



Home Working Process Guidance

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1. Introduction

NHS Greater Glasgow & Clyde (the Board) 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.

The Home Working policy is part of the Board's work/life balance policies. This is where work is performed at home instead of at the Board's premises for a significant proportion of the contractual working hours. The Board's Home Working Policy can be accessed [here](#).

This Home Working Guidance has been created to support the existing Board's policy and to encourage the introduction of homeworkers wherever possible. The Guidance and Board's policy is open and accessible to all employees.

1.1 COVID- 19 Temporary Arrangements: Working at Home

As part of COVID-19 arrangements approximately 3,500 employees have been working from home on a temporary basis to support the government's strategy to delay the spread of the virus. A [Working at Home Advice and Guidance for Managers and Staff](#) was produced in April 2020 to assist staff temporarily working from home.

Considerations should now be given to homeworking on a longer term basis where there will be a change to the contractual base of work. The Board recognises that home working arrangements will not be suitable for every service, role or employee. Temporary arrangements for working from home may continue in a short to medium term, with timescales being clearly communicated to staff. This may also include some employees being required to work in smaller teams on a rotational basis (days, weeks) within their workplace and the remaining time working at home. This model will reduce the minimum number of non-critical employees required in the workplace, at any one time and support the government's aim to maximise home working and social distancing measures.

Government advice for COVID-19 requires employers to work through the following steps in order:

- If you are able to perform your job from home you should do this.
- Where working from home is not practicable, local managers in conjunction with staff should make every effort to comply with the social distancing guidelines set out by the government (including keeping people 2 metres apart wherever possible).
- Strict hygiene measures must be followed.
- The wearing of face masks or coverings as per Government guidance.
- Where the social distancing guidelines cannot be implemented in full, in relation to a particular activity, consideration must be given as to whether that activity needs to continue for the service to operate, and if so, an appropriate risk assessment should be in place and application of specified control measures.
- Further mitigating actions may include:
 - Increasing the frequency of hand washing and surface cleaning.
 - Keeping the activity time involved as short as possible.
 - Using screens or barriers to separate people from each other.
 - Using back-to-back or side-to-side working (rather than face-to-face) whenever possible.
 - Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others).
 - Use of personal protective equipment (PPE) as per Health Protection Scotland (HPS) guidance
 - Minimise use of hot desking.

For employees returning to the workplace support and guidance is available via the Board's [Social Distancing Policy and supporting documents](#).

As part of service recovery plans, roles should be positively considered as to their suitability for longer term/ permanent home worker status. Where posts are considered as being suitable for homeworking, reference should be made to the Board's existing [Home Working Policy](#) in conjunction with this Home Working Guidance. The Board encourages the introduction of homeworkers wherever possible.

2. Definitions

2.1 Homeworker

Employees are referred to as 'homeworkers' when they are required in their contract of employment to have their office based in their home. They may be other than at home for part of their working time (e.g. attending meetings, training on NHS Greater Glasgow and Clyde premises).

2.2 Working at Home

When an employee, with the approval of their line manager, occasionally wishes to work at home for part of their working time, even though their contract of employment requires them to have their office based on the Board's premises.

The Home Working Policy and Guidance does not apply to employees who occasionally work from home.

2.3 Agile Working

Agile workers are employees who often spend much of their time working at a variety of locations or within the community setting and spend some of their time interacting with the core service area. Aspects of the employee's job may involve visiting other NHS Greater Glasgow & Clyde locations and/or patient's sites around the Board, as well as patient's homes as part of their day to day role.

The benefits of permanent homeworking can be applied equally to agile workers who can complete tasks at home without the requirement of having to regularly return to a NHS Greater Glasgow and Clyde base. Therefore, the agile workers contract could confirm their base of work as their home location. *Please note this is a variation to the Agile Working definition in the Board's Home Working Policy.*

This Home Working Policy and Guidance applies solely for homeworkers and agile workers who are home-based employees. A summary table is provided below:

Employee Type	Main base of work	Does the Policy & Guidance apply to me?
Homeworker	Employees home	Yes
Occasionally works from home	GGC site	No
Agile Worker	GGC site	No
Agile Worker	Employees home	Yes

3. Homeworking Requests

Homeworking arrangements can be driven either by requests from individual employees, service needs, or both. This section describes arrangements where a different work base is required, including the criteria for effective home working and the selection procedure. Homeworking should be encouraged and supported wherever possible.

All proposals for a home working arrangement, whether service or employee driven, must satisfy the following criteria:

- There should be benefits for the employee and service, including increased inclusion for workers with disabilities, or increased staff health and wellbeing.
- Moving the role from an office to a home base should achieve savings or efficiencies for the Board. For example, improved employee productivity and contribution, or savings on office space
- The work can be done without access to office-based ICT
- The work can be done without regular, in person, face-to-face contact with colleagues, internal and external customers
- The work can be done from home without unduly increasing the workload of others
- The work can be conducted with minimal direct managerial supervision.

The manager should also consider the points as detailed under Section 4, pages 3-7 of the Board's [Home Working Policy](#).

A manager checklist to support appropriate considerations for homeworking is available in [Appendix 1](#). The manager checklist should be completed by the manager whether the request is employee or service driven and prior to confirming the outcome of such requests.

3.1 Domestic Arrangements

As per the Board's Home Working Policy homeworkers are required to undertake their work duties during their contractual hours of work. However, when considering someone's suitability for home working management should take a person centred approach, recognising that everyone's home situation and personal circumstances are all different.

As per the [Home Working Managers Checklist](#), management should fully discuss with the employee, in a supportive manner, any relevant factors which may impact on their ability on homeworking including whether they have any caring responsibilities which may require additional support. It is expected that in most cases employees should keep any existing caring arrangements in place during their hours of work, however management should work with employees to explore ways to support those who do not have caring arrangements in place or where caring arrangements have changed or broken down.

The Board recognises that many employees have caring commitments, and those commitments can change over time. Managers should therefore work with employees in a supportive way to help them overcome any barriers they may encounter. This should include consideration of employees working patterns e.g. hours of work, times of work, split days, break times etc. There should be a supportive, non-intrusive discussion to fully understand the nature of the employees caring responsibilities and an emphasis on whether any supportive measures can be put in place to lessen any impact on work. Depending on the employee's circumstance and role, it may be possible for some caring responsibilities to be undertaken whilst homeworking. Some factors to consider may include (although not an exhaustive list):

- Who is the employee caring for? e.g. a child, elderly relative etc

- Does the employee need to leave their home to carry out those caring responsibilities? e.g. visit an elderly relative
- What is the level of care required?
- What is the level of supervision required?
- Are the caring responsibilities required throughout the working day or for part of the day? e.g. before or after school
- What role does the employee have?
- What supportive measures can management consider to assist employees to successfully work from home?

Managers should adopt a flexible approach and be sensitive to each employee's situation, and should be mindful not to inadvertently make comments or judgments about individual's family arrangements as this may be upsetting and/or discriminatory. The Board recognises home working can offer greater flexibility for employees and assist with their worklife balance, with benefits to both the employee and employer and should therefore be viewed positively.

3.2 Employee Driven Requests: Applying for Home Working

Employees that wish to become homeworkers must complete a Flexible Working Request in the first instance, in accordance with [NHSGGC Flexible Working Policy](#). All applications for Flexible Working must be made using the [Flexible Working Application Form](#). Once the form is complete, the employee should submit this to their Line Manager which will then be acknowledged in writing. Please note, to be entitled to make an application for Flexible Working, you must have been continuously employed by the NHS for at least 26 weeks at the date of application; are not an agency/bank worker and you have not made any application to work flexibly during the previous 12 months.

The Line Manager will hold a meeting with the employee to discuss the application within 4 weeks of the date on which the application was received. Where the circumstances warrant it, this period can be extended by mutual Guidance. The Line Manager should inform the employee of their decision in writing within 2 weeks of the date of the initial meeting. Managers should refer to the [Home Working Manager Checklist](#) when considering an employee's request for Home Working.

If the request for homeworking is accepted, the Line Manager must confirm this in writing by completing and sending the [Outcome of Flexible Working Request Meeting – Successful](#) letter to the employee, specifying the new working pattern (including any flexible working arrangements to support carers responsibilities) and the date from which it will take effect. Along with the Flexible Working Outcome Letter, the Line Manager must send the employee a [Home Working Guidance](#) to sign.

If the request is unsuccessful, the Line Manager must confirm this in writing by completing and sending the [Outcome of Flexible Working Request Meeting – Unsuccessful](#) letter to the employee, detailing the reasons that request has not been accepted. The employee then has the right of appeal. Managers should not unreasonably refuse any homeworking requests.

3.3 Service Driven Requests

Where it can be demonstrated that a role satisfies the eligibility criteria for effective homeworking, described in Section 3 and the Board's [Home Working Policy](#), managers will agree the opportunity with their Senior Management Teams and consult with existing employees to determine interests in homeworking.

Managers should consult employees whose roles may be deemed suitable for homeworking at the earliest opportunity. Managers should explain the reasons why homeworking is being considered along with the benefits for the employee and organisation. This should be done in partnership with appropriate trade union representation. In the first instance, managers should seek volunteers who may wish to become homeworkers. Once volunteers have been identified the manager should meet with these staff individually to discuss the homeworking proposal in more detail. The manager should complete the [manager checklist](#) with the employee when exploring whether homeworking would be a suitable option.

If there is low volume or no volunteers and it is a service requirement for roles to move to homeworking, the principles of the Board's [Workforce Change Policy](#) should be considered and progressed. Please note there is no pay protection requirements associated with a contractual change of base for homeworking.

4 Additional Information & Support

In addition to existing information in the Board's [Home Working Policy](#), further information and advice is included in the sections below. Please note that contact details and online information is available and appropriate links are accessible in the sections below and/ or within Section 7 [Useful Links](#) of this Guidance.

4.1 Health & Safety

Information regarding Health and Safety for homeworkers can be found on pages 4, 10 (appendix E1) and 12 (appendix E2) of the Board's [Home Working Policy](#).

It is important that employees assess their workstation before they start work, on a daily basis, to ensure that any adjustments required are made. Employees should undertake a daily Workstation Assessment using the checklist below:

Workstation Checklist

- Is your seat back adjustable?
- Do you have good lumbar support?
- Is your seat height adjustable?
- Is there excess pressure on underside of thighs and backs of knees? If so a foot support is needed?
- Are your feet flat on the floor or on a foot rest?
- Is your chair stable and ideally adjustable?
- Have you sufficient space for postural change i.e.no obstacles under your workstation?
- Is your mouse close to the body?
- Are your wrists excessively bent (up, down or sideways)?
- Is your screen height correct and angled to allow a comfortable head position?
- Is your display screen at approximately arm's length, with the top of the screen at your eye level?
- Is your keyboard tiltable, with sufficient space for hands and arms?
- Is your work surface large enough for a comfortable layout of screen, keyboard, mouse, documents and other related materials.

Eye Strain

Long spells of computer work can lead to tired eyes and discomfort, caused by screen glare, poor image quality etc. Possible symptoms are soreness of the eyes and headaches.

To avoid these symptoms, proper care needs to be exercised in employee's home working environment. Ensure the computer is well positioned and properly adjusted. Take frequent breaks from the computer. Ensure there is adequate lighting levels with additional levels of light, if there is no natural light in the room that is being worked in.

A 'Homeworkers Self Assessment' form is available in appendix E1, page 10 of the Board's [Home Working Policy](#) and should be completed by the employee when homeworking has been agreed.

Further guidance has been produced by Occupational Health for Home Workers which is available in [Appendix 1](#). This guidance includes Laptop Guidance, Eye Health and Workstation Exercises.

If any employee is experiencing health issues as a result of homeworking the employee should raise this with their manager. A referral can be made to Occupational Health, if appropriate, which would mainly be undertaken either using 'Attend Anywhere' or telephone consultations

4.2 Information Governance

Information regarding Information Governance for homeworkers can be found on page 15 (appendix E3) of the Board's [Home Working Policy](#).

All NHS Greater Glasgow & Clyde Policies concerning Information Governance and Data Protection will apply equally to homeworkers. 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.

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

4.3 Information Technology

4.3.1 Setup

Employees who work out-with NHS Greater Glasgow and Clyde premises, whether for the full or part of the day, should be provided with the correct equipment. Therefore, all homeworkers should be provided with a laptop and mobile phone.

Information regarding ordering replacement or new laptops is available [here](#).

Information regarding ordering replacement or new mobile phone devices is available [here](#).

Furthermore, homeworkers will require access to NHS Greater Glasgow and Clyde's network and are required to log into the network via the FortiClient authentication process using a RAS token. This provides access to the network through a Virtual Private Network (VPN).

Information regarding requesting remote access available [here](#).

Guidance on the use of remote working can be found [here](#).

4.3.2 Microsoft Teams

Microsoft Teams can be used to help managers and employees stay connected to their team using a virtual office as well as use for arranging virtual meetings for users internal and external to NHS Greater Glasgow and Clyde.

Microsoft Teams is a hub for team collaboration in Office 365 that integrates people, content, and tools you may need, particularly when homeworking.

The use of Teams will vary depending on job roles and departments. Therefore, line managers or team leads should confirm what meetings and functions staff should be using.

Microsoft Teams can be used for 'virtual' regular meetings (such as team meetings and 1:1 meetings) as well as for online training.

Guidance on the use of Microsoft Teams can be found [here](#).

NHS Scotland Ultimate User Guide to Microsoft Teams can be found [here](#).

4.4 Equipment & Expenses

Employees are not eligible to claim for any additional costs for electricity or gas while working from home whether due to a contractual change or occasionally working from home. 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.

If employees require equipment to make adjustments at home such as a wrist rest, the employee should discuss this with their Line Manager.

4.4.1 Equipment

Information regarding equipment and workstation for homeworkers can be found in Section 4.5, page 7, of the Board's [Home Working Policy](#).

4.4.2 Expenses

A homeworker 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.

Therefore, homeworkers should be given a notional base for the purposes of claiming travel reimbursement only. For example, if the employee's previous 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 (contractual base) to the notional base.

4.4.3 Claiming Tax Relief

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 homeworker (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>

4.5 Health & Wellbeing

Adjusting to homeworking 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 disadvantages to working from home that include effects on individual's health and wellbeing. Manager should be aware that homeworkers will spending at some of their working week working 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;

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.nhs.gov.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.

NHS Employers website share some guidance for managers on the people management aspects of supporting home and remote workers and maintaining an effective working relationship. Extracts from this guidance are available in [Appendix 6](#) which details general guidance for managers to support employees including information for employees suffering domestic abuse or violence.

4.6 Sustainability

The Board can make positive changes to working practices and business operations by embracing the changes 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.

The availability of home, flexible or agile 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.

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.

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.

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 extreme weather events.

5. Mortgage Lenders/ Landlord & Home Insurance

Homeworkers 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 NHS Greater Glasgow and Clyde premises. Any equipment provided to employees to facilitate homeworking will remain the property of the Board and will be covered by the Board subject to satisfactory completion of Health & Safety Risk Assessments.

Employees are responsible for informing their Landlord or Mortgage provider of any new or existing agreed homeworking 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 homeworking arrangements which may impact on their tenancy Guidance or mortgage arrangements. See [Appendix 4](#) for a template letter employees can use to notify their Landlord or Mortgage provider.

Employees are responsible for informing their Home Insurance provider of any new or existing agreed homeworking 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 homeworking arrangements which may impact on their insurance policy cover. See [Appendix 5](#) for a template letter employees can use to notify their Home Insurance provider.

Employees are responsible for meeting any additional rental/ mortgage/ insurance costs that may arise from their homeworking arrangements.

6. Evaluation & Review Periods

The Board recognises that homeworking 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 homeworking 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.

6.1 Review Arrangements

Within the first year of a new homeworking arrangement a review meeting should be scheduled between the line manager and employee after 3, 6 and 12 month stages, then annually thereafter.

3 Month Review

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.

6.2 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 Home Working Policy and this Guidance 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

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.

7. Other Useful Links

HRSAU HR Connect Page	https://www.nhsggc.org.uk/working-with-us/hr-connect/contact-hr-support-advice-unit/
OHS HR Connect Page	https://www.nhsggc.org.uk/working-with-us/hr-connect/occupational-health/
H&S HR Connect Page	https://www.nhsggc.org.uk/working-with-us/hr-connect/health-safety/
eHelp	http://www.staffnet.ggc.scot.nhs.uk/Corporate%20Services/eHealth/HDI/Pages/HowDoI.aspx
IT Service Desk Contact Details	http://www.staffnet.ggc.scot.nhs.uk/Corporate%20Services/eHealth/ITSD/Pages/ITSDHp.aspx Telephone: 0345 612 5000
Information Governance Intranet pages	http://www.staffnet.ggc.scot.nhs.uk/CORPORATE%20SERVICES/EHEALTH/INFOGOVINDEX/Pages/IGHomepage.aspx
Self Help for Staff	https://www.nhsggc.org.uk/working-with-us/hr-connect/self-help-for-staff/
Mindfulness	https://www.nhsggc.org.uk/working-with-us/staff-health/mental-health-and-wellbeing/mindfulness/

Appendix 1

Occupational Health – Agile/home working Guidance

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 attached COVID19 Working at Home Advice and Guidance for Managers and Staff April 2020***).

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 then 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.

For additional information including a risk assessment please refer to NHS GGC COVID19 Working at Home Advice and Guidance for Managers and Staff April 2020.

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.

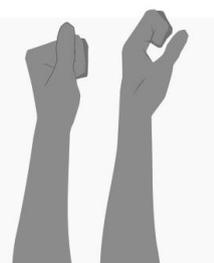
Recommendations to reduce aches and pains:

- 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.



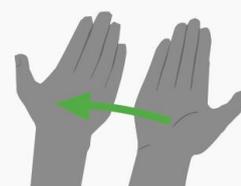
2.

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.



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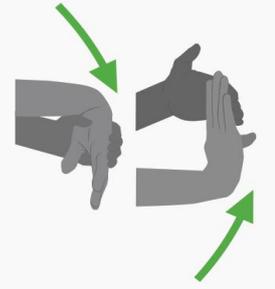


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4.

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.

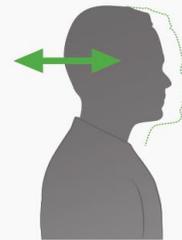
Sitting with elbows out and palms together, slowly rotate palms down until stretch is felt. Hold for slow count of 10. Repeat 3 – 5 times.



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.



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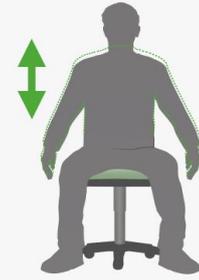


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3.

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.



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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.



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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.

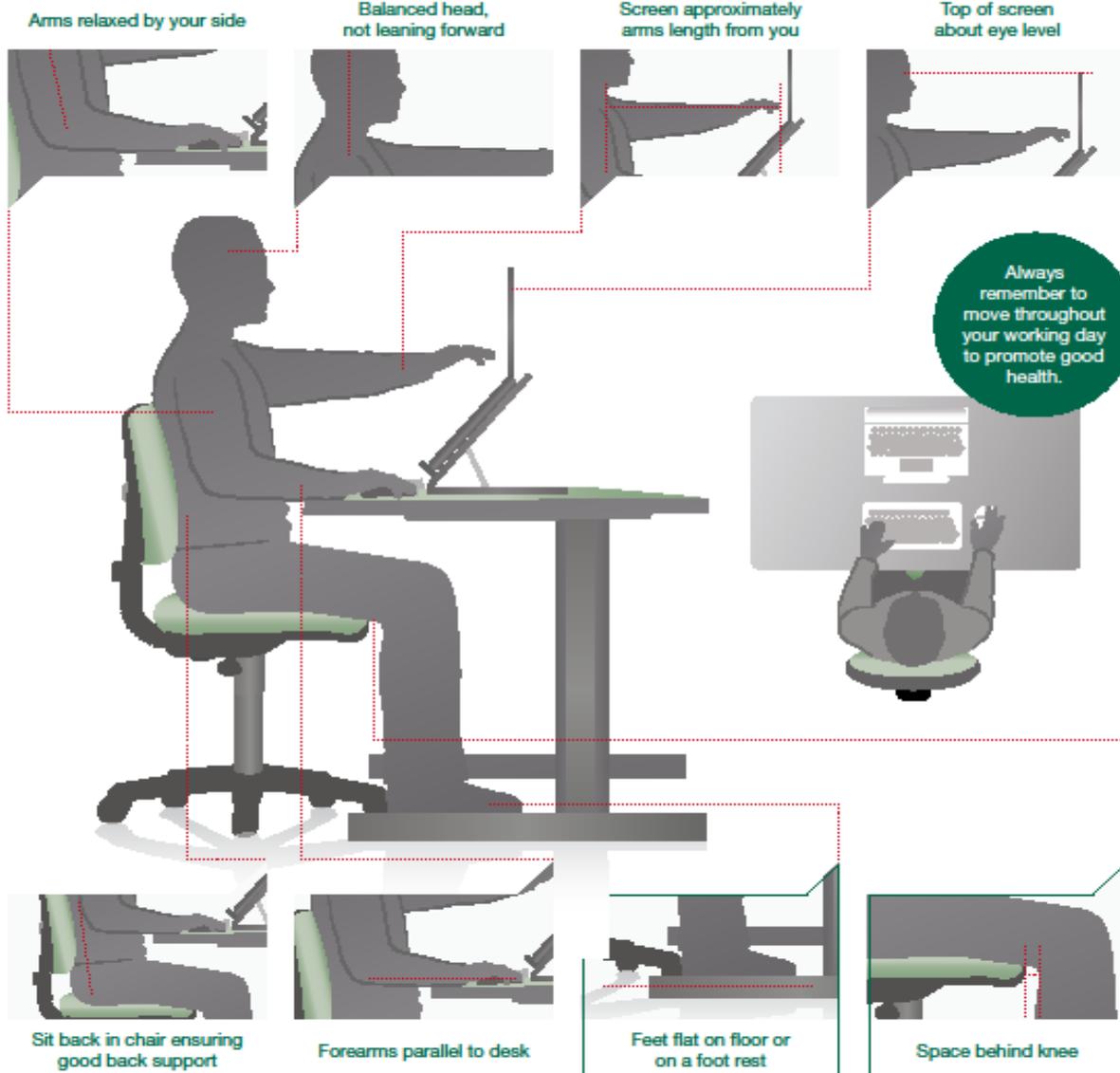


These may be small details, but they can make a huge difference to your life's balance and wellbeing in the long term. While working away from the office, or at a different workstation it's important to carefully consider your posture, positioning and working habits so you can stay as productive as possible.

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

Appendix 2

NHS Greater Glasgow & Clyde Home Working Manager Checklist

Section 1: Employee Details	
Employee Name:	
Payroll Number:	
Job Title:	
Current Base:	

Section 2: Employee's Personal Circumstances	
<p>Does the employee have a health condition that would prevent them from returning to the office?</p> <p>If yes, please provide details including information from OHS.</p>	<input type="checkbox"/> Yes, <input type="checkbox"/> No Comments:
<p>Are you aware of any health issues that may affect the employee working from home, e.g. mental or physical health needs</p> <p>If yes, is there additional support that could be put in place?</p>	<input type="checkbox"/> Yes, <input type="checkbox"/> No Comments:
<p>Does the employee have any regular caring responsibilities for children or other relatives?</p> <p>If yes, please detail support discussed with employee, e.g. flexible hours</p>	<input type="checkbox"/> Yes, <input type="checkbox"/> No Comments:
<p>If so, has flexible working been discussed and agreed to support with caring responsibilities?</p> <p>If yes, please detail in comments.</p>	<input type="checkbox"/> Yes, <input type="checkbox"/> No Comments:

Section 3: Home Working Considerations	
<p>What proportion of the employee's job could be done effectively working from home? i.e. 100%, 80%, 50%, 20% etc</p>	
<p>Would it be beneficial to discuss and agree core working hours where the employee must be available for work?</p>	<input type="checkbox"/> Yes, <input type="checkbox"/> No Comments:
<p>Are there any tasks/ activities the employee would be unable to perform if working from home?</p> <p>If yes, please detail along with suggestions of how these tasks could be undertaken.</p>	<input type="checkbox"/> Yes, <input type="checkbox"/> No

<p>Are there any tasks/ activities the employee would be unable to perform if working from home?</p> <p>If yes, please detail along with suggestions of how these tasks could be undertaken.</p> <p>Does the employee have the necessary equipment (computer, phone, desk etc) to work from home?</p> <p>If no, specify what equipment the employee would require.</p>	<p>Comments:</p> <p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>
<p>Does the employee have the necessary equipment (computer, phone, desk etc) to work from home?</p> <p>If no, specify what equipment the employee would require.</p> <p>Does the employee have the necessary applications or software to work from home?</p> <p>If no, specify what applications or software the employee would require.</p>	<p>Comments:</p> <p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>
<p>Does the employee have the necessary applications or software to work from home?</p> <p>If no, specify what applications or software the employee would require.</p> <p>Does the employee have access to broadband at home?</p>	<p>Comments:</p> <p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>
<p>Is the employee able to take telephone/ video calls confidentially at home?</p>	<p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>
<p>Can the work be done without direct face-to-face contact with colleagues?</p>	<p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>
<p>Can the work be done without direct face-to-face contact with internal and external customers/ patients?</p>	<p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>
<p>Can the work be completed with minimal direct manager supervision?</p>	<p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>
<p>What additional adjustments (if any) would be needed to allow the employee to work from home?</p> <p>Consider any restrictions around equipment or space that needs to be shared in the employee's household e.g. the employee would be working in a room shared by family members at certain times of the day so may not be able to take confidential calls.</p>	<p>Comments:</p>
<p>Would you require additional training or support to work from home for a sustained period?</p>	<p><input type="checkbox"/> Yes, <input type="checkbox"/> No</p>

(If yes, specify what you would need in the comments)	
Would you require additional training or support to work from home for a sustained period?	Comments:
(If yes, specify what you would need in the comments) What are the possible advantages for the employee and service for working at home?	Comments:
What are the possible disadvantages for the employee and service for working at home and can this be resolved?	Comments:
What contingency arrangements have been discussed and agreed? I.e. no access to VPN/ Outlook/ Shared Folders	Comments:
What arrangements have been discussed and agreed regarding supervision, support and communication?	Comments:

Appendix 3

Home Working Guidance	
Employee Name:	
Home Address:	
Home Telephone No:	
Job Title:	
Department:	
Pay Number:	
Contractual Hours:	
Working Pattern:	

I can confirm I have read and understood the NHS Greater Glasgow and Clyde's Home Working Policy and Guidance and request a homeworking arrangement in line with the hours and times of work set out in my application form dated **(insert date of application)**.

- I agree that a Health and Safety Risk Assessment will be required of the proposed working environment for home working, and I will implement and maintain any control measures/ adjustments required as a result of this. I understand it is my responsibility to notify my manager of any changes which may affect the validity of the assessment and/or result in the need for a re-assessment.
- I agree to allow reasonable access to my home (with prior notice) to allow Health and Safety checks and routine equipment checks and/ or maintenance where this is required.

- I understand that I may still be required to attend meetings and/or undertake training at NHS Greater Glasgow and Clyde sites or at other identified venues as required by NHS Greater Glasgow and Clyde as part of my role and that costs associated with travelling to and from these location will be reimbursed as per AfC Terms and Conditions, NHS Greater Glasgow and Clyde Expenses Guidelines and HRMC advice.
- I understand that the equipment I have been provided by NHS Greater Glasgow and Clyde to facilitate homeworking will remain the property of the Board and must be returned should my homeworking arrangement end and/or upon leaving the employment of NHS Greater Glasgow and Clyde.
- I agree to the appropriate use of NHS Greater Glasgow and Clyde equipment in line with Board policies (including eHealth, Information Governance, H&S and Use of Social Media)
- I confirm I have informed my mortgage provider/ landlord (delete as applicable) and my home insurance company that I intend to use my home for business purposes.
- I understand that my work will be monitored to ensure the arrangement is considered to be effective and I have agreed key performance standards with my line manager.
- I understand my homeworking arrangement should meet the needs of the service and will be monitored and reviewed in accordance with the Board's Home Working Policy and Guidance.
- I understand that my homeworking arrangement is subject to my compliance with the standards set within the Boards Home Working Policy and Guidance. Any breach of the Boards Home Working Policy could result in formal action in accordance with NHS Scotland Workforce Conduct Policy and may also result in alternative working arrangements.

Employee Name:	
Signature:	
Date:	

Approved by: (Line Manager)	
Signature:	
Date	

Authorised by: (Head of Department/ Service)	
---	--

Signature:	
Date:	

Appendix 4

Template Letter for Employees to Home Insurers

(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,

Appendix 5

Template Letter for Employees to Mortgage Provider/Landlord

(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,

Appendix 6

NHS Employers: Guidance for Managers - Supporting Home & Remote 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 remote 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 working remotely with 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 - remote 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>