



## Agile Working Policy (Surrey and Sussex) (1199/2025)

### Abstract

This policy and procedure covers the process for Agile Working.

### Policy

#### 1. Introduction

1.1 Agile working provides individuals with autonomy (within agreed parameters) to decide when, where and how work is carried out.

1.2 Surrey Police and Sussex Police (hereafter referred to as the Forces) support the adoption of new ways of working, to provide more flexible, technology enabled teams who can work more efficiently to deliver excellent service whilst improving the relationship between work and home life.

1.3 Working in an agile way does not affect an individual's statutory right to apply for flexible working arrangements (e.g. part-time working, compressed hours, job sharing, remote working) and any such application should be submitted to the line manager as usual. For further information, refer to the Flexible Working Policy (Surrey and Sussex) (816).

#### 2. Scope

2.1 This policy and supporting procedures / documents set out the agreed approach to agile working, including:

- Force expectations
- The agreed principles of agile working and factors to consider when adopting these ways of working whether setting up or adjusting agile working arrangements.
- Links to additional supporting material, such as, guidance for managing working hours' arrangements.

#### 3. Policy Statement

3.1 Policies and associated guidance should inform decision making which should consider organisational values, professional judgement (on the context and circumstances of each situation) and 'policing principles'. Decisions and subsequent action taken should be proportionate, legitimate and ethical as informed by the National Decision Model (NDM).

### Procedure

## 1. Introduction

1.1 Agile working requires a way of thinking about work that focuses on what an individual is expected to deliver. It provides the individual with autonomy (within agreed parameters) to decide where, when and how this can be achieved to optimise performance and do their best work whilst meeting business need and in accordance with agreements in the team about how agile working will work.

1.2 This document is designed to help individuals think about new ways of working and outlines the key principles of agile working. It provides information for both the individual and the line manager and highlights areas that should be considered before adopting agile working practices. The Agile Working toolkit for line managers is provided for reference for line managers considering the extent to which agile working practices can apply to their teams.

1.3 Where - Surrey Police and Sussex Police (hereafter referred to as the Forces) are committed to providing estate that is fit for purpose and that supports new ways of working. Workplaces will be designed to support modern, efficient, and more flexible ways of working including the creation of activity-based settings where individuals in many teams will have a choice of spaces to use depending on the nature of the work they are undertaking at that time. This could include working within a quiet area or more collaborative space at their normal place of work, working from another police site, at home or another suitable location.

1.4 When - In addition to location-based flexibility (the 'where'), new ways of working can also offer time-based flexibility (the 'when') to enable individuals to better manage the changing demands of work and to balance this with personal commitments and interests.

1.5 How - By thinking differently about work, we will need to adapt how we approach work (the 'how'), and this might include communicating with colleagues who are working at different locations, accessing briefing material electronically or taking part in video conferences rather than attending a meeting in person.

1.6 Trust - Wherever, whenever, and however the individual works, they will be trusted to work smarter, to meet the needs of the business and deliver better services whilst improving the relationship between work and home life.

1.7 The extent to which an individual may be able to adopt agile working will be entirely dependent on the particular business function and the requirements of the role within this, as well as the technology available to support such working arrangements. As such, the parameters within which choice can be exercised will be determined by the line manager or Department lead and can vary from team to team and week to week. For individuals in some roles, including front-line policing, custody and contact centre, some elements of agile working (e.g., virtual meetings) may be possible but flexibility about working from different locations may not be possible in order to maintain operational delivery requirements, security considerations, and with the technology currently available.

NB. Any reference to individuals throughout this document applies to both police staff and police officers.

## **2. Principles**

2.1 The overarching principle of agile working is that:

'Work is an activity, not a destination'.

- Individuals are trusted and empowered to choose the most appropriate time, work setting and access to technology to suit the nature of the task and their personal preferences. Whilst managers will focus on the required output, individuals choose how it is delivered.
- Individuals will be expected to adopt agile working principles wherever this is appropriate for the role, thus flexibility becomes the norm rather than the exception, although the extent to which it is adopted is discretionary.
- Space is allocated to activities not to individuals and not on the basis of seniority. As such neither staff nor managers will have allocated desks unless there is a particular reason why this is needed.
- Managers will set the parameters for agile working in accordance with the particular business function requirements of the team and they will establish specific protocols for preferred communication channels, team office days and performance management regimes.
- Individuals must make the most of available technology to enable effective communication, visibility, and connectivity regardless of location. This includes keeping systems up to date (including showing their status on the organisation's communication platform, ensuring calendars are visible by team colleagues to show locations, Sussex officers and staff booking on and off SAP) and communicating regularly in accordance with any preferences set by the manager which may include conference / video calls, webinars, etc.
- The principles of agile working are based on trust. Any concerns about performance or the manner in which agile working is being exercised, will be dealt with by line managers in accordance with policies and procedures.

## **3. Where - Work Location and Workplace**

3.1 Police officers and police staff will have a specific work location detailed within their posting document or contract of employment.

3.2 The individuals' existing specific work location will not change by adopting agile working. Individuals are able to work remotely from another suitable location subject to agreement with their line manager and according to agreed team principles developed using the Team Charter which may be accessed via the Agile Working toolkit.

3.3 The individual will be afforded greater flexibility to choose to work elsewhere within the Force, collaborated, regional or partner sites, depending on the task they are doing and within the constraints of their role.

3.4 It is anticipated that many agile workers will be able to work at home or away from their usual place of work some of the time. This is entirely dependent on business function requirements and can vary from team to team and week to week. This is not

likely to be a set pattern and will be at the discretion of the line manager. The individual may be required to attend a place of work when they had planned to work at home or elsewhere and this may be at short notice.

3.5 Working abroad will not generally be permitted as part of agile working (NB: work during travel abroad is only permitted for operational reasons, or temporarily due to exceptional personal circumstances). The operational / business requirement will need approval from the business area's Inspector / equivalent level or above, plus from Security Information and Assurance Team (SIAT) and the Digital Data and Technology Team (DDaT).

3.6 If individuals are provided with specific IT equipment and it breaks down, they may be required to work at their default base location until the problem can be rectified.

3.7 At this time, the Forces are not advocating permanent home working (where their home becomes the 'normal' place of work) for any new / existing roles.

#### **4. When - Hours Worked**

4.1 The agreed full time or part time hours for an individual will not change as an agile worker, but they will have some flexibility, within the constraints of their role, as to when they work. The Forces have a duty of care to their employees and must comply with Working Time Regulations. Therefore, the individual must ensure they are not regularly or unreasonably exceeding their contractual hours. The individual will record their working hours, including breaks as in accordance with the Force agreed approach.

4.2 Agile workers will have the flexibility and autonomy (in accordance with agreed parameters) within their role to manage their required activities and working time within their contracted hours, according to the parameters set by their line manager and subject to the requirements of the business.

4.3 The accrual and use of hours to balance time (flexi-time / managed hours) will be in accordance with the Force agreed approach (SAP in Sussex and local records Surrey). More detail about hours to balance time can be found in the Agile Working toolkit.

4.4 Flexible Working Arrangements - Working in an agile way does not affect the individuals' statutory right to apply for flexible working arrangements (i.e., part-time working, compressed hours) and any such application should be submitted to the line manager as usual. For further information, refer to the Flexible Working Policy (Surrey and Sussex) (816).

#### **5. Utility Bills**

5.1 The Forces will not reimburse individuals for utility costs incurred whilst working at home such as heating, lighting and broadband.

5.2 If an individual is required to work from home, they may be eligible to claim tax relief for increased household costs e.g., heating and electricity. However, tax relief cannot be claimed if the individual chooses to work from home, including if:

- Their employment contract allows them to work from home some or all of the time.
- Their employer has an office, but they occasionally cannot attend because it is full.

To find out more follow this link <https://www.gov.uk/guidance/claim-income-tax-relief-for-your-employment-expenses-p87>

## **6. Policies and Procedures**

6.1 All existing terms and conditions of service, police regulations, policy and procedures and the Police Staff Handbook (Sussex), remain the same and will apply to agile workers in the same way as permanent office-based individuals. This includes misuse of computers, data protection, sickness reporting etc.

## **7. Unsocial Hours Allowances**

### **7.1 Police officers.**

Police Regulations state that an unsocial hour's payments can be claimed by ranks of Constable to Chief Inspector / Inspector inclusive for hours worked between 8pm and 6am that an officer is required to work. Flexibility to work hours during times defined as unsocial may be restricted as whilst officers can choose to work during times defined under Police Regulations as unsocial there is no budget for unsocial hours payments to be claimed.

### **7.2 Police staff.**

If an individual has made an ad-hoc arrangement with their manager, as part of agile working, to work at a time that would normally attract an allowance or enhancement to support their work / life balance, which is different from their standard / required pattern of work, they will not be entitled to receive an enhancement, such as unsocial hours payment or public (bank) holiday enhancement.

Any contractual arrangement for working a standard pattern of required / rostered unsocial hours will continue to be paid in accordance with payments associated with regular unsocial hours working as detailed in their employment contract and reviewed if their standard required / rostered pattern of working changes.

## **8. Mileage**

8.1 In accordance with Force commitments to make improvements to support the climate it is important that the individual manages their travel appropriately to promote the environmental benefits of agile working. This will mean greater consideration to the 'how' aspect of working, encouraging and supporting colleagues to make use of available technology and systems to keep in touch, access information and have meetings etc.

8.2 For information on mileage claims please refer to the Agile Working toolkit.

## **9. Performance**

9.1 Agile working can bring a range of benefits for both the employer and the individual, but it needs to be properly managed to be successful. The line manager will therefore need to discuss with the individual how their performance will be assessed. The most effective way of monitoring their work will be to concentrate on their output and outcomes (e.g., the actual work completed) and not just their presence in the office or the hours they work. This relies less on traditional line management styles and more on

collaborative working and good performance management using the Forces' approach. For further information please refer to the Agile Working toolkit.

9.2 The line manager should agree with the individual set goals and deadlines for particular tasks and then review how well the targets are being met, giving prompt and regular feedback.

9.3 The individual will need to consider how they will manage their workload to ensure they optimise the time they are working from home or elsewhere and factor in the need for face to face interactions or any other commitments that require physical presence in the office environment.

9.4 Remember being employed by the Forces requires the same standards of behaviour that are expected in the workplace to continue to apply when the individual is working in a more agile way, including working from home.

## **10. Communication**

10.1 It is important the individual has arrangements in place for effective and regular communication between their line manager and colleagues, to develop and maintain relationships and ensure they feel supported and remain motivated to achieve the agreed outcomes for that period. They must make the most of the technology available to them and should agree with their line manager what will be used and when, to enable them to communicate / stay in touch, be visible and connect with them, the rest of their team, colleagues, and customers / stakeholders in other parts of the organisation. For further information please refer to the Agile Working toolkit.

## **11. Requirements of Agile Working**

11.1 Individuals should be aware of the considerations in the subsequent sections before adopting an agile working approach. If working from home, then the home environment must be suitable and appropriate for home working.

## **12. Care Arrangements**

12.1 Working at home is not a substitute for making caring or other domestic arrangements and dependents need to be looked after by someone other than the individual as they would if the individual was working in the office environment.

## **13. Workplace (Reasonable) Adjustments**

13.1 Agile working is a flexible arrangement and can be used to support workplace adjustments, such as working at home every day for a set period whilst recovering from a broken leg. The decision to make a workplace adjustment, including those covered under the Equality Act, will be made by line managers in consultation with the Occupational Health and Wellbeing Service (OHWS) and via the People Resolution Centre (PRC) as appropriate.

13.2 Individuals with a disability or health condition may be able to get extra help from Access to Work, a government scheme which offers support in the workplace that may not have been addressed by making reasonable adjustments. More information is available via [www.gov.uk/access-to-work](http://www.gov.uk/access-to-work) and the Agile Working toolkit.

## 14. Health and Safety

14.1 When working away from the main contractual location, the individual should ensure good practice is adhered to at all times in relation to health and safety and in accordance with Force policies. For further information regarding health and safety please refer to the Agile Working toolkit.

14.2 Employer obligations directly relate to the work the individual is undertaking and as such the Forces will be responsible for the management of a Portable Appliance Testing (PAT) service for any equipment supplied i.e., computer. However, it should be noted they may be asked to attend their default base for checks to be carried out. Other matters are the responsibility of the individual i.e., the safety of their home electrical system.

14.3 Please be aware that if an individual uses their own equipment when working from home DDaT may not be able to provide technical support. This includes slow connectivity which may relate to issues with home broadband which DDaT are not able to resolve.

14.4 If the individual uses display screen equipment (DSE), they have a responsibility to ensure they complete a DSE risk assessment at any new workstation set up, whether at home or elsewhere, and take reasonable steps to mitigate any issues associated with this set up. Further information may be found in the Agile Working toolkit.

14.5 All agile workers are required mandated to complete a DSE Assessment and ensure they have correctly set up their workstations to control the risks associated with using DSE.

Police officers and police staff.

- Must undertake the College Learn DSE Assessments training course.
- Each individual is to carry out a dynamic assessment of their home working environment and equipment, using the approved DSE Assessment template and DSE Assessment Toolkit, where you can also find guidance on best practice - both available from How Do I pages: Health and Safety guidance.

Further information may be found in the Agile Working toolkit.

Line managers.

- Review DSE Assessments from your team and agree the provision of any additional equipment and ensure that copies are retained as detailed above. Estates and Facilities Helpdesk can assist with the sourcing of additional equipment if this is not available from within the existing Departmental / Divisional resources.
- It is the responsibility of the line manager to maintain a log that details all equipment loaned to home workers.
- It is also the responsibility of the line manager to formally include DSE and psychological welfare within their 1-2-1 / Focus reviews with remote / home workers.

Further information may be found in the Agile Working toolkit.

14.6 Individuals with a disability or health condition may be able to get support from the Government Access to Work scheme to help them set up a suitable home working environment. More information is available via [www.gov.uk/access-to-work](http://www.gov.uk/access-to-work) and Agile Working toolkit.

## **15. Property Risks and Liability Insurance**

15.1 Computers, telephones and other items of equipment supplied by the Forces for the purposes of agile working will be covered by Surrey Police and Sussex Police's insurance policy. Surrey Police and Sussex Police will replace equipment if it's broken, lost or stolen, except, in circumstances where the individual is found to have been negligent; for example, (i) a laptop computer stolen because it was left on the back seat of a car (ii) equipment or property is damaged caused by children / pets or other non-Surrey Police and non-Sussex Police personnel whilst in the individuals possession. In this instance the individual may be required to replace the equipment on a like for like basis.

15.2 The Force's assets (both IT and information) should not be at any greater risk in the individuals' home than those housed at police premises. Therefore, the individual must ensure that the general security of their home is adequate to store police assets issued to them and they should consider identifying a secure drawer or cabinet in their home in which assets can be stored when not in use.

15.3 If the individual is regularly working from home, it is their responsibility to ensure from their own home building and contents insurers, that their insurance policies are valid. The individual will be responsible for any additional premium incurred as a result. Further information can be found in the Agile Working toolkit.

## **16. Security and Data Protection**

16.1 When working away from their specific work location detailed in the posting document or employment contract, the individual should ensure good practice is adhered to at all times in relation to security and confidentiality of information and in accordance with Force policies.

- Data Protection Breach Policy (Surrey and Sussex) (1180)
- Data Protection Policy (Surrey and Sussex) (780)
- Force Issued Electronic Devices Policy (Surrey and Sussex) (1177)
- Surrey Police and Sussex Police Information Security Policy (722)
- Security Matters Handbook.

Further information can be found in the Agile Working toolkit.

16.2 Wherever the individual works, their environment and activity must not pose a risk of breaching the UK General Data Protection Regulation (UK GDPR), the Data Protection

Act 2018, Freedom of Information Act 2000, Computer Misuse Act 1990 or the Official Secrets Act 1989.

16.3 Individuals are responsible for the security of equipment, software, files, and any other information in their possession. Appropriate consideration must therefore be given to ensuring that the Force's assets (IT and information) remain secure, including that information either on-screen or in paper form cannot be overlooked or accessed by third parties and that conversations are not inadvertently overheard.

16.4 If working from home the individual should ensure that any official papers or information is secured away when not in use and that passwords and security tokens and cards are kept secure. If the individual is disposing of information that is no longer required, they must use a cross-cut shredder to dispose of sensitive papers.

16.5 If the individual needs to print any official information, they will need to plan to do this in the office and carefully consider if this needs to be transported away from the office in paper format. Do not email official information to any home computer in order to print at home.

16.6 Agile workers will be transporting their laptop / device from one place to another regularly and will be expected to take their equipment home each day to ensure flexibility and business continuity can be maintained. Where this is not practical and transportation may compromise the safety or security of the Force's assets, they should be left in a secure location at the workplace. Items should never be left unattended in a public place.

16.7 Read information regarding UK General Data Protection Regulations (UK GDPR) and Data Protection How do I? Data Protection Act (DPA) 2018 and the Information Security Guidance Hub - Cybersecurity. Further information may and can be found in the Agile Working toolkit.

## **17. Personal Security**

17.1 When travelling between locations or working at non-police or collaborated or partner locations, individual should be vigilant when carrying Force equipment, such as laptops, data terminals etc., and not display or use them in circumstances where they may be putting themselves at risk.

17.2 If the individual is working on their own at any police site or other location, they must make sure someone is aware of their location and always be vigilant to ensure their personal safety.

17.3 If working from home, the individual must not give out their home details (address, telephone number), to people they interact with through work related activities. This is important to ensure their personal safety and security. It also plays an important part in promoting a healthy work / life balance and in projecting a professional, corporate image.

## **18. Line Managing Agile Workers**

18.1 The Team Charter will help structure the conversation with your team/s. Further information can be found in the Agile Working toolkit.

Things to consider:

- Delivering an excellent service to the public.
- Needs of the service, Department and individual.
- Compliance with Force policy and guidance.
- Use of technology, laptops, mobile data terminals.
- Health and Safety – working environment, DSE assessments.
- Meetings – which need to be face to face and which can be virtual.
- Performance management - good arrangements put in place using performance management tools, such as FOCUS.

## **19. Working arrangements**

19.1 To support this new way of working, managers should consider the following:

- Adopting agile working remains a choice for individual's and it should not be enforced. However, the expectation will be that all individuals in certain roles will adopt this new way of working to some extent and this should be supported.
- Managers will set the parameters for agile working, focusing on the how, when and where aspects, in accordance with the particular delivery requirements of the team. Further information can be found in the Agile Working toolkit, which includes the Team Charter, Agile Working site and Fixed Working site definitions.

For example, there may be a requirement to ensure that a minimum number of staff cover the hours between 1000-1500 in order to manage the demand from external partners during this time. Additionally, there may be a requirement to ensure a minimum number of staff work from the base office location at any one time to provide visibility, deal with paperwork or post, or to provide support for each other.

- Agile working will enable individuals to work at different locations across the Force estate, at home, with business partners or elsewhere. If there is a requirement for a particular individual or minimum number of people to work at the base location regularly or on an ad hoc basis in order to meet business needs, then this should be stipulated within the agile working parameters. An individual does not have a right to work at home or elsewhere on certain days of the week or in a set pattern so they can be asked to attend the base location at short notice, and this should not be viewed as a breach of any entitlement. Where an individual requires a set pattern of work location, they have a statutory right to apply for a Flexible Working Arrangement.
- It is the responsibility of the individual to record their working hours and appropriate breaks accurately and in line with the Working Time Regulations.
- These should be available to the manager to review at any time.
- Current formal flexible working arrangements and new flexible working applications such as part-time working and compressed hours (i.e., 9-day fortnight) should be considered alongside any agile working arrangements. An individual can have a formal

arrangement to work 3 days per week and still benefit from agile working within these parameters. Agile working and flexible working are not exclusive of one another. There may be occasion when both arrangements are employed.

- The parameters for agile working arrangements for any particular team or business function should be reviewed regularly to ensure they continue to meet the needs of the organisation and individuals within the team. This can be done through informal or scheduled FOCUS meetings and regular open communication with the individual.

## **20. Keeping in Touch and Wellbeing**

### 20.1 Considerations.

- Usually, agile workers will work in the main office location at some point during each week of working to enable interaction with colleagues both within and outside the immediate team. This is something to be considered when putting agile working in place and helps to prevent any feelings of isolation whilst the individual is working at home or elsewhere and to ensure motivation levels are kept high in accordance with the delivery requirements of the team.
- Managers should schedule regular team meetings, both physically in the office environment, via 'Teams' Skype or video enabled calls / conferences etc. to ensure everyone is kept informed and to maintain the 'sense of team'. Whole team days in the office may need to be co-ordinated with adjacent teams to ensure there is sufficient space in the office to accommodate all staff on a particular day / time. NB. Consider individuals privacy requirements if technology available does not allow blurring of background.
- Managers should promote the use of available technology to keep in touch with individuals, including 'Teams', to easily identify where they are working from and who is available, for instant messaging as well as for video enabled calls and conferences.
- Remote working can mean that usual opportunities to pick up on how individuals are doing are not as easy to spot. In addition to Work-related signs of stress published by the Health and Safety Executive, individuals missing phone calls, team meetings, or changes in personal upkeep may be indicators. If any concerns are identified about how an individual is coping, support and guidance can be found on the Wellbeing Hub.
- The Learning and Development Team published tools and guidance to support management of remote workers which can be found on the How do I? Leadership Library. Further information may be found in the Agile Working toolkit.

## **21. Trust and Empowerment**

### 21.1 A key principle of agile working is trust.

- Managers may find they need to relinquish some control in order that they can truly give their team the freedom to deliver in the most effective way. By trusting the team and empowering them to choose wherever, whenever, and however is most effective to work, they will feel liberated and most likely to perform at their best.

- Most individuals will relish the new freedom and be more productive, some may struggle without constant supervision, and a few may abuse the freedom. By setting clear objectives and ensuring the focus is on outputs and outcomes, managers will likely find they are better equipped to manage individual performance and should have the courage to address any concerns that arise.
- Agile working is a new way of thinking about work and managers should accept it may take some individuals more time to adapt than others. Reviewing the Team Charter with members of the team when someone joins, leaves or changes position will aid understanding and motivation. Further information can be found in the Agile Working toolkit.

## **22. Employment Data**

22.1 Surrey Police and Sussex Police collect and process personal data relating to police officers and police staff to manage the employment relationship. It is important that individuals understand how that data is collected and used in order to meet the Force's data protection obligations. Further details can be located on intranet by searching for 'Privacy Notice'.

**Team:** People Services Department