

# Work from anywhere (WfA) framework: what it means for you

## purpose

* Set out the core principles of Work from Anywhere (WfA) to give colleagues the opportunity to implement the approach in a way that is effective and efficient for their directorate.
* Provide guidance on how the framework can be applied in the context of teams and individual jobs (further in document and Appendix 2)
* Set out responsibilities for colleagues, including managers.
* Direct to relevant policies and guidance (Appendix 1).

## Framework summary

* The core principle is that colleagues can split their working time between working at home, working remotely and at Collaboration Hubs, unless roles or tasks require presence at a specific location, for example, service premises or a retail shop.
* Colleagues’ personal circumstances and well-being are key considerations in determining if WfA is appropriate.
* The intention is that colleagues should not be worse off in terms of their overall ‘package’ (pay, allowances, expenses etc).
* Our Basis and Values remain at the heart of how we operate and, along with all other relevant Barnardo’s policies and procedures, apply whilst working from anywhere.
* Work from Anywhere arrangements are based on trust and responsible stewardship.
* Hubs will be predominantly for collaboration, team development, office administration, but may be used for hot desking.
* Your ability to work effectively should not be negatively affected by where you choose to work. Barnardo’s will ultimately determine the appropriateness of particular roles or tasks being carried out remotely.
* This Framework does not replace formal flexible working requests, which cover arrangements relating to permanent homeworking or a permanent change in working hours or pattern of work. These will continue to be addressed under the Flexible Working Policy (linked in Appendix 1).

## Working From Anywhere

### Objective

Work from Anywhere is a key enabler to support us in redesigning the way we work for the better. In line with our 2020-23 ‘Towards Resurgence’ strategy the Work from Anywhere framework design principles were as follows:

1. Evolve a working culture centred in trust, excellence, and responsible stewardship.
2. Preserve organisational culture, connection, and operational excellence.
3. Provide a positive people offer that attracts and retains colleagues to work for a supportive and flexible employer in-step with the modern world of work
4. Reduce our property footprint to:
	* Ensure a suitable operating cost base.
	* Enable sustainability benefits
5. Continue to move away from a freehold estate and toward a portfolio that can flex and includes collaboration with partners.

We are confident that the Work from Anywhere Framework establishes a balance between the needs of the charity and the needs of our most valuable assets - our colleagues. We are determined to enable an equal, diverse and inclusive environment for our colleagues to thrive and will put in place the processes to support his.

The aim of this Framework is to widen opportunities to carry out roles and services in effective and efficient ways, whilst at the same time aiding physical and mental health. Through this new approach we are shifting the emphasis from where colleagues work, to focussing on what colleagues are required to deliver within their role and teams, opening opportunities to do this differently.

The long-term impacts of the global pandemic on how we operate are still unknowable. WfA is the most complex operational and logistical change in Barnardo’s recent history. This means we may not get everything 100% right immediately. As a learning organisation we are committed to enabling mechanisms for meaningful feedback on this programme's successes and challenges. We commit to continuously improve the WfA offer until a new operational equilibrium is achieved.

### Culture

We recognise that the workplace is not just a place to deliver outputs, but also a place of community, learning, and aspiration.

In evolving our working culture this Framework has focused on providing a reasonable degree of flexibility for Managers to revisit their teams' dynamics. We know that the impacts of this transition are diverse. In some cases, we will need to rethink core aspects of working life; how we promote organisational culture, team cohesion, work-life balance, and effective communication in this new context.

In the coming months WfA will roll out a complementary programme of enablement supported by technology, learning resources, guidance, and team exercises to reframe our working experience for the better. This will be crucial in establishing the new way of working that encourages and enables collaboration, teamwork and engagement in a flexible, positive setting.

We will also be reimagining our physical spaces through our ‘Collaboration Hub’ model to ensure that they are equipped to enable the collaboration and community building that sustains our core basis and values. A key consideration will always be the accessibility of the location and the space within it so that it is inclusive. We are committed to environmental sustainability and in both designing our Hub spaces and in the policies supporting the WfA model will be looking at how we can support the delivery of sustainability priorities.

### Implementation

WfA becomes a reality with the opening of the first Collaboration Hubs in September 2021. Its adoption will be gradual as further temporary and then permanent Collaboration Hubs are established.

*Base location:* A colleague’s contractual base location will not change because the Charity is adopting a WfA approach. However, colleagues may be asked to specifically change their current contractual base location if, for example, the building they were previously based in is closing. Where this is the case, each colleague will be formally consulted with.

*Recruitment*: All appropriate jobs are now advertised with reference to the WfA framework

*Working remotely*: The timing of being able to work in a location that is not your home or a Barnardo’s premises will be subject to any future government pandemic (or similar) restrictions.

*Accessing Collaboration Hubs*: The first two permanent Hubs (Lynton House in London and the eCommerce facility in Rugby) will be launched in September 2021 alongside several temporary Hubs across the UK. Colleagues will be kept up to date with further Hubs that are being identified and created. Until we have assessed space requirements across the whole of the UK (target date: 31 December 2021). This Framework will develop and will be initially reviewed in January 2022.

### Identifying opportunities for wfa

Work from Anywhere is an overarching framework relevant to all colleagues. The extent to which the Framework applies to colleagues will depend on the nature of the role, team and tasks. We expect colleagues and managers to consider and adopt a WfA approach wherever possible.

It is not possible to identify every role and opportunity for WfA. The amount of time each colleague spends working remotely will vary depending on:

* Individual circumstances
* Nature of their role
* Nature of tasks and activity within their role and team at any particular time (see questions to consider in Appendix 2 if you need guidance)
* Needs of the charity, including the space we have available at our properties, including Hubs.

Time previously spent in a Barnardo’s workspace on ‘admin’ tasks such as collating notes, planning or debriefing should now be considered an opportunity to work remotely.

If none of the activities can be undertaken away from an office or Barnardo’s location, such as roles based in a Retail Store, then the role is unsuitable for WfA.

Appendix two gives further guidance on how to consider the appropriateness of a role for WfA.

### Taking individual circumstances into account:

Barnardo’s recognises certain aspects of WfA will need to be applied differently for some colleagues. For example, colleagues may be challenged by their home working environment meaning remote working is more difficult and they may need to attend Hubs more often.

Any individual needs should be discussed and agreed between the colleague and their line manager.

### Meeting the needs of the charity and the role:

Colleagues will need to adapt their arrangements if required to meet the needs of their role and the Charity. For example:

* contractual requirements, determined by Commissioners limit the extent to which WfA can be applied; or
* for operational needs we have too many colleagues attending the Hubs on specific days; or
* due to unforeseen reasons such as in the event Government guidance requires colleagues to work from home if they can.

Colleagues will also be expected to continue to work within their local communities and attend meetings with external parties in different locations where required to meet the needs of their role.

Ways of working

WfA can support a healthy work life balance. Whilst colleagues should be working and available during their normal hours of work, some flex within these hours can be discussed and agreed with their line manager.

There is a dedicated area in B-Learning giving resources for working and

managing remotely. We will continue to add to the content to support colleagues and managers to make the most of this new way of working.

In addition to formal supervisions it is important that colleagues and line managers maintain contact, they should agree appropriate intervals for contact.

Arrangements for accessing COLLABORATION hubs

It is anticipated that colleagues will use Hubs to, for example:

* Work collaboratively face-to-face;
* Hold third party meetings (where required to meet face-to-face) n.b. meeting third parties in an individual’s own home is prohibited;
* Meet with their team (usually no more than monthly);
* Complete necessary administration tasks that cannot be done remotely; and
* Participate in some strategy or training events.

It is expected that desk space will **not** be used routinely or for prolonged periods of time to undertake standard work activities that could be done remotely.

Colleagues will need to make advance bookings to access Hubs. We will be including further information here on the booking process shortly.

wellbeing

Barnardo’s takes its responsibility to proactively look after its colleague’s physical and mental well-being seriously. In support of this programme and the recognition that we may be working in new environments and in different ways we have collated a rich library of resources together - you will find links to The BU and the Mental Health and Wellbeing Hub in Appendix 1.

*WORKING HOURS*

When working from home it is easy for the line between work and home to blur. It is important to maintain proper 'downtime' from work, including during the day. This may be time spent away from your desk and/or more social time online with colleagues. Building regular slots into your diary may help ensure this. Working Time Regulations specify the following:

* Take an allotted break for lunch each day.
* Take a break of at least 20 minutes during each working day that lasts more than six hours.
* Ensure the time period between stopping work one day and beginning the next is not less than 11 hours.
* Colleagues are not expected to work, if they are unwell and should report sickness in the usual way in accordance with the Sickness Absence Policy.

*Supporting physical safety*

Barnardo’s is committed to ensuring we are an equal, diverse and inclusive place to work. To do so we will seek to enable all our colleagues to be their best.

Barnardo’s recognises that working remotely may require specific equipment due to individual circumstances, and the Homeworking Risk Assessment will highlight what may be required and frame the discussion with line manager to ensure you can work safely.

Colleagues should also complete a DSE workstation assessment using the relevant guidance and procedures to ensure that remote working set-up is appropriate, and that work is undertaken in a safe manner. However, whilst being mindful of their own health and safety, colleagues should also consider that of anyone else who is affected by their work (for example others in their household when working from home).

Colleagues should notify their line manager if:

* They feel any discomfort due to working remotely (such as back pain); or
* They believe that there are any work-related health and safety hazards; or
* any work-related accidents occur in their home.

It is line managers’ responsibility to consider what actions need to be taken, escalating the matter to their Local People team or Safety Advisor where necessary.

We will also be reimagining our physical spaces through our ‘Collaboration Hub’ model. A key consideration will always be the accessibility of the location and the space within it so that it is inclusive.

*Supporting Mental Health*

If colleagues have concerns about their mental health, they should speak to their line manager in the first instance to discuss the support and options available.

We need to look out for one another, and we appreciate that being remote does add a degree of complexity to this. Materials are being made available to all colleagues through The BU that helps us consider how we can identify concerns for ourselves and our colleagues and how you may be able to best help.

Colleagues can also use the Employee Assistance Programme (EAP) and the resources within The BU for general wellbeing support.

Financial assistance

The intention is that colleagues should not be worse off in terms of their overall ‘package’ (pay, allowances, expenses etc.). We want to support colleagues as best we can within the context of what we can afford.

From 1 October 2021 the [Office at Home Allowance](https://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objid=300055107&objAction=browse&sort=name) will be increased (to the equivalent of £312 per annum) and extended to colleagues who have been required to materially change the way that they work under this framework and are now regularly required to work from home. Eligibility for this allowance will be determined by line managers.

Other colleagues who primarily work from a fixed Barnardo’s location but are also required to spend some time working at home may be able claim Work From Home Tax relief via HRMC.

Under the Expenses Policy, colleagues will be assigned a ‘base location’ from which to calculate their business travel expenses. For many this will be your current contracted location. This will usually be the nearest Hub or reasonably distanced Barnardo’s premises that the colleague will be working from most frequently. Line managers are responsible for determining the appropriate base location.

## Roles and responsibilities

**People Team, the Corporate Safety Team and Information Services:** Responsible for supporting colleagues to implement policies and procedures, and endeavouring to ensure compliance with statutory obligations. Monitoring and communicating relevant concerns arising from Work from Anywhere arrangements.

**Managers:** Directly responsible for implementing the Framework within their operational areas and teams.

**Staff and volunteers:** Must incorporate this framework as agreed with their line manager.

## Distribution

Not confidential but intended for internal use only

## Appendices

### Appendix 1 - Associated Policy and Guidance

All colleagues are responsible for adhering to all relevant Barnardo’s Basis and Values and policies whilst working from anywhere. Below are some of the policies that should be read in conjunction with this Framework; this is not an exhaustive list.

Multiple policies are currently under review, including the expenses and homeworking policy, until these reviews are complete, current or temporary policies that have been published should continue to be followed.

|  |  |
| --- | --- |
| Content area | link to policy and guidance |
| Work from anywhere | [Link to BU training and guidance](https://barnardos.clcmoodle.org/course/view.php?id=293) |
| Data protection & Information security | [Associated policy and guidance](https://inside.barnardos.org.uk/merged-search?q=Data+Protection&ct=), [Temporary technology and data guidance](https://inside.barnardos.org.uk/resources-and-guidance/our-it/getting-connected/guidance-using-technology-and-ensuring-information) [Content Server Data Protection page](https://livelink.barnardos.org.uk/otcs/llisapi.dll/open/282398758)  |
| Expenses | [Associated policy and guidance](https://inside.barnardos.org.uk/merged-search?q=expenses&ct=)  |
| Homeworking | [Associated guidance and policy](https://inside.barnardos.org.uk/merged-search?q=homeworking&ct=) , [Temporary Homeworking policy](https://inside.barnardos.org.uk/employee-and-volunteer-support/working-home/working-home-policy)  |
| Health and Safety | [Associated policy and guidance](https://inside.barnardos.org.uk/merged-search?q=health+and+safety&ct=), [Content Server Health and Safety page](https://livelink.barnardos.org.uk/livelink91/livelink.exe?func=ll&objId=11740515&objAction=browse)  [Homeworking risk assessment form](http://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objId=188777437&objAction=viewheader) |
| Mental Health and Well being  | [Employee Assistance Programme (EAP)](https://r1.ddlnk.net/4ZNU-H6QG-1FMMH3-E2QY6-1/c.aspx), [mental health and wellbeing hub](https://r1.ddlnk.net/4ZNU-H6QG-1FMMH3-E0WM5-1/c.aspx), [resources within The BU](https://r1.ddlnk.net/4ZNU-H6QG-1FMMH3-E0WM6-1/c.aspx). |
| Requesting flexible working | [Associated policy and guidance](https://inside.barnardos.org.uk/employee-and-volunteer-support/taking-time/flexible-working-policy) |
| Sickness | [Associated policy and guidance](https://inside.barnardos.org.uk/merged-search?q=sickness&ct=) |
| Technology and equipment | [Associated policy and guidance](https://inside.barnardos.org.uk/merged-search?q=equipment&ct=) |

### Appendix 2 – how can you use wfa?

Suggested questions to consider when unsure if a role is suitable for WfA (or the amount of time spent as WfA is not clear) include:

* What type of activities are undertaken in the role?
* What is the percentage of work time is needed for each activity?
* Where can they be done most effectively?
* Does this change during particular times of the year, for example?
* What is the impact on the rest of the team/ service users/ internal customers if the activity is not done in an office/work location?
* How much of the work must be undertaken face to face with other people?
* Which work location best supports productivity and why?
* What are the colleague’s personal preferences about how they work?
* What percentage of the work is ‘time flexible’ – e.g. how much of it can be undertaken at any time and how much of it is ‘location flexible’ – it can be undertaken anywhere?
* How is the work currently structured, and can it be structured in a different way to support working from anywhere?
* How much supervision or support does the role require?
* Are there other logical face to face interactions, such as training for example?