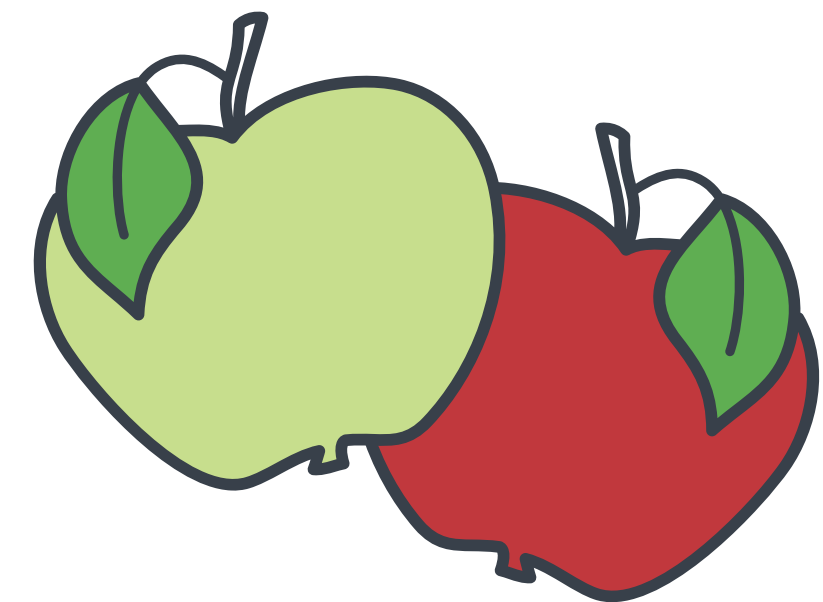
The Health and Safety Team will be able to provide **advice and guidance** with reference to purchasing appropriate equipment for more specialised requirements.

MSV **will not** provide any equipment relating to the provision of broadband or WIFI such as WIFI boosters. You are responsible (at your own cost) for providing any additional necessary property and equipment required for the purpose of carrying out any duties from home (or places outside of MSV's premises) including, but not limited to, broadband and WIFI boosters. Exceptions may be made following receipt of any recommendations from Occupational Health reports or as a result of a DSE Assessment.



**It is your full responsibility** (at your own cost) to ensure that you have a working and efficient broadband connection. MSV will not be responsible for the maintenance, replacement or repair of any personal equipment used for the purposes of homeworking.

MSV is only responsible for **electrical equipment it has provided to agile or homeworkers**. MSV are not responsible for electrical sockets and other parts of domestic electrical systems including sockets. It is also a requirement that you bring in any equipment for PAT testing on request.



## Training

Some training will **continue be delivered virtually** and can be done at home or from another location.

Where face to face training is necessary, regardless of where you work from, **you will be expected to attend**.



## Flexible Working Requests

Working in a different way – whether agile or at home etc does not replace the right for employees to submit a **formal flexible working request** if they wish to change their working pattern on a permanent basis.

Please refer to the **Flexible Working Policy** for details of how to submit a flexible working request



## Usage of Microsoft Teams – Professional Standards of Conduct

Microsoft Teams is an essential business tool to enable effective communication between employees, whether working from the office or working at home.

When using Teams whilst working at home or when agile at other locations, **normal professional conduct is expected**, including requirements set out in the Code of Conduct.

	Hub Based (Trafford House) - 80%+	Agile Worker	Home Worker - 80%+
Place of Work	<p>Trafford House</p> <p>Hub will be the place of work</p> <p>When not working at a hub consideration should be given to the type of work being carried out as to a suitable location to meet colleagues etc that does not risk reputational harm or poses a risk to confidentiality</p> <p>Hubs will be accessible between 8 am and 6 pm</p>	<p>Flexibility across locations as needed.</p> <p>Reporting hub will be Trafford House for most</p> <p>Agile workers must ensure that they are working from suitable location that does not risk reputational harm or poses a risk to confidentiality. In public areas consideration should be given to the type of work being carried out.</p> <p>Acceptable premises can include (list not exhaustive):</p> <ul style="list-style-type: none"><li>• Home</li><li>• Café/Coffee Shop/Restaurant</li><li>• Library</li><li>• An alternative MSV site</li><li>• An office of a stakeholder, supplier or partner</li><li>• Train station whilst travelling on company business</li></ul>	<p>Based at Home</p> <p>Home address will be the place of work</p> <p>When not working at home consideration should be given to the type of work being carried out as to a suitable location to meet colleagues etc that does not risk reputational harm or poses a risk to confidentiality</p>



	Hub Based (Trafford House)	Agile Worker	Home Worker
<p><b>Hours of Work</b></p> <p>Our hours of business operation are 8.30am – 5pm Monday to Friday, however hours of business operation will vary according to business area and customer need and whilst it is expected that the majority of your work will take place within these timeframes, you may choose to, or be required to, work outside of these hours and/or days to provide the required service levels for your role.</p>	As per contract of employment.	As per contract of employment.	As per contract of employment.
<p><b>Equipment</b></p>	<p>Hub workers will be provided with a laptop which they need to take home at the end of each day for business continuity purposes.</p> <p>A suitable DSE set up will be fixed and available to use whilst at Trafford House.</p>	<p>MSV will provide the ICT equipment needed and a suitable desk / chair for you to use whilst at home.</p> <p>When working at Trafford House only those with an identified DSE need, will have access to a DSE set up. There will be access to a collaborative working space.</p> <p>Other hubs will not have any DSE set ups and will be collaborative space only.</p>	<p>On the occasions that a Home-Based Worker will visit a hub they will have access to a DSE set up only if they have an identified need.</p> <p>Where there is no identified need, they will have access to work from collaborative spaces.</p>

	Hub Based (Trafford House)	Agile Worker	Home Worker
<b>Communications and Meetings</b>	<p>Hub workers need to be mindful that their colleagues or line manager may be working at home or agile.</p> <p>Coaching Conversations and Team Meetings may take place face to face or virtually through MS Teams and you can engage and communicate with colleagues in this way. Cameras are expected to be on in ALL virtual meetings.</p> <p>Face to face meetings at an individual or team level to stay connected will be agreed with you and your line manager as appropriate but should at least occur on a quarterly basis.</p> <p>Everybody is responsible for effective communications regardless of where they work from.</p> <p>Outlook calendars must be kept up to date.</p>	<p>The very nature of agile working means that individuals will be out and about. Outlook calendars must be kept up to date and agile workers must have mobile phone switched on unless in meetings or driving. Messages must be responded to on the same day or as soon as reasonably possible.</p> <p>Coaching Conversations and Team Meetings may take place face to face or virtually through MS Teams and you can engage and communicate with colleagues in this way. Cameras are expected to be on in ALL virtual meetings.</p> <p>Face to face meetings at an individual or team level to stay connected will be agreed with you and your line manager as appropriate but should at least occur on a quarterly basis.</p> <p>Working agile does not mean being unavailable to engage in key events and activities. Attendance at hubs for collaborative working or training etc will be a part of agile working.</p>	<p>Home Workers will need to be self-motivated and organised to effectively work from home.</p> <p>Bi - weekly short catch ups between homeworkers and the manager will take place and be scheduled as reoccurring appointments in diaries. These should be a minimum of 30 minutes and will be virtual unless agreed otherwise.</p> <p>Coaching Conversations and Team Meetings may take place face to face or virtually through MS Teams and you can engage and communicate with colleagues in this way. Cameras are expected to be on in ALL virtual meetings.</p> <p>Attendance at face to face meetings at an individual or team level to stay connected will be agreed with you and your line manager as appropriate but should occur at least on a quarterly basis.</p> <p>Working at home does not mean being unavailable to engage in key events and activities. Attendance at hubs for collaborative working will be a part of homeworking.</p>

	Hub Based (Trafford House) - 80%+	Agile Worker	Home Worker - 80%+
Communications and Meetings (continued)		<p>Everybody is responsible for effective communications regardless of where they work from.</p> <p>Diaries should be used to track appointments and availability as well as the status function within MS Teams.</p>	<p>Everybody is responsible for effective communications regardless of where they work from.</p> <p>Agreements should be made to ensure everyone is aware of how and when a home worker is contactable.</p> <p>Diaries should be used to track appointments and availability as well as the status function within MS Teams.</p>
Car Allowance	<p>Working at a hub most of the time implies that a car is not needed to do the role and therefore no allowances are paid.</p> <p>There may be some exceptions to this that may necessitate the use of a car and the appropriate allowances will be paid. This will be agreed on a case by case basis.</p>	<p>Car Allowances will only be paid to agile workers where it is deemed essential for you to have a car to carry out the role. See Car Allowances policy.</p>	<p>Working at a home most of the time implies that a car is not needed to do the role and therefore no allowances are paid.</p> <p>There may be some exceptions to this that may necessitate the use of a car and the appropriate allowances will be paid. This will be agreed on a case by case basis.</p>



	Hub Based (Trafford House)	Agile Worker	Home Worker
Travel Time	Travel time to an MSV Hub will not be included in your working day.	Travel to an MSV Hub, your first appointment or back home from your last appointment will not be included in your working day.	Travel time to an MSV Hub or other location, when required will not be included in your working day.
Work from home allowance	Not Applicable	Not Applicable  Agile workers working from home are able to claim tax relief direct from HMRC	Not Applicable  Homeworkers are able to claim tax relief direct from HMRC
Mileage Claims	Any business miles claimed should deduct your home to hub commute as per current policy.	Where your first or last journey is between home and your contractual base, e.g. Trafford House, this is not classed as business mileage and cannot be claimed. However, any other miles travelled whilst performing work duties i.e. to 'temporary workplaces' can be classed as business mileage. So, if you travel directly from home to a temporary workplace (e.g. a customer's home or another MSV site) or you go directly home from your final appointment which is not your contractual base, you can claim mileage for this entire journey. MSV will not pay this directly and you should make a mileage claim separately with HMRC to receive tax relief for these journeys. <a href="https://www.gov.uk/guidance/claim-income-tax-relief-for-your-employment-expenses-p87">https://www.gov.uk/guidance/claim-income-tax-relief-for-your-employment-expenses-p87</a>	Where you travel from home to another location for training, meetings or collaborative working – the cost of the journey (and the return) is not reimbursed by MSV. You can claim for this travel by making a mileage claim separately with HMRC to receive the tax relief on these journeys.  <a href="https://www.gov.uk/guidance/claim-income-tax-relief-for-your-employment-expenses-p87">https://www.gov.uk/guidance/claim-income-tax-relief-for-your-employment-expenses-p87</a>  It is not expected that there will be frequent travel by homeworkers to hubs or other locations to necessitate high mileage claims.  Consistently high mileage claims from homeworkers will lead to a review of homeworker status