



Blended Working Guide

May 2022

1. Introduction

- 1.1 NHS Greater Glasgow and Clyde (NHSGGC) supports the principle of achieving a work/life balance for all employees and this includes giving employees the opportunity to work more flexibly wherever practicable. Furthermore, there may be social, economic and/or environmental impacts which may result in a service considering maximising an opportunity for home working.
- 1.2 This Blended Working Guide has been created to support the new Once for Scotland Flexible Working Location Policy, which provides a framework to support organisations and employees to consider and agree options for flexible work locations.
- 1.3 This guide applies to all employees. Arrangements will be subject to regular review.

2. Principles

- 2.1 Blended working can balance the benefits of working at home and working on site. The key principles of a blended working framework are to:
 - Increase productivity and job satisfaction.
 - Attract and retain a more diverse workforce.
 - Improve trust, empowerment and working relationships.
 - Support positive environmental impact.
 - Support continued delivery of high quality services.
- 2.2 Blended working must ensure the ability of NHSGGC to deliver high quality services, and arrangements should be fair and transparent. This requires to be an evolving Guide to reflect new ways of working within NHSGGC. The availability and patterns of blended working will be based on organisational needs and the suitability of the role at any particular point in time, which may be subject review and change, should needs change.
- 2.3 The availability of a blended working arrangement for an individual will be subject to suitability and service requirements. It will also be subject to regular review and also evaluation with services. As an new approach for NHSGGC and with the new Policy being developed it is intended to be an iterative approach and implemented gradually.

3. Definitions

- 3.1 **Blended working** is the approach and the aim of this is to find the most appropriate and effective way of working by bringing together a number of considerations including: People, Processes, Connectivity, Technology, Time and Place.
- 3.2 There are 3 categories of work location:

Fixed	Roles and duties have to be undertaken at one or more specific locations and not at home.
Home	Where roles and duties are undertaken at home. The employee may also be required to attend specified locations, for example, for training.
Hybrid	Where roles and duties have a combination of home, remote, mobile and specified locations.

4. Considering Roles/Services for Blended Working

- 4.1 A number of factors should be considered when assessing roles and duties for suitability, either in response to Board need or request from an employee. A Self-Assessment Form in Appendix One should be completed and retain this in the employees personnel file.
- 4.2 Consideration of the nature of the work undertaken by the employee should be undertaken and the following questions can be used for assessing roles:

Q – Can any of the employee’s role be undertaken away from the office/work location?

No

Role not suitable for home or hybrid working. Consider whether other forms of flexible working may be suitable as per Flexible Working Policy.

Unsure

Review the role. Consider how much time the employee spends in activities that can only be undertaken at a particular location or at a particular time, how much work the employee undertakes independently that does not require collaboration, and how much work has to be undertaken in collaboration with others (and whether this has to be done in person or can be done online).

Questions to consider when ‘unsure’ if a role can be done away from the office/ work location (or the amount is not clear):

- *What type of the role activity is most effective where?*
- *What is the balance of activity within the role?*
- *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 employee’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’ – can be undertaken anywhere?*
- *How is the work currently structured, and can it be structured in a different way to support hybrid working?*
- *How much supervision or support does the role require?*

Yes

Review the role and explore hybrid or home options.

Questions to consider:

- *What aspects of the role can be undertaken away from the office/work location?*
- *Does it impact on wider stakeholders who need to be consulted – does it require wider review or rota review with team?*
- *Consider a trial in the first instance prior to finalising contractual changes.*
- *What would be the proposed attendance schedule, ensuring appropriate face to face engagement for wellbeing and communication?*
- *What will the communication arrangements be?*
- *Are there particular learning needs for the individual or team associated with the blended way of working?*
- *How will the operation of the hybrid working arrangements for the individual and team be monitored and reviewed.*

- 4.3 Jobs can be time flexible, location flexible, or a mix of both. Most jobs are typically comprised of several types of activity which influence the type of flexibility that can be

undertaken. The balance of these activities can help you to consider whether a role can be hybrid and how much work can be undertaken:

- Activities that are undertaken with other people, at the same time and at the same place. Such roles may not permit hybrid working, or only a minority of time spent working at home.
- Activities that are undertaken with other people at the same time, but this can be in person or home. Incumbents of such roles may be able to undertake some hybrid working.
- Activities that are largely independent and can be undertaken anywhere or at any time. These roles may permit a significant amount of home working.

4.4 Generally NHSGGC aims to be a flexible employer and therefore the hybrid model of working, where feasible is the preferred approach. This is in the main will include working from home as part of hybrid working practice but also require regular, weekly, on site working at the base location, ideally with the majority of time based in the work location to prevent contractual changes, but acknowledge that this may not always be best approach for service needs.

5. Information Governance and Data Security

5.1 All steps must be taken to ensure that data is treated with adequate regard to data protection, confidentiality and security measures.

5.2 All NHSGGC Policies concerning Information Governance and Data Protection will apply equally to blended workers. All Policies can be found on StaffNet by following this link: [Information Governance & IT Policies](#). Specifically, care should be taken to ensure:

- Data is disposed of securely and not placed in domestic waste.
- Network passwords are secure and not shared.
- Laptops and Mobile Devices are stored securely when not in use.
- Any Data Breaches be recorded on Datix for Information Governance Review.
- Shredders should be used to destroy confidential and business documents and other confidential papers that are not required to be retained. Do not just put these in recycling bins at home.
- No third parties present in your remote office, including family members, should be permitted to access your NHSGGC laptop or any documents or patient information.

5.3 Please ensure that smart home devices such as Amazon Alexa and Google Home are not receiving or recording when you are participating in work online/video meetings or phone calls. This is especially important when sensitive information or services users are being discussed.

6. Roles and Responsibilities

6.1 There are a range of expectations about the roles and responsibilities of all parties including employees, teams, managers, HR and Trade Union representatives when it comes to the implementation of the Blended Working Guide, as follows:

Managers should:

- Seek to facilitate hybrid working where operationally possible in a flexible and sensitive manner, ensuring employee safety and wellbeing at all times;

- Work with individual employees to explore how hybrid working could work for them and the team based on their preferences, the needs of their role and the needs of the service;
- Agree with individual employees and the wider team how hybrid working will be implemented and establish local principles/rules for ensuring that these arrangements operate effectively;
- Ensure staff know what to do in an emergency. Emergency procedures should include guidance on how, who and when home workers should contact you, including details of any emergency contact numbers.
- Ensure there is an understanding across the team of the standards of behaviour and performance expected of each employee;
- Have regular and frequent one-to-one and team meetings and ensure that employees are able to communicate and collaborate effectively whilst hybrid working;
- Ensure that employees who are working in a hybrid way are treated fairly in relation to performance review, training and development opportunities and other employment arrangements;
- Ensure health and safety aspects of hybrid working are addressed, including DSE risk assessments and any supporting actions are identified and implemented;
- Ensure that employees are taking regular breaks away from their workstation and discourage lunch time meetings;
- Monitor wellbeing of employees and regularly check that they feel supported whilst hybrid working;
- Conduct regular reviews on the effectiveness of hybrid working arrangements at an individual and team level and in relation to service need.

Teams should:

- Make every effort to keep in touch regularly with team colleagues with the help of relevant technology and equipment;
- Participate in any review of hybrid working arrangements and contribute to how these can be improved.

Employees should:

- Work with the manager and team colleagues to establish hybrid working arrangements that meet their own needs and those of the team and the service;
- Ensure continued communication and collaboration with the manager and wider team with the help of relevant technology and equipment;
- Report any work related incident via NHS GGC incident management system (Datix) as well as inform their line manager
- Comply with locally agreed team 'rules' for hybrid working such as attending team meetings or lunchtime cover arrangements;
- Adhere to the expected standards of behaviour and performance when working in a hybrid working model;
- Discuss any concerns about hybrid working at the earliest opportunity with the manager;
- Ensure that there is a suitable environment within which to allow hybrid working where all necessary equipment can be safely installed to enable the duties of the role to be undertaken;
- Follow all Health and Safety requirements and ensure a safe working environment whilst working from home, including undertaking a DSE Assessment.
- Take reasonable care of equipment provided by NHSGGC for hybrid working purposes, highlighting any defects or operational problems through the appropriate channels;
- Be accessible whilst hybrid working - this may include sharing calendars or signalling availability on Microsoft Office Teams;

- Ensure adequate carer arrangements are in place for hybrid working. Employees are responsible for assessing their own carer commitments and ensuring that they are able to fully undertake their duties when at work.

HR should:

- Provide consistent advice and guidance to managers and employees on the interpretation and application of the Blended Working Guide;
- Provide advice and guidance to support managers and employees in resolving any queries or problems arising through the introduction of blended working arrangements.

Trade Union Representatives should:

- Work in partnership with management to introduce and implement blended working arrangements across NHSGGC;
- Support the resolution of queries or problems that may arise in the application of blended working arrangements;
- Participate in the review of blended working arrangements at both local team and organisational level.

7. Requests and Consideration for Blended Working

- 7.1 Blended working can be driven by requests from individual employees, service needs or both.
- 7.2 Existing individual employee requests can be made through the Once for Scotland Flexible Work Location Policy. This Policy has still to be finalised and is expected in Spring 2022. In the absence of this, the NHSGGC existing Home Working Policy will apply. Where consideration is being given to home working the Self-Assessment at Appendix One should be completed to ensure appropriate arrangements in place to support this.
- 7.3 Service considerations - when looking at wider service delivery options consider whether there any opportunities to do work in a different way and what opportunities have been realised from temporary arrangements. It is entirely possible to continue to work at home the same way as you do in the office aside from the location. There may be value in rethinking processes or workflows:
- What work is done best where? How can work best be organised so that individuals get the most out of their home time (focus and deep work) and office time (collaboration, learning, sharing and relationships).
 - Consider new team members and support for them, including learning as well as building relationships. Consider rotas to ensure consistent on-site support as well as other arrangements, such as Buddy system etc. Ensure that there isn't a negative impact by minimal face to face support and continue to review and evaluate with individuals.
 - Consider other forms of flexibility, including time flexibility. Remember that hybrid working is just one form of flexibility. Employees can also benefit from time flexibility – or working differently to the standard 9-5. Include this in your discussions.
 - Think about task allocation. Workload and opportunities need to be fairly distributed across the team. It's important to ensure that additional workload does not fall onto those who spend more time in the office, as well as making sure that opportunities are not disproportionately weighted towards this group too.
 - When considering work organisation, consider how technology can help. The specific platform is not as important as the way that technology is used. It can support effective communication and knowledge sharing, connect people and

provide innovative ways to create and collaborate. Support people in using technology where necessary.

- How hybrid working needs to work and be managed in practice will vary extensively according to the type of work being undertaken – be prepared to engage in ongoing conversations with your team and adapt your approach as you learn what works and what does not. You may need to try different methods and approaches to determine what works best for your particular situation.

8. Health and Safety

8.1 In accordance with Section 2(1) of the Health & Safety at Work etc. Act 1974 ("HASAWA") there is a duty on every employer "...to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all its employees". In particular, NHSGGC is responsible for:

- (a) the provision and maintenance of the Board's equipment and systems of work that are safe and without health risks;
- (b) ensuring safety and absences of health risks in the use, handling, storage, and transport of articles; and
- (c) the provision of information, instruction, training and supervision necessary to ensure health and safety.

8.2 Prior to authorisation of blended working arrangements that include working from home, NHSGGC will make a suitable and sufficient assessment of all the risks to the health and safety of hybrid workers by identifying any hazards in the home, assessing the risks those hazards might pose, and to other occupants of and visitors to the home, and taking appropriate action to remove those risks or reduce them as far as possible. The employee is required to assist in that process by completing:

- DSE Learn Pro Module (being finalised)
- Home Working Self-Assessment (see Appendix One)

8.3 This assessment should take place as part of the application considerations for Flexible Working a home or hybrid worker and then reviewed on a regular basis.

8.4 Hybrid workers are required to take reasonable care for their own health and safety and that of other persons who may be affected by their acts and omissions at work in the home. Without prejudice to the Board's duties as the employer, the hybrid worker's duties in this regard are likely to be significant because the working environment is not under the Board's control.

8.5 The Home Working Self-Assessment Agreement will take into account the following issues:

Display Screen Equipment	A hybrid worker will not be permitted to carry out a significant amount of work at a home-based work station until such risk assessment has been carried out and any recommendations implemented. Such assessments shall be conducted by someone who has received relevant training. The "workstation" as defined in the Health and Safety (Display Screen Equipment) Regulations 1992 includes the display screen, the software, the keyboard, disk drive, telephone, modem, printer, documents holder, work chair, work desk, work surface, any other items peripheral to the display screen equipment, and the immediate environment around it.
--------------------------	--

Work equipment	The Provision and Use of Work Equipment Regulations 1992 (PUWER) do apply to the home. Other equipment not comprising part of the "workstation" as defined above provided by the employer will nevertheless be suitable and sufficient for its purpose, with proper information and training being given on how to use that equipment properly and safely. Particularly important will be proper storage facilities for paper files.
Handling Loads	Hybrid workers should be warned of the hazards of handling loads. Steps will be taken to avoid the need for any hazardous manual handling by home workers of loads relevant to their work in the home either altogether or, until risk assessments have been carried out.
Workplace	The Workplace (Health, Safety and Welfare) Regulations 1992 do not apply to the home but the standards they require provide a useful benchmark in carrying the overall risk assessment. The home workplace should have adequate ventilation, a reasonable temperature, suitable and sufficient lighting, sufficient space, and the floor should be kept free from obstructions or from articles or substances which could cause a home worker to slip, trip or fall. If the employer approves the home as suitable it will be the home worker's responsibility to maintain that safe and healthy working environment.
Electrical equipment	The Electricity at Work Regulations 1989 require electrical systems to be constructed and maintained, so far as is reasonably practicable, to prevent danger. Duties under the regulations fall on employers and employees insofar as they relate to matters under their control. The employer is only responsible for electrical equipment which it supplies. However, before allowing a hybrid worker to work from home the organisation will ensure that the home worker's own electrical wiring is adequate for the purposes intended. Maintenance of the wiring is the home worker's responsibility.
Substances and materials	The employer is only responsible for substances and materials it provides to hybrid workers. Procedures under the Control of Substances Hazardous to Health Regulations 1994 should be complied with. (Please refer to the organisational Health and Safety Policy.)
Security	Employees who undertake to meet with members of the organisation or members of the public in the course of their employment should make appropriate arrangements to meet at the local work office.
First Aid	In accordance with paragraph 3 of First Aid at work the Approved Code of Practice and Guidance to the Health and Safety (First Aid) Regulations 1981, the employer will ensure that the home worker has adequate and appropriate first aid provisions in the home. It shall be a contractual obligation on the part of the home worker to allow managers to have reasonable access to the home, by appointment, in order to carry out inspections for health and safety purposes. The home worker will be given sufficient training and information to enable the employer to comply with its duty to report and record the work related accidents, injuries and diseases referred to in the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 1995.
Health, safety and wellbeing of staff member	Lone working procedures must be introduced for staff working at home - this may include regular safe and well checks, pre-planned contact between manager and staff member.

8.6 Occupational Health – Hybrid Working Guidance is presented in Appendix Two and can be used to support completion of the NHSGGC Home Working Self-Assessment (Appendix One). In addition, information on workstation Exercises are presented in Appendix Three, this should be shared with staff.

9. Equipment

9.1 The Once for Scotland Flexible Work Location Policy requires the employer to provide equipment and technology to allow employees to carry out their work and provide support to setup any new equipment or technology.

9.2 NHSGGC will provide the following equipment to support blended working:

Laptop or Desktop PC	<p>Employees will have access to 1 device. For those home or hybrid workers this will be a laptop. NHSGGC will be responsible for installation, maintenance, repair and removal as required.</p> <p><i>Information regarding ordering replacement or new laptops is available here.</i></p>
Remote Access	<p>Home and hybrid workers will require access to NHSGGC's network and are required to log into the network via the FortiClient authentication process. This provides access to the network through a Virtual Private Network (VPN).</p> <p><i>Information regarding requesting remote access available here.</i></p> <p><i>Guidance on the use of remote working can be found here.</i></p>
Mobile Phone	<p>Where required for role.</p> <p><i>Information regarding ordering replacement or new mobile phone devices is available here.</i></p>
Desk	<p>Home or hybrid workers will have access to hot-desk in sites across NHSGGC, when required to attend office. Managers should ensure that staff members know how to access these.</p>
Contact	<p>All employees will require to have access to MS Team to allow digital meetings and supervision/support.</p> <p><i>Guidance on the use of Microsoft Teams can be found here.</i></p> <p><i>NHS Scotland Ultimate User Guide to Microsoft Teams can be found here.</i></p>
IT Support	<p>Support will be provided through the e-Health IT Service Desk.</p>

9.3 On termination of the contract of employment NHSGGC will immediately recover all its property including equipment, software and copy documents and files.

10. Expenses and Insurance

10.1 Expenses

10.1.1 A home worker will start and end their day from their home base. However, due to HRMC restrictions all travel cannot be calculated as it occurs to and from a home base. Where hybrid working arrangements are applied there will be no requirement to change contractual base. Employees will continue to be contractually based at their original building/location.

10.1.2 Therefore, home workers contractual base should be used for the purposes of claiming travel reimbursement only. For example, if the employee's base was QEUH this is what should be used as their base when making a mileage reimbursement claim. Business mileage will be calculated on the basis of the full journey miles i.e. home to place visited to home minus the return commute miles not undertaken from home to notional base. Due to HRMC restrictions the employee will not be able to make a travel reimbursement claim from their home to the notional base.

10.1.3 NHSGGC is governed by nationally agreed Terms and Conditions of employment and it is expected that any arrangements for compensating employees for additional costs associated with working from home will be agreed as a result of ongoing discussions associated with the new Once for Scotland Flexible Work Location Policy. If employees feel that homeworking causes a financial detriment, this should be discussed with their line manager at the earliest opportunity and a solution should be agreed, such as finding an alternative base.

10.2 Tax Relief

10.2.1 Gov.uk provides information for employees who are home workers: *You may be able to claim tax relief for some of the bills you have to pay because you have to work at home on a regular basis. You cannot claim tax relief if you choose to work from home. You can only claim for things to do with your work, for example, business telephone calls or the extra cost of gas and electricity for your work area. You cannot claim for things that you use for both private and business use, for example, rent or broadband access. From 6 April 2020 your employer can pay you up to £6 a week (£26 a month) to cover your additional costs if you have to work from home. For previous tax years the rate is £4 a week (£18 a month).* Gov.uk do advise that if you've agreed with your employer to work at home voluntarily, or you choose to work at home, you cannot claim tax relief on the bills you have to pay. Therefore, if an employee has requested to become a home worker (employee driven request) they would not be eligible to claim tax relief, this is only when there has been a service driven request. Further information can be accessed via Gov.uk: <https://www.gov.uk/tax-relief-for-employees/working-at-home>

10.3 Insurance

10.3.1 Hybrid workers will be covered by the Board's insurance policy for Employer's Liability and Personal Accident, as is the case for employees who work on NNHSGGC premises. Any equipment provided to employees to facilitate blended working will remain the property of the Board and will be covered by the Board subject to satisfactory completion of Health and Safety Risk Assessments.

10.3.2 Employees are responsible for informing their Landlord or Mortgage provider of any new or existing agreed hybrid working arrangements so as to ensure they do not breach any conditions of their tenancy Guidance or mortgage arrangements. Employees are also responsible for advising their Landlord or Mortgage provider of any subsequent changes to their hybrid working arrangements which may impact on their tenancy Guidance or mortgage arrangements. A template later is contained within Appendix Four which can be used by employees.

10.3.3 Employees are responsible for informing their Home Insurance provider of any new or existing agreed hybrid working arrangements to ensure they have a home insurance policy in place which will provide an appropriate level of cover. Employees are also responsible for advising their Home Insurance provider of any subsequent changes to their hybrid working arrangements which may impact on their insurance policy cover. Employees are responsible for meeting any additional rental/ mortgage/ insurance costs that may arise from their hybrid working arrangements. A template later is contained within Appendix Five which can be used by employees.

11. NHSGGC Work Locations and Real Estate

11.1 With the expansion of blended working NHSGGC will require to review the make-up of its physical estate. With more employees working from home at least partially consideration will need to be given to reshaping accommodation to better suit our needs. The following considerations needs to be taken into account:

Driving Connections	Enabling employees to access and reserve the office space they need, when they need it, fitting it with their individual needs and when co-workers are also in attendance to collaborate.
Nurturing Collaboration	Supporting formal and informal engagement between individuals, teams and departments that help build a strong culture.
Managing Occupancy	Ensuring there is enough availability of each type of space for the whole workforce, and taking the opportunity to reduce energy costs and carbon footprint in the process.

11.2 We need to allow:

- Individuals who cannot work from home to access quiet spaces as needed.
- Important physical collaboration between teams and groups to be accommodated.
- Internal events that promote culture to be supported.
- Everyone to be able to work in the way that best suits their needs and productivity, and to feel more positive about doing so.

Underpinning this approach requires technology that allows each employee to secure the space they need at the times they need them.

12. Staff Engagement and Wellbeing

12.1 Adjusting to hybrid working may be a challenge for many managers and employees, particularly if they're used to working together face-to-face. Working from home can improve wellbeing, enhance work-life balance and boost productivity. However, there are some aspects to working from home that could have an effect on an individual's health and wellbeing. Managers should be aware that home workers will be spending a large part of their working week on their own which may have a negative impact when it comes to mental health and wellbeing. Common problems experienced by homeworkers are:

- Feelings of loneliness and isolation which can lead to stress and depression;
- reduced knowledge of what is going on in the workplace, which may affect career development and progression;
- difficulty keeping work and home life separate;
- danger of overworking as it work is easily accessible;

- loss of contact and relationships with colleagues;
- reduced living space;

12.2 In order to support homeworkers, a range of health and wellbeing links and support is available via NHS Greater Glasgow and Clyde for all employees:

<https://www.nhsggc.org.uk/working-with-us/hr-connect/self-help-for-staff/>. Common themes in available online advice to look after employees mental wellbeing includes:

- Limiting social media use;
- Getting fresh air and going for a walk;
- Catching up with friends – perhaps you could try a video call every evening with a family member or friend so that you can have a chat over a cup of tea;
- Eating well;
- Getting enough sleep;
- Make sure you take regular rest breaks including a lunch break away from your home working environment, if possible.

12.3 NHS Employers website share some guidance for managers on the people management aspects of supporting hybrid working and maintaining an effective working relationship. Extracts from this guidance are available which details general guidance for managers to support employees including information for employees suffering domestic abuse or violence.

12.4 Additional guidance for managers to hybrid workers is presented in Appendix Six.

13. Sustainability

13.1 The Board can make positive changes to working practices and business operations by embracing the changes already adopted during the COVID-19 Pandemic. The benefits to the overall running of the organisation will see positive impacts on the environment, staff and financial resources.

13.2 The availability of blended working is beneficial to both the organisation and its employees and can be demonstrated against the UN Sustainable Developments Goals (SDG's) which all Scottish NHS Boards report on annually on their overall sustainability performance and makes up part of the national performance framework, of which NHS Chief Executives signed off in June 2019.

13.3 By the Board embracing this revised policy it will be working towards achieving the following UN Sustainable Development Goals:

- *Improved work/life balance, flexibility with childcare, less commuting and in the current climate reduces the risk of COVID-19 infection within the work place.*

13.4 Embracing new ways of working that will open the Board to new talent acquisition and increasing resilience to operational changes in the future. Embracing active travel and EV cars and charging infrastructure as part of business travel.

13.5 Reducing the Boards carbon footprint by reducing staff commuting and business miles Scope 3 emissions. Lowering our overall carbon emissions from buildings due to lower occupancy levels (scopes 1 & 2) and reducing waste production (scope 3). Adaptation to climate change and resilience will also increase by having staff with the ability to work from home during adverse weather or significant events.

14. Evaluation and Review Periods

- 14.1 The Board recognises that hybrid working arrangements can mean significant changes in the way some work is undertaken, so it is reasonable to expect there to be some level of adjustment, for both the service and employees. It is therefore important that any hybrid working arrangement must be subject to regular evaluation and review. This will provide both the Board and employee with an opportunity to consider whether the new arrangements are working as expected and/ or whether existing arrangements are continuing to work or require to be altered.
- 14.2 Within the first year of a new hybrid working arrangement a review meeting should be scheduled between the line manager and employee after 3, 6 and 12 month stages, then annually thereafter. Should there be any issues identified either by management or the employee, these should be addressed as soon as possible, irrespective of when the annual review meeting is due. Further detail on the structure of these review meetings is described in Appendix Seven.

NHS Greater Glasgow & Clyde Hybrid Working Self-Assessment

This self-assessment form is the initial stage in determining suitable working arrangements from home. This should be discussed in full with your manager and mutually agreed where possible. Please complete it as accurately as possible and return it to your Line Manager immediately upon completion. Should any information change (e.g. move to rotational working) please complete a revised form. 'Double click' on check boxes to complete the form electronically.

Section 1: Employee Details	
Employee Name	
Payroll Number	
Job Title	
Current Base	
Date of Self-Assessment	

1. Assessment of the Home Environment	Yes	No	Comments
Do you have a room which will be specifically used for home working?	<input type="checkbox"/>	<input type="checkbox"/>	
<u>If No</u> , please state where you will be working at home?			
Is there sufficient space in this room/ area to work? The staff member should be able to access the required equipment freely (e.g. desk and chair) and is not cramped when seated. The area should be free of obstructions and allow the staff member to stretch, move around regularly.	<input type="checkbox"/>	<input type="checkbox"/>	
Is the employee able to take telephone/ video calls confidentially at home?	<input type="checkbox"/>	<input type="checkbox"/>	
Is there sufficient separation from other individuals in the home?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the work area suitable in terms of heating, lighting and ventilation?	<input type="checkbox"/>	<input type="checkbox"/>	
Are all electrical equipment, leads, cables & plugs used for work purposes free from visual damage or defect? <i>NB All electrical equipment & cables should be visually checked before use, (dependant on the nature of the equipment and use PAT testing should be carried out on NHS equipment on regular basis).</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Are there sufficient electrical sockets to prevent overloading?	<input type="checkbox"/>	<input type="checkbox"/>	
Electric cables routed to avoid a tripping hazard?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the work area kept tidy and traffic / escape routes kept clear?	<input type="checkbox"/>	<input type="checkbox"/>	
Has consideration being given to installing interconnected smoke and heat alarms in the home? Is there a carbon monoxide detector? (in accordance with new Scottish Fire Alarm Standard, comes into force Feb 2022)	<input type="checkbox"/>	<input type="checkbox"/>	
Can work equipment, files, paperwork etc. be secured when not in use (as per data protection and patient confidentiality)	<input type="checkbox"/>	<input type="checkbox"/>	
Please confirm there are no health reasons why you should not lone work in the home.	<input type="checkbox"/>	<input type="checkbox"/>	
Is homeworking permitted in terms of your buildings and contents insurance and/ or tenancy agreement?	<input type="checkbox"/>	<input type="checkbox"/>	

2. Homeworker DSE User Checklist			
About Your Home Workstation	Yes	No	Comments
Is there a desk or table available to use as a workstation?	<input type="checkbox"/>	<input type="checkbox"/>	
<u>If No</u> , please state how/ where you are using the Display Screen Equipment (DSE):			

Is there adequate ventilation, reasonable temperatures & suitable lighting to perform the role effectively and in comfort?	<input type="checkbox"/>	<input type="checkbox"/>	
3. About You	Yes	No	Comments
Do you know how to correctly set up your workstation equipment?	<input type="checkbox"/>	<input type="checkbox"/>	
Have you completed DSE Awareness LearnPro Module?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you take regular breaks working away from DSE activities?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you know how to report any concerns that relate to DSE use?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you know how to access entitlements to regular sight testing and employer's contribution to corrective eyewear costs?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have an existing medical condition that you feel is being or could be aggravated by DSE use at home?	<input type="checkbox"/>	<input type="checkbox"/>	
Are you free of ill health effects sometimes attributed to using DSE? e.g. upper body pain, pain or pins & needles in fingers /wrist/ hand, pain, sore/ dry eyes, headaches, neck ache.	<input type="checkbox"/>	<input type="checkbox"/>	

4. Other health & safety considerations	Yes	No	Comments
Have you contributed/ been involved in the lone working risk assessment and local protocol?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have contact details of managers in case of emergency?	<input type="checkbox"/>	<input type="checkbox"/>	
Are regular safe and well checks undertaken throughout the working day?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have means of communication in the event of IT failure? (e.g. telephone access)	<input type="checkbox"/>	<input type="checkbox"/>	
Are you aware of how to report incidents?	<input type="checkbox"/>	<input type="checkbox"/>	

Additional Comments Document any issues associated with home working not already captured in this assessment

Once the above checklist has been completed a DSE risk assessment must be carried out before authorisation of home working is granted	Yes	No	Comments
Has a DSE risk assessment been carried out by the member of staff and authorising manager counter signed	<input type="checkbox"/>	<input type="checkbox"/>	

Line Manager to complete on receipt of Home Working Self-Assessment and DSE risk assessment

Date Received		Received/ Checked by	
---------------	--	----------------------	--

Current home working arrangements are fit for purpose and meets the needs of employee?

- Yes** If 'Yes', date and sign the assessment and review at regular intervals
- No** If 'No', complete the 'further action section of the assessment'

Further Action (detail adjustments to be applied or rationale for failure to agree Home Working)	Responsible Person	Target Date

Assessment Completed By		Designation		Date	
Assessment Agreed by		Line Manager		Date	
<i>Assessment should be reviewed following incident/injury, a change to working practice or at least quarterly</i>					
1st Review Completed By		Designation		Date	
2nd Review Completed By		Designation		Date	

Some caution is required when working from home and some of these aspects are detailed below. The use of a laptop will generally be required and a risk assessment should be carried out before commencing any home working (**see Appendix One**).

Laptops are not ergonomically designed. They utilise a fixed design not adaptable to an individual user which can, over time, lead to musculoskeletal disorders. Wherever possible, a separate keyboard, mouse and laptop stand should be used to improve the ergonomics arrangement if a docking station is not available.

Laptop Guidance

- Position the laptop directly in front of you.
- Use an external mouse and keyboard where possible.
- Use a proper desk/table rather than a bench or lap.
- Keep the mouse and keyboard towards the edge of your desk.
- Where possible adjust your chair so that your desk allows your arms to work comfortably at the keyboard (N.B. the health board will not provide a desk or chair for home working).
- Raise the laptop so the top of the screen is just at your eye level. (Portable and fixed Laptop stands can be purchased).
- Sit comfortably, well back but straight in your chair to keep your head directly over your shoulders
- Don't lean on your desk while typing and keep your elbow in line with your shoulders, hanging loosely at your side
- When using the laptop keyboard, try not to drop your wrists or rest on them. Instead move your hands freely on the keyboard and keep your hands in line with your shoulders
- Avoid prolonged carrying of laptops. If this is unavoidable try an alternative back pack or trolley design case.

Eye Health (digital eye strain)

- Dry Eyes, headaches, fatigue and blurred vision are signs of digital eye strain.
- Take regular breaks (every 20 minutes). (20/20/20 – every 20 mins, look 20m into the distance for 20 secs).
- Check the angle, height and distance of your screen (see **Laptop Helpful Hints** attachment).
- Adjust size and style of font colour setting that are comfortable to you.
- Screen around arm length away from you at eye level (see **Laptop Helpful Hints** attachment).
- Avoid glare from windows and reflective surfaces.
- Wearing contact lenses can dry your eyes out and as your blink rate reduces with screen use, this can increase the problem. Consider switching to glasses when you use your computer or use tear-substitute drops to keep them moist.

Environment for Telephone or Attend Anywhere Consultations

- If using **Attend Anywhere** (AA), ensure that the backdrop of the consultation is professional eg. Ensure background is clear, uncluttered and contains no sensitive information or data which could disclose your address etc.
- Professional appearance in organisational uniform (if appropriate and if using AA)
- Remain professional and ensure you are not interrupted by family members or pets.
- Ensure **GDPR** compliance by ensuring that your consultation is not overheard by anyone else within your household – the use of headphones may minimise this.
- Staff should not disclose home email while home working.
- Where possible use a work provided phone. If this is not possible and you are using your own phone then your number should be blocked for any outgoing calls.

Workstation Exercises

Recommendations to reduce aches and pains



Why Stretch?

No matter how well the workstation is designed, problems may arise where work organisation is poor or disrupted. Working at a computer often involves few changes in body position. This lack of movement can lead to muscular aches and pains.

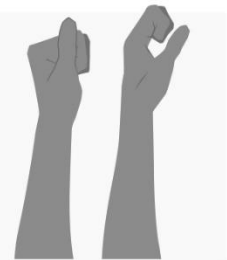
Recommendations to reduce aches and pains:

- Regularly vary work tasks, looking at organisation of the working day.
- Break up 'on-screen' activities with micro-breaks – tasks which involve movement, stretching and changes to body position.
- Trying standing during some tasks and moving away from the workstation, for short periods, where possible.

Stretches for Wrist, Hand and Forearm

1.

Make a fist; ensuring thumb is straight, not tucked under fingers (1a). Slide fingertips up palm, tips of fingers moving towards base of fingers, until stretch is felt (1b). Hold for slow count of 10. Repeat 3 – 5 times.



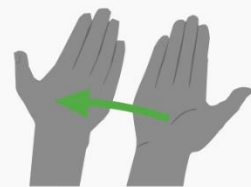
2.

With hand open and facing down, move wrist from side to side, until stretch is felt at each extreme. Hold each for slow count of 10. Repeat 3 – 5 times.



3.

With elbow held close in to side of body, slowly rotate palm upwards and then downwards until stretch is felt at each extreme. Hold each for slow count of 10. Repeat 3 – 5 times.



www.posturite.co.uk

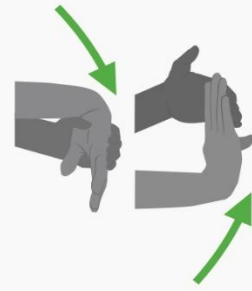


Posturite Limited
The Mill, Berwick
East Sussex BN26 6SZ
United Kingdom

T. 0845 345 0010
F. 0845 345 0020
E. support@posturite.co.uk

4.

Holding upper part of hand with other hand, slowly bend wrist down and then upwards until stretch is felt at each extreme. Hold each for slow count of 10. Repeat 3 – 5 times.



5.

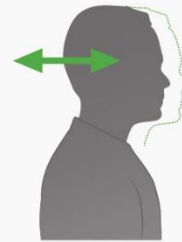
Sitting with elbows out and palms together, slowly rotate palms down until stretch is felt. Hold for slow count of 10. Repeat 3 – 5 times.



Stretches for Neck and Shoulders

1.

Sit or stand upright. Without lifting chin, glide head straight back until a stretch is felt. Hold for slow count of 10. Repeat 3 – 5 times.



2.

Drop head slowly to one side, taking ear towards shoulder until stretch is felt. Hold for slow count of 10. Repeat 3 – 5 times to each side.



www.posturite.co.uk



Posturite Limited
The Mill, Berwick
East Sussex BN26 6SZ
United Kingdom

T. 0845 345 0010
F. 0845 345 0020
E. support@posturite.co.uk

3.

Raise shoulders towards ears until slight tension felt across tops of shoulders. Hold for slow count of 10.
Release and repeat 3 – 5 times.



4.

Sitting with back supported, slowly roll shoulders up and backwards in circular motion. Repeat 10 times.



Stretches for Back

1.

Interlace fingers and lift arms above head, keeping elbows straight. Pressing arms back, slowly stretch to one side. Hold for slow count of 10.
Repeat 3 – 5 times to each side.



2.

Hold right arm with left hand just above elbow. Gently push elbow towards left shoulder until stretch is felt. Hold for slow count of 10.
Repeat 3 – 5 times to each side.



www.posturite.co.uk



Posturite Limited
The Mill, Berwick
East Sussex BN26 6SZ
United Kingdom

T. 0845 345 0010
F. 0845 345 0020
E. support@posturite.co.uk

3.

Interlace fingers and lift arms above head. Slowly lean backwards until stretch is felt. Hold for slow count of 10. Repeat 3 – 5 times.



Stretches for Leg and Ankle

1.

Slowly lift one leg, straightening knee. Hold for slow count of 10. Repeat 3 – 5 times with each leg.



2.

Lift ankle clear of floor. Alternately flex and extend ankle in a pumping action. Repeat 10 times with each ankle.



www.posturite.co.uk



Posturite Limited
The Mill, Berwick
East Sussex BN26 6SZ
United Kingdom

T. 0845 345 0010
F. 0845 345 0020
E. support@posturite.co.uk



What are the benefits of home working?

Having the freedom to work away from the office can reduce life's pressures in many ways



Having to work away from the office can reduce life's pressures in many ways.

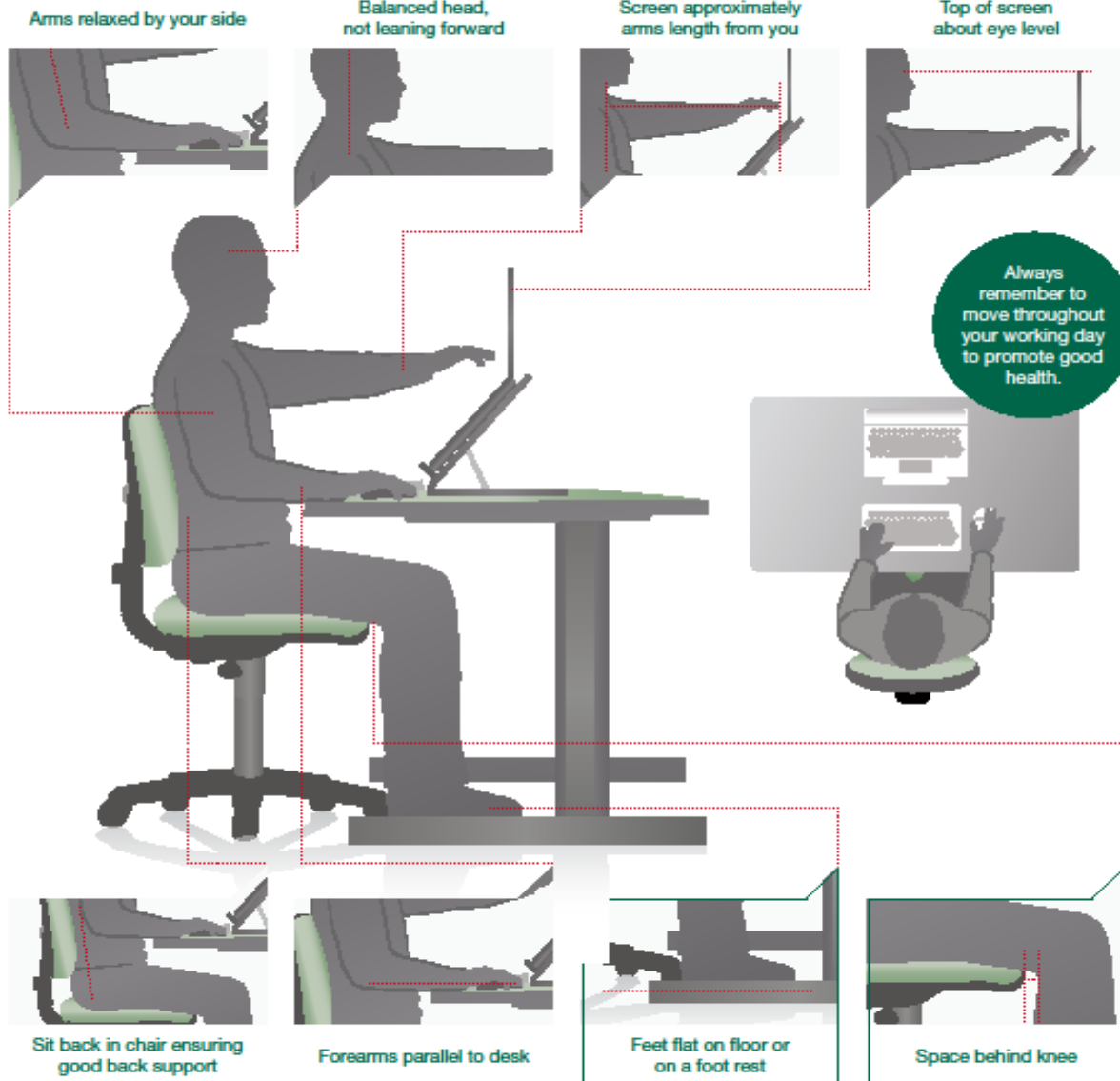


These may be small details, but they can make a huge difference to your life's balance and wellbeing in the long term. While working away from the office, or at a different workstation it's important to carefully consider your posture, positioning and working habits so you can stay as productive as possible.

If you have any questions about working away from the office speak with your manager first.

Laptop Helpful Hints

For good laptop use with mini keyboards



www.posturite.co.uk/posture-learning-resources

(Insert Name & Address of Home Insurance Company)

(insert date)

Dear Sir/ Madam

Home Working Arrangements – Notification

Name:

Job Title:

Home Address:

Post Code:

I am writing to inform you that I am an employee of NHS Greater Glasgow & Clyde (NHS GG&C) and I am able to carry out **some/ or all (delete as applicable)** of my work via homeworking. Therefore, as per NHS GG&C Home Working Policy I must inform you in case my working arrangements may have an effect on my home insurance policy.

I can confirm I will be homeworking from my home address approximately ****** days per week. During which times all of the following conditions will apply:

- I am prohibited from receiving work related visitors whilst homeworking, unless a risk assessment has established appropriate safety precautions.
- When colleagues' visit they will be covered personally under the terms of the NHS GG&C Insurance.
- All employees are covered by the terms of NHS GG&C Employer and Public Liability Policy, whether working at their normal base location or at home
- IT and communication equipment belonging to/ provided by NHS GG&C is covered under the terms of the NHS GG&C Insurance.

If any of these factors may have an impact on my home insurance cover, or should you have any questions in connection with my employment, please contact me directly **(insert name, address and telephone number)**.

Yours sincerely,

(Insert Name & Address of Mortgage Provider/ Landlord)

(insert date)

Dear Sir/ Madam

Home Working Arrangements – Notification

Name:

Job Title:

Home Address:

Post Code:

I am writing to inform you that I am an employee of NHS Greater Glasgow & Clyde (NHS GG&C) and I am able to carry out *some/ or all (delete as applicable)* of my work via homeworking. Therefore as per NHS GG&C Home Working Policy I must inform you in case my working arrangements may have an effect on my *mortgage arrangements/ tenancy Guidance (delete as applicable)*

I can confirm I will be homeworking from my home address approximately ****** days per week. During which times all of the following conditions will apply:

- I am prohibited from receiving work related visitors whilst homeworking, unless a risk assessment has established appropriate safety precautions.
- When colleague's visit they will be covered personally under the terms of the NHS GG&C Insurance.
- All employees are covered by the terms of NHS GG&C Employer and Public Liability Policy, whether working at their normal base location or at home
- IT and communication equipment belonging to/ provided by NHS GG&C is covered under the terms of the NHS GG&C Insurance.

If any of these factors may have an impact on my *mortgage arrangements/ tenancy Guidance (delete as appropriate)*, or should you have any questions in connection with my employment, please contact me directly *(insert name, address and telephone number)*.

Yours sincerely,

NHS Employers: Guidance for Managers - Supporting Hybrid Workers

Adjusting to homeworking may be a challenge for many managers and employees, particularly if they're used to working together face-to-face. Here, we share some guidance for managers on the people management aspects of supporting hybrid workers and maintaining an effective working relationship.

1. Maintain regular contact - managers should check in regularly with employees and their teams through phone calls or virtual meetings.
2. Set clear expectations - make sure that everyone working from home knows what is expected of them. This should include agreeing when employees will be available to work, how they will keep in touch, how performance will be managed, and who they should contact if they have any problems.
3. Provide regular updates - staff hybrid working will need regular updates and communications in line with the rest of the workforce, for example, through staff newsletters or virtual all-staff briefings.
4. Use video calling as much as possible – video technology helps to maintain face-to-face contact with colleagues, this is an important part of how we relate to others.
5. Be flexible about when work is done - allow staff to work in the most productive way for them and the team, which may enable people to undertake both work and caring commitments.
6. Have longer one to one meetings - people at home can miss having a daily chat with colleagues and feel they are missing out on what is happening at work. Make up for it by setting aside more time for them to catch up.
7. Make time for non-work conversations – just as you would usually do in the workplace.
8. Be mindful of staff feeling isolated, lonely or experiencing a lack of team camaraderie - encourage team get-togethers and frequent interaction via face-to-face technology to build trust and rapport.
9. Talk about how work-life balance is managed - hybrid working can risk blurring the line between work life and home life, be mindful of this, be clear about expectations and refer to guidance on supporting employees to manage their health and wellbeing.

Supporting staff suffering domestic abuse or violence

Home may not be a safe space for everyone therefore some members of staff may be at greater risk of suffering domestic abuse or violence due to home working or household self-isolation. Domestic abuse can affect anyone regardless of age, disability, ethnicity, gender, sexual orientation, occupation, religion or social status, including our NHS staff. NHS organisations should recognise the serious adverse effects that domestic abuse or violence can have both on the home and working lives of staff.

Domestic abuse or domestic violence, is defined as any incident of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of their gender or sexuality.

It should be noted that domestic abuse or violence happens to both men and women. Research shows women are more likely to suffer more serious injury and ongoing assaults than men. However, it should be acknowledged that men can experience domestic abuse from their female partner and that domestic abuse also occurs in same-sex relationships.

It is believed both men and women are particularly at risk of so-called honour-based violence or forced marriage during this period. Disabled women are twice as likely to suffer domestic abuse than non-disabled women.

Employers have a duty of care to the people they employ and legal obligation to assess any risk and support the health and safety of their employees. NHS organisations should already have a clear pathway for staff at risk of domestic violence to confidentially seek support. In addition, employers could also explore the use of hotel accommodation for those who are at risk or worried about domestic violence or signpost to refuge support services providing temporary accommodation for those fleeing abuse.

Line managers should seek to support staff by discussing individual circumstances so appropriate support and actions can be taken accordingly. It is important to remember the staff member knows their personal circumstances better than anyone, so it is important to respect their wishes and do what you can to support them.

If someone reports that they (or their children) are being abused, it is important to believe them. Don't question them, take immediate (but appropriate) action.

How to pick up on cues from staff who may be experiencing domestic violence

Supporting staff with this issue is sensitive and complex in the workplace, and can become trickier for managers when staff are isolating and working from home. It's important that line managers are regularly checking in with their staff and pick up on any cues such as:

- a change in behaviour
- not dialling into meetings (telephone or virtual) when expected to do so
- not using the visual aids when in the meeting
- seeming withdrawn
- acting irritably.

If you are concerned about a colleague suffering either physical (sexual), financial, or psychological abuse, we encourage you to approach yours or their line manager

Full details available: <https://www.nhsemployers.org/covid19/health-safety-and-wellbeing/enabling-and-supporting-staff-to-work-from-home#Supporting>

Review Meetings

An initial formal review meeting should take place between the employee and their line manager after the first 3 months of the new homeworking arrangement. This meeting is an opportunity to review the reasons for the new homeworking arrangement, and consider how it is working in practice. The meeting should focus on:

- Revisiting the flexible working request form and manager checklist, specifically the predicted advantages and disadvantages of the new arrangement; whether those have happened as expected; and whether they have been managed appropriately
- Discuss whether any unforeseen issues have arisen and explore measures which can be considered to alleviate these
- Review work performance and whether service needs are being met as required. If not, explore potential issues or barriers impacting on this and agree what improvement measures may resolve this
- Review the criteria for effective homeworking as set out in this policy and use this to measure the success of the working arrangement
- Explore how the employee is adapting to the new arrangement and whether any additional support, training or guidance would be beneficial

It is important that line managers agree and establish, from the outset, a regular method of communication with employees who are working at home both on a one-to-one basis and as part of a team setting. This formal review process should not be seen as a substitute for regular communications with employees.

6 Month Review

A further formal review should take place between the line manager and employee after the new homeworking arrangement has been in place for 6 months. This meeting is an opportunity to review the effectiveness of the arrangement and revisit any issues identified at the 3 month review meeting. In particular this meeting should focus on:

- Reviewing whether the arrangement is still working for the service and the employee
- Revisit any issues identified at the 3 month review and discuss whether any of these remain outstanding. If so, explore why that is and establish if there are any further measures which can be considered to resolve it.
- Discuss and agree whether the existing arrangements should either continue, requires to be changed in some way or should end. If it is agreed to end the arrangement, then the previous working arrangement should be re-established, where possible.
- Should the line manager and employee disagree as to whether the arrangement should continue, the employee can appeal the line manager's recommendation. In which case both should submit their reasons in writing to the next in line manager to consider at an appeal hearing where the final decision will be made.

Although the Board encourages homeworking where possible, it also recognises that homeworking arrangements will not be suitable for every service, role or employee and therefore not all homeworking arrangements will be successful. When entering into a homeworking arrangement line managers and employees should do so with an open mind, and if issues do arise they should adopt a flexible approach, making every effort to resolve these issues prior to deciding whether or not the arrangement is successful. The decision to terminate the homeworking arrangement should only be taken for sound business or performance reasons, or if the employee feels it is negatively impacting on their health and wellbeing.

Where a homeworking arrangement is terminated consideration is needed regarding an alternative working base and/ or arrangements for the employee and this should be discussed with the employee as soon as possible.

Ongoing Review and Evaluation

Homeworking arrangements should be reviewed annually by the line manager and employee as part of their annual PDP review. These meetings should continue to use the criteria for effective homeworking set out in the Blended Working Guide as a means for determining success.

It is important that the outcome of annual review meetings takes into consideration evolving service needs and requirements as well as changes in employee's personal circumstances. In addition to this management should, on an ongoing basis, review and consider whether home working arrangements are having any impact on wider service/ organisational issues, such as:

- Attendance Management
- Employee Retention
- Productivity and Performance Standards
- Budgetary Implications

In addition regular review of wider service arrangements will be undertaken, as well as wider engagement with staff in relation to blended working.