Hybrid Working

Lead executive	Director of Director of People OD
Authors details	Deputy Director of People and Organisational Development

Type of document	Policy
Target audience	All Inpatient Staff
Document purpose	This policy provides guidance in relation to home working and remote working to ensure that these arrangements comply with Trust policies and current legislation.

Approving meeting	People and OD Sub committee	Date 11-Feb-22
Implementation date	15-03-2022	

CWP documents to be read in conjunction with	
HR2.6	Annual Leave and Bank Holiday Policy
HR3.6	Flexible Working and Special Leave Policy
IM1	Acceptable Use Policy
CG2	Mobile Devices Policy
GR21	Policy for guidelines on the use of display screen equipment
GR33	Lone Worker Policy

Document change history	
What is different?	New
Appendices / electronic forms	N/ A
What is the impact of change?	Low

Training requirements	No - Training requirements for this policy are in accordance with the CWP Training Needs Analysis (TNA) with Education CWP.

Document consultation	
Clinical Services	None
Corporate services	Head of HR, Information Governance Lead & Data Protection Officer, Head of Infrastructure
External agencies	None

Financial resource implications	None

External references
1. Flexible Working Regulations
2. Employment Rights Act
3. Health and Safety (Display Screen Equipment) Regulations

Equality Impact Assessment (EIA) - Initial assessment	Yes/ No	Comments
Does this document affect one group less or more favourably than another on the basis of:		
- Race	No	
- Ethnic origins (including gypsies and travellers)	No	
- Nationality	No	
- Gender	No	
- Culture	No	
- Religion or belief	No	
- Sexual orientation including lesbian, gay and bisexual people	No	
- Age	No	
- Disability - learning disabilities, physical disability, sensory impairment and mental health problems	No	
Is there any evidence that some groups are affected differently?	No	
If you have identified potential discrimination, are there any exceptions valid, legal and/ or justifiable? Select		
Is the impact of the document likely to be negative?	No	
- If so can the impact be avoided?	N/A	
- What alternatives are there to achieving the document without the impact?	N/A	
- Can we reduce the impact by taking different action?	N/A	
Where an adverse or negative impact on equality group(s) has been identified during the initial screening process a full EIA assessment should be conducted. If you have identified a potential discriminatory impact of this procedural document, please refer it to the human resource department together with any suggestions as to the action required to avoid / reduce this impact. For advice in respect of answering the above questions, please contact the human resource department.		
Was a full impact assessment required?	No	
What is the level of impact?	Low	

Contents

1. Introduction

1.1 Cheshire and Wirral Partnership NHS Trust (hereinafter referred to as the Trust) understands that flexibilities with regards to hybrid working patterns can provide benefits for both staff and the Trust.

1.2 Throughout the Covid-19 pandemic the Trust has been forced to work in very different ways. The acceleration of digital transformation and adoption of technology has resulted in remote and home working practices becoming established throughout the last 12 months period.

1.3 This policy provides guidance in relation to home working and remote working to ensure that these arrangements comply with Trust policies and current Health legislation. This policy covers the following staff groups:

1. Exclusive home working (home designated base)
2. Exclusive workplace working (Trust designated base)
3. Remote working (Trust designated base)
4. Hybrid working - blend of home/ workplace/ remote working (Trust designated base)

1.4 This policy covers these various ways of working under the heading of 'hybrid working'.

1.5 CWP recognises the need to develop modern working practices to enable employees to maximise their performance and productivity whilst maintaining a good work life balance. In addition, new technologies are making it easy to access information remotely and work from a variety of locations, whilst promoting a more joined up service.

1.6 The introduction of hybrid working across the Trust, provides the opportunity for an enhanced working environment for staff, as well as improving service delivery and will realise financial and productivity gains for the organisation enabling additional investment into patient care. Hybrid working will also allow the Trust estate to be utilised more effectively to meet the needs of service users and carers in addition to our staff.

1.7 Although the nature of most of the roles within the Trust cannot be classed as totally flexible, there is considerable scope in many cases for some form of hybrid working. The different ways in which hybrid working can be undertaken is dependent on the demands and needs of the role, the individual's preferences and circumstances and the department an employee is engaged in. It is possible, with careful planning and a degree of best practice evaluation, for staff to carry out their duties from a variety of different locations adopting a blended hybrid working model approach.

1.8 Hybrid working provides staff with more options with regards to where and when they undertake their roles by introducing an element of choice which will ensure that the needs of the service are best met. Hybrid working will support managers to engage with staff in considering a range of ways in which they are able to carry out their role flexibly, whilst still meeting the needs of those who access our services.

1.9 It has been recognised that personal circumstances or personal preference may influence an employee's decision with regards to home working. In such cases where an individual does not want to work at home, other elements of hybrid working can still be considered, for example remote working and hot desking.

1.10 Whilst adoption of a hybrid working approach provides opportunities it is recognised that in order for this approach to work most effectively there must be a set of clear guidance principles and agreements that are co-produced by the Trust and representatives of staff side groups.

2.   Aim of the policy

2.1   The Trust understands that our staff are critical to successful provision of healthcare and that effective and efficient working arrangements are key to this.

2.2   2As a person-centred values-based organisation we want to be enabling individuals to make their best contribution and look after their well-being.

2.3   The aim of this policy is to provide guidance and flexibility in how staff and the Trust are able to undertake its work, and thereby maximising resources and efficiency.

2.4   The aim of this document is to provide an overarching Trust framework on Hybrid working. Services and teams will need to develop their own local guidance to set out expectations around hybrid working in more detail based on the guidance and assumptions laid out within this policy.

2.4.1   This policy aims are to:

2.4.2   Enable the Trust to respond to an individual's need for flexibility in working arrangements, for example to support staff with responsibilities as carers or to allow them to enjoy a greater work/ life balance and employee experience.

2.4.3   Aid the retention of skilled and experienced staff whose personal circumstances change and who may otherwise leave the Trust.

2.4.4   Increase availability of limited expertise or resources.

2.4.5   Enable employees with disabilities to retain their existing employment and support the recruitment of future applicants with disabilities and other additional needs.

2.4.6   Enable staff to work more effectively on a particular piece of work, where concentration is important, by avoiding the interruptions that are part of the office environment.

2.4.7   Enable learning and development activity to be undertaken remotely, including e-learning.

2.4.8   Provide alternative solutions to short- or longer-term office accommodation issues.

2.4.9   Provide a solution to a temporary problem where travel to the office is not possible.

2.4.10   Reduce the time spent travelling to a specific base in order to access clinical or administrative systems.

2.4.11   To support continuity of service and the efficient functioning of the Trust.

2.4.12   Enable the Trust to meet its targets in terms of carbon reduction and impact on the environment with reduction in commuting and business mileage.

3. Scope

3.1 This section of the policy sets out the defined categories of different types of recognised workers. Staff may be in a position to identify as a single type of working or alternatively a blended approach identifying several recognised working types.

3.2 List of work types:

1) Exclusive home working
2) Exclusive workplace working
3) Remote working
4) Hybrid working - blend of home/ workplace/ remote worker

The request to be considered a permanent home worker or hybrid worker applies to all staff. An employee can request to become a permanent home worker provided the eligibility criteria are met (ref section 5.3)

3.3 The decision to assign, either an individual or group of employees, as permanent home workers or hybrid workers will be made by the appropriate manager, in full consultation with the affected employee(s), taking into account all the relevant circumstances. Being designated as a permanent home worker or hybrid worker will only be possible where the staff member is able to identify and set up a suitable dedicated work area within his/ her own home that allows for appropriate levels of confidentiality to be observed and is subject to a satisfactory Display Screen equipment e-learning workplace assessment (Cardinus DSE).

3.4 It is accepted though that not all roles will be suitable for either home working or hybrid working and therefore each situation needs to be considered on its own merits. The decision to implement hybrid working is usually taken on a service wide basis and is determined by the nature of the work.

3.5 Any disputes between individuals and team leaders/ management over working designation can be referred through the line management chain and ultimately resolved via the Trust's resolution procedures.

4.   Definition of home working/ hybrid working/ remote working

4.1 Home Working
Home working occurs when an employee uses their own home as a location from which to carry out Trust work, as an alternative to working at a designated Trust location. There are two types of home working arrangement:

4.1.1   Permanent Home Working
This is where the employee is a permanent homeworker and their home is their identified "base" for work.

4.1.2   Hybrid Working
This is where an employee's designated base is at a Trust site and only works from home on a flexible or ad hoc basis.

In relation to seeking agreement for this model, there are several options:
- Some teams/ employees will have a pre-agreed pattern, so there will be an overarching agreement in advance to work to that pattern.
- Some roles/ employees will have a level of autonomy that allows them to manage their own diaries and workspaces, so that autonomy is what needs to be agreed at the outset of a Hybrid Working agreement and the individual can then determine when it is appropriate to work from home.

- Some teams/ employees will work at a Trust site for the majority of the time and will only need to work from home on an Adhoc basis. In this case, requests to work from home should be discussed and agreed in advance with the line manager.

Please see Flexible Working Policy for further information on agreeing flexible working hours.

The issuing of mobile technology enables home working but does not explicitly give permission for home working in itself.

4.1.3   Remote Working

Remote workers have a base of work at a Trust site but the nature of their role means that they travel to and from different sites or patient/ client homes using a range of mobile IT equipment away from their identified base of work without close or direct supervision. For the purpose of this policy and the management of risk it is akin to the definition of a "lone worker":

(Please also refer to the [Trust's Lone Working policy](#))

5.   Arrangements for permanent home/ hybrid workers

The below information applies to permanent home workers and hybrid workers. However, some elements will only be relevant to permanent home workers.

5.1   Attendance at Trust Premises
Those employees designated as permanent home workers or hybrid workers may still be required to attend a Trust site for example, for specific meetings, regular supervision and training or other operational service delivery reasons, as required by the needs of the service and advised by line managers

5.2   Dedicated Workspace
The home work environment should offer a dedicated workspace, ideally but not necessarily a separate room and must be free from interruptions and distractions.

5.2.1   Arrangements to work from home permanently cannot be agreed upon until an appropriate workspace is identified. All employees must agree with their managers how this area will be set up, including the use of Trust equipment, telephony facilities and support.

5.2.2   Whilst it is acknowledged that equipment/ facilities requirements will differ from individual to individual, the minimum requirements are; access to an appropriate working area, i.e. Desk space, chair and some secure storage facilities, Trust laptop and telephony. The Trust will normally only supply a work laptop working on one device per person principle. Keyboard, mouse, monitor and docking station can be reviewed on an individual basis in consultation with the line managers and the Trust ICT department if required.

5.2.3   Any health and safety issues associated with home working must be identified and addressed (see Display Screen Equipment e-learning workplace assessment (Cardinus DSE) and all applicable Health & Safety approved documentation, particularly in respect to lone working).

5.2.4   Printing at home is not advocated and should ideally be reserved for healthcare premises. Patient records must not be printed at home (please refer to data protection policy).

5.2.5 It is the responsibility of the home worker to ensure that they have an appropriate home working environment including, but not exclusively suitable desk and chair. The Trust does not require any employee to be a home worker. The provision of suitable workspace and facilities will be relevant in the decision to allow home working to take place. Assistance will be considered in provision of home working furniture/ equipment, including with the increase of adoption of video conferencing (ref section 5.10). There are control measures in place for appropriate backgrounds to be utilised to ensure maintenance of corporate image of CWP.

5.2.6 As with any other working arrangement, care commitments should be managed whilst the employee is undertaking their duties of their role.

5.3 Working from home – application and review process

5.3.1 The following process should be followed for those applying to work from home either permanently or as a hybrid worker. Carefully reading this document will give information to both support or decline the application:

5.3.2 Refer to appendix 1 - Flowchart for assessing suitability for hybrid working

5.3.3 Complete the online DSE training, see section 6.0

5.3.4 Print and complete the HSE DSE Assessment Checklist in relation to your home working environment scan and save as a PDF

5.3.5 Apply by email to your line manager with the rationale for becoming a home worker, attaching the completed checklist and risk assessment, for consideration

5.3.6 The line manager should provide a response within 10 working days.

5.3.7 If it is deemed inappropriate for the member of staff to work from home, then a subsequent application cannot be re-submitted within 12 months unless circumstances have changed.

5.3.8 Subsequent checklists are available in appendix 2 and appendix 3 to support reviews at 1:1s on a six-monthly basis and management audit of arrangements.

5.3.9 The manager should ensure a documented copy of the application and reasons for approval or declining the application are clearly documented on the staff ESR file.

5.3.10 Any disputes between individuals and team leaders/ management over working from home designation can be referred through the line management chain and ultimately, through the Trust's resolution procedures.

5.4 ICT Equipment

5.4.1 ICT equipment used for home working will be supplied by the Trust and this is typically a laptop device with VPN connectivity. Personal equipment must not be used for business purposes. All data must be stored on the Trust's relevant ICT network and infrastructure.

5.4.2 Under no circumstances should personal email addresses be used for business purposes (excepting agreement for HR communication to personal email address as alternative to postal copy)

5.4.3 Any ICT support issues which can't be fixed remotely will require the laptop device to be supported from a Trust site or under the relevant support agreement. Under

certain circumstances evidence of appropriate level of connectivity speed may be required to ensure that staff working from home are able to effectively do so.

5.4.4 In circumstances whereby there are ICT connectivity issues, the employee and the manager will need to discuss whether there are appropriate offline tasks that can be completed, or if the ICT system issues are likely to continue for an extended period of time the home worker may be required to attend a Trust site or a remote site with internet connectivity.

5.4.5 Line managers need to ensure that any Trust equipment is recovered from the home worker's home should they leave the Trust, in accordance with Trust's leaver checklist.

5.5 Data Protection and Security

5.5.1 The Trust is obliged, under the data protection legislation, to ensure that all confidential and/ or sensitive information is protected from loss, destruction or unauthorised verbal or written disclosure, i.e. Information/ data that:
- is restricted or defined as confidential by law
- relates to a contractual agreement between the Trust and a supplier/ other organisation
- relates to business/ commercial operations, tenders or contracts
- if not protected, could expose the Trust to fraud, e.g. Creditor 3rd party payments and payroll information; and
- is personal information, i.e. Can be linked to and/ or identifies an individual (be it a patient or employee).

5.5.2 Therefore employees, including home workers, may only use Trust configured PC's/ laptops to process/ store such information, and may only use the Trust's email services to send/ receive such information. Home/ agile working will be governed by the same standards of data protection and information governance as CWP workplaces.

5.5.3 The expectation is that as a paper light Trust there should not be the requirement for transporting hard copy information. Where information is held/ stored in hard copy those working from home and, at other locations, may only remove and retain this information where they have:
- the express permission of their line manager to do so
- received appropriate training and understand their responsibilities under the Data Protection Act and the Trust's Information Security policies; and
- suitable storage facilities, e.g. Lockable filing cabinet, as confidential/ sensitive papers must not be left unattended at any time.

5.5.4 Employees working from home must ensure that confidential/ sensitive information is disposed of appropriately, i.e.
- confidential/ sensitive printed material must be shredded before disposal or returned to a Trust site and placed in the confidential waste bins supplied
- use only Trust issued encrypted USB memory sticks.

5.5.5 Employees must not allow any other person to access Trust equipment, records or systems, provided for their work in the home.

5.5.6 All precautions recommended by the IT Service to prevent unauthorised access to computerised records, corruption or copying of software, or loading of unauthorised software must be taken.

5.6 Insurance

5.6.1 The Trust's insurance covers employees working from home as it would if they were office based, providing they are working within the scope of their service specification and job description.

5.6.2 Trust equipment held at an employee's home for the purposes of carrying out work duties is insured by the Trust, (with the exception of theft from unattended vehicles), provided that it has been recorded on Trust inventories and the manager keeps accurate records of equipment being used away from Trust premises.

5.6.3 Employees who are permanent home workers should inform their household insurers that they use their home as their office base and confirm to them that there is no liability on the household insurance for any equipment stored at the home address.

5.7 Health and Safety

The Trust expects employees working from home both permanently and on an ad hoc basis to:

5.7.1 Take reasonable care of their own health and safety at work

5.7.2 Follow the Trust's rules in relation to home working and to take all reasonable care to ensure the safety and security of Trust equipment and records whilst working away from the main office base

5.7.3 Manage their working time according to the Trust's requirements under the Working Time Directive, and to take the appropriate rest breaks

5.7.4 Report problems to their line manager promptly, particularly any health and safety or security matters arising from remote working, e.g. Concerns about lone working, any loss or damage to Trust property, accidents or incidents.

5.7.5 The employee, in conjunction with their line manager, will need to undertake a risk assessment and workstation assessment, prior to a home working arrangement commencing. This is available online: Display Screen Equipment e-learning workplace assessment (Cardinus DSE). The Line manager needs to forward staff name, email address, assignment number and department to cwp.safetyofficer@nhs.net. An email containing a unique link will then be sent to the member of staff.

5.7.6 If the assessment identifies concerns, then these need to be discussed with the line manager to identify how this will be resourced and timescales for any changes. It may be that concerns are too considerable to enable the home working application to proceed and therefore it may be rejected.

5.8 Communication

5.8.1 In all hybrid working arrangements, employees must remain in contact with the main office by appropriate means, e.g. Telephone and/ or email as agreed with the line manager. Protocols and clear guidelines must be established for:

5.8.1.1 What information will be shared between employees, who is responsible for sending the communication, and how it will be shared, e.g. Email, supervision, team meetings or telephone

5.8.1.2 Response times to others' emails or phone calls

5.8.1.3 Those working from home will be contactable as if they are in the office and therefore should respond to email/ telephone messages and receive re-directed calls from the main office

5.8.1.4 If they have one, home workers will ensure their work mobile telephone number is published on the Trust's contact directory and is on their email signature which must be used.

5.8.1.5 The type of information that can be shared via telephone, email or meeting

5.8.1.6 The decisions that employees can make on their own away from the main office base and those that need to be referred to the manager/ team

5.8.1.7 The structure of team meetings/ individual supervision sessions

5.8.1.8 The action(s) an employee should take if he/ she feels isolated or unable to cope with the workload or work planning

5.8.1.9 The advice/ support available from individual team/ section members; and what the office-based team members will tell service users/ customers about the whereabouts/ availability of those working from home and other locations to avoid them appearing remote/ difficult to access or being contacted at inappropriate times. This should include:

- Colleagues of staff who are home working must not cover their work, as there should be no impact on the ability of a home worker to undertake the full remit of their role. If being a homeworker would impact on being able to undertake all aspects of their role, then that should indicate that home working is potentially not appropriate.
- Colleagues at a Trust site who pick up a call for a home worker should not imply that the home worker is not accessible. They should provide the work contact telephone number and email address for the home worker. Working from home should not be a barrier to accessibility. It is not relevant for callers to know that someone is working from home.
- Colleagues should not give out the home address or personal contact details of the home worker, only their work mobile phone number and work email address.

It is important to recognise that arrangements for communication systems such as team meetings with co-workers, regular one to ones and some attendance at a Trust site can minimise issues of isolation for home workers and mobile workers. It is important to consider though, for both the employee and manager feelings of isolations, the likely reduced level of supervision, ability of the employee to be self-disciplined and motivated and able to separate work from home life.

5.8.2 Permanent home workers must be prepared to attend Trust offices as requested by their line manager to attend regular supervision/ team meetings, appraisals and/ or training sessions when requested.

5.8.3 Designated home workers means that the individual has a different work base, which happens to be their home. It should not negatively impact on their ability to fully complete their duties, to liaise with colleagues and or patients, or to be available during working hours.

5.8.4 Electronic diaries (e.g. MS Outlook or @nhs.net) must be kept up to date just as with all other staff, so that colleagues can easily see when the home workers are available, at meetings etc. And their working hours.

5.8.5 Contact detail must appear at the bottom of all email communication including a phone number and working hours. Permanent home workers MUST NOT put their base address [their home] on their email footers and must adhere to the corporate style. Permanent home workers are required to put on their email out of office notification when they are on annual leave or absent for any other authorised reason.

5.8.6 Staff video conferencing from home must use the corporate background in order to maintain the Trust's corporate image.

5.9 Specific Rules in relation to Homeworking
The following rules apply to permanent home workers.

5.9.1 Mortgage/ Tenancy/ Household Insurance
Employees must check the requirements of their mortgage, tenancy agreement, household and contents insurance, in relation to home working, to ensure that homeworking does not invalidate any of these agreements. The Trust takes no responsibility for this.

5.9.2 Planning Permission/ Business Rates
Employees must check if they need planning permission to work at home or if they will have to pay business rates for working at home. The key test for planning permission is whether the employee's home is still mainly a home. If in doubt employees should check with their local council. For advice on Business rates employees should contact the Valuation office Agency, part of HMRC. The Trust takes no responsibility for this.

5.9.3 Access to Employee's Home
Employees must allow reasonable access to their home, (during working hours and normally by appointment), by their manager or other authorised person, as requested, e.g. For the purpose of installing and checking any equipment and carrying out a risk assessment of the dedicated workspace.

5.9.4 Use of the Employee's Home for Meetings
The employee's home should not be used for meetings, e.g. With the line manager or colleagues unless mutually agreed. The employee's home should never be used for meetings/ appointments with patients. However, there may be occasions when the home may need to be visited by Trust officers, e.g. For the installation of equipment or to undertake a risk assessment of the workstation. On these occasions the homeworker should be given appropriate notice of an appointment date and time, which should be during working hours. Wherever possible mutually convenient dates/ times should be agreed.

5.9.5 Use of the Employee's Home Address and Telephone Number
To protect the privacy and security of the homeworker, they are not expected to give out their home address or personal phone number. However, the Trust will use their home address to send all relevant postal communication such as letters etc.

5.10 Reimbursement of Expenses

5.10.1 The Trust will not contribute towards the ongoing costs of working from home, e.g. Heating, lighting as the Trust considers that the reduction in commuting time/ expense offsets this. Employees working from home may be entitled to claim tax relief for this, even if you they only needed to work from home for a single day in each tax year. The Trust is not responsible for these personal tax arrangements, but there is a quick and simple process to claim this tax relief and further details can be found on the HM Revenue and Customs (HMRC) website.

5.10.2 Employees working from home must only use their Trust mobile telephone for business calls and therefore there is no requirement for the Trust to reimburse any business telephone calls from a home landline or private mobile.

5.10.3 In the event that a potential home worker lives in an area with poor mobile signal and/ or internet connectivity, this may be a factor which means they cannot work from home. Under certain circumstances, evidence of appropriate level of connectivity speed maybe required.

5.10.4 Employees working from home, either as a permanent base or within a hybrid working pattern, should ensure they complete the Display Screen Equipment e-learning workplace assessment (Cardinus DSE) for their home workspace, as well as for any Trust-based workplace they use. Where a need is identified via a formal Cardinus DSE or Government Access to Work assessment, employees can request suitable office furniture/ equipment through their line manager and the Trust Procurement Team. For clarity, the processes for employees with a disability to access adjustments to furniture/ equipment via Access to Work (see link above) remain unchanged.

6. Arrangements for hybrid workers

6.1 Remote working clarification
A high proportion of our employees have always visited patients at home and therefore have been "remote working" to varying degrees in the past. However, when services are considering implementing remote working or changing its arrangements then local guidance needs to identify how it will work in practice and what needs to be in place for that service. If alongside the use of remote working an employee's base of work is proposed to change then please contact your HR Advisor for further advice.

6.2 Attendance at Trust Premises
Those employees designated as remote or hybrid workers continue to have access to flexible desk space within Trust premises. This will be agreed locally as to the nature of this but is likely to consist of access to hot desking arrangements. Remote working solutions are in place to support employees carrying out their role but should not prevent staff accessing Trust bases to work. Provision of hot desking arrangements/ booking systems is to be considered in future Infrastructure planning.

Remote workers will continue to access specific meetings, supervision, training and contact with colleagues in the same way. The Trust is keen to ensure that staff utilise hot desk arrangements to enable peer support, which is highly valued by employees, to continue.

All staff will continue to have a designated workplace base as per their contract of employment, which is the base for travel claim purposes.

6.3 Dedicated Workspace
Any remote or hybrid worker will have locally agreed provision of desk facilities at Trust sites to enable them to work at a Trust base when appropriate. As hot desking arrangements can be used by a variety of staff, adopting clear desk principles will help to ensure staff feel able to work from any desk. This means that after using a desk this should be left with just the standard items e.g. Computer equipment, telephone, miscellaneous stationary. No personalised items should remain at the desk.

6.4 IT Equipment
The Trust will provide all necessary technology to support mobile working. This will typically include a laptop with telephony service and/ or a mobile phone. Line managers can make technology requests by emailing cwp.ictservicedesk@nhs.net

Personal equipment should not be used for business purposes. All data must be stored on the Trust's relevant ICT network and infrastructure.

6.5   Data Protection and Security
Employees must ensure that they only hold the minimum level of confidential information whilst remote working. The employee is responsible for the information they hold whilst remote working and when transporting it between bases/ patient's homes. The rules relating to data protection and information governance apply to both hard copy and information held electronically. Employees must also ensure that information they were working with, whether electronic or hard copy, is not viewed by others when in a public place.
Paper diaries must not be used to store patient data for mobile working purposes (i.e. When visiting a number of patients in a working day).

Employees must use the appropriate encrypted IT equipment provided to them by the Trust to ensure there is no breach of IT security.

Under no circumstances should personal email be used for business purposes

6.6   Insurance
The Trust's insurance covers employees remote working as it would were they office based, providing they are working within the scope of their service specification and job description.

Trust equipment held at an employee's home for the purposes of carrying out work duties is insured by the Trust, (with the exception of theft from unattended vehicles), provided that it has been recorded on Trust inventories and the manager keeps accurate records of equipment being used away from Trust premises.

6.7   Health and Safety
The online DSE training and assessment should be completed at local induction or when there have been significant changes within the preceding 12 months e.g. New work base, new equipment such as laptop or tablet, physical or physiological changes. The Line manager needs to forward the staff name, email address, assignment number and department to cwp.safetyofficer@nhs.net. An email containing a unique link will then be sent to the member of staff

Staff can also access the Trust's intranet for signposts on DSE advice, self-help and also when a DSE assessment is required.

Employees should avoid prolonged work in unsuitable environments. Remote or hybrid working is about providing flexibility on workstations at a range of sites and patient's homes, it should not replace employees being able to access appropriate workstations to complete their tasks. Please see DSE Policy for further guidance.

It is expected that most information transported by staff whilst mobile working will be electronic, however whether electronic or hard copy employees should ensure they have appropriate arrangements to transport equipment, for example laptop bag, trolley. Employees should consider this alongside all their manual handling requirements.

Employees may also require specific workstation layouts or access to a specific chair. The employee and manager should assess this in conjunction with Occupational Health, and then put in place reasonable arrangements to meet the employee's needs.

Please refer to the Trust policy on safe use and management of non-trust mobile and electronic devices within CWP premises for staff and service user, Information Communication Technology (ICT) Acceptable Usage Policy and Mobile Devices policy.

6.8 Communication

Services/ teams should develop their own guidelines on how they will manage remote or hybrid working both individually and in teams. This is likely to include maintaining electronic diaries, lone working systems and arrangements to minimise isolation of staff.

7. Working practices

In addition to agreed communication methods, all those working from home or remote working will be given clear guidance/ instruction by their line managers on administrative procedures, covered by existing Trust policies:

- Office supplies/ stationery etc.
- booking leave
- reporting sickness and accidents/ injuries at home
- recording working time; and
- claiming travel and agreed expenses.

8. Training and development

Employees who work from home and other locations will be provided with the same training and development opportunities as office-based colleagues.

9. Trust policies and procedures

All those working from home, whether on a permanent or ad hoc basis, or remote working are expected to comply with all Trust policies and procedures.

10. Monitoring

The line manager will monitor home, hybrid or remote working arrangement and ensure that 1:1s with the employee regularly include discussions on workload, lone working, any feelings of isolation from the team/ Trust, health and safety, and appropriate workspace. The outcome of the monitoring should be clearly documented and saved to the staff ESR and covered as a standing item in staff supervision. (Appendix 3 provides a template for these discussions)
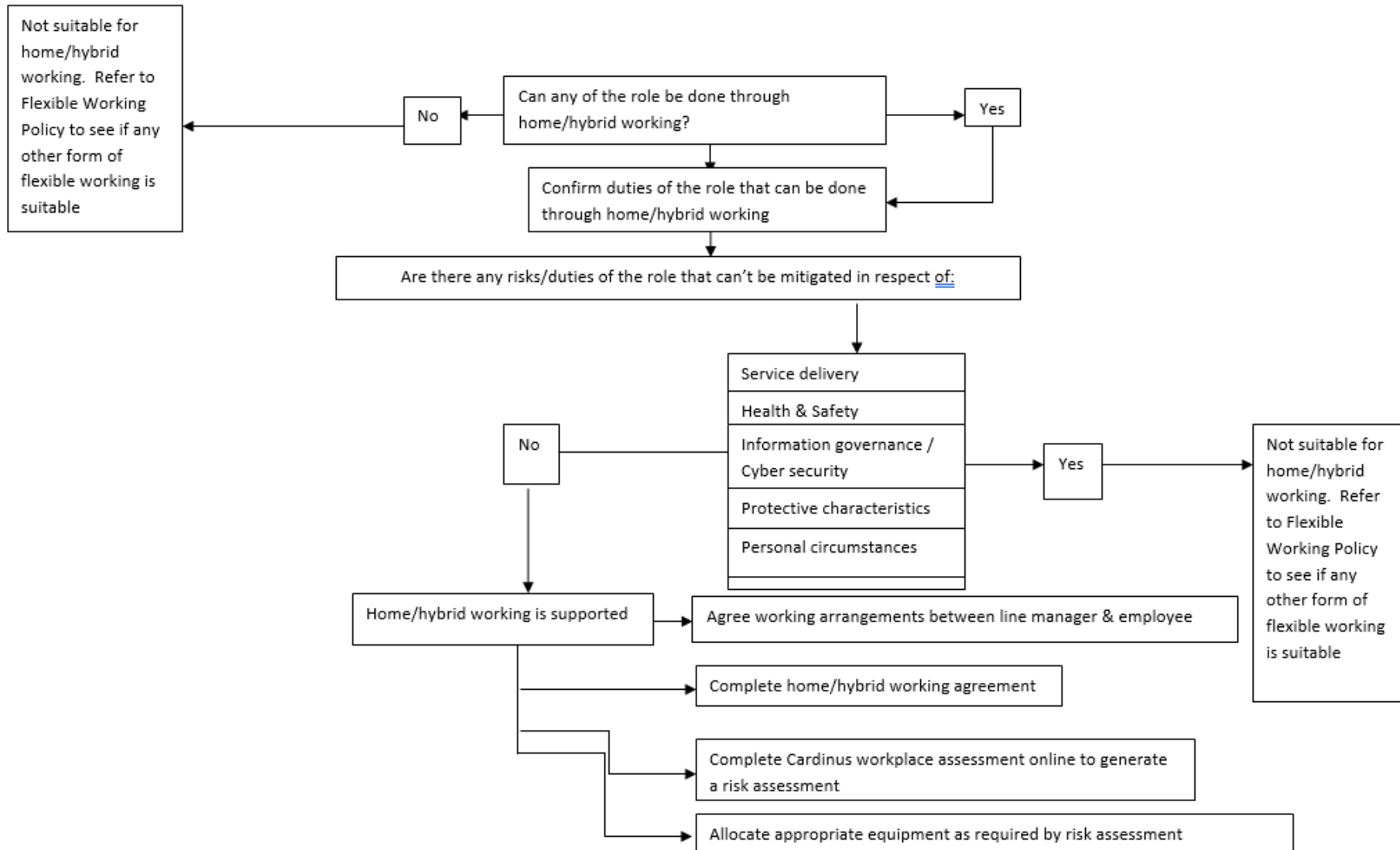
11. Staff side consultation

All relevant staff side groups and unions have been fully consulted and have ratified this policy prior to final sign off and validation.

12. Equality and diversity statement

Cheshire and Wirral Partnership NHS Trust will ensure that this policy is applied in a fair and reasonable manner that does not discriminate on such grounds as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation.

Home, hybrid and remote working can be considered as a positive action to support workers with disabilities who may find attending the Trust sites difficult but who can fully complete their duties in their home setting. Employees and Managers considering home working as a reasonable adjustment should take Occupational Health advice.

Appendix 1 - Flowchart for Assessing Suitability for Home/ Hybrid Working

Not suitable for home/hybrid working. Refer to Flexible Working Policy to see if any other form of flexible working is suitable

← **No**

Can any of the role be done through home/hybrid working? → **Yes**

Confirm duties of the role that can be done through home/hybrid working

Are there any risks/duties of the role that can't be mitigated in respect of:

| Service delivery |
| Health & Safety |
| Information governance / Cyber security |
| Protective characteristics |
| Personal circumstances |

No ←

Yes → Not suitable for home/hybrid working. Refer to Flexible Working Policy to see if any other form of flexible working is suitable

Home/hybrid working is supported → Agree working arrangements between line manager & employee

Complete home/hybrid working agreement

Complete Cardinus workplace assessment online to generate a risk assessment

Allocate appropriate equipment as required by risk assessment

Appendix 2 - Home/ Hybrid Working Agreement Form

(note this form must not be completed if agreement to work from home or hybrid working has not been approved)

Employee Name:	
Job Title:	
Band:	
Employee number:	
Team/ Service:	
Care Group:	
Designated Base:	
Line Manager Name:	

The above named employee and line manager have considered all issues relevant to home/ hybrid working as detailed within the Home/ Hybrid Working Policy and set their agreement out below. A copy of this form will be retained on the employee's electronic personal file held in HR.

Agreed work style for job role: **Select option**	Permanent home working		☐	
	Remote working		☐	
	Hybrid working		☐	
Change to designated base: (seek advice from HR before changing base)	YES ☐ NO ☐	State Change:		
Change to Contracted Hours of Work: (seek advice from HR before changing hours)	YES ☐ NO ☐	State what changes are:		
Core service hours:		Will the employee be expected to work specific hours of the day/ evening?	YES ☐ NO ☐	
What are the agreed working hours/ pattern:		Will it be acceptable for their Line Manager to contact them outside of these hours?	YES ☐ NO ☐	
Agile equipment issued: List all	Laptop ☐ Laptop stand ☐ Mobile phone/ smartphone ☐ Desktop Computer ☐ Monitor ☐ Keyboard ☐ Mouse ☐ Camera ☐		Smartcard reader ☐ Headphones ☐ VPN license ☐ Equipment bag ☐ Desk ☐ Chair ☐ Foot rest ☐ ☐	
	Other – please list:			

	Comments	Agreed
Has the employee read and understood the Agile Working Guidance and completed all required risk assessments? Discuss the implications of the agile working arrangement and can any issues identified in the risk assessments be resolved?		YES ☐ NO ☐
Is the employee compliant with mandatory Information Governance [IG] training requirements? If not, agree completion date to ensure compliance	Date:	YES ☐ NO ☐
Does the employee know how to use all allocated technology? If not ensure employee knows how to access the "how to" guides provided by Informatics and ensure they understand it		YES ☐ NO ☐
Does the employee have a health condition which requires additional specialist equipment? Examples may include: Muscular skeletal issues and a need for a workstation and chair.		YES ☐ NO ☐
If so, is this equipment restricted to certain bases where they can work from? Include restriction details e.g. sites where equipment is available for them to work from.		YES ☐ NO ☐
How will communication between line manager and employee be maintained to ensure delivery of agreed outcome?		YES ☐ NO ☐
What mechanisms are in place for informal support from the wider team?		YES ☐ NO ☐
How will the employee's safety and wellbeing be monitored if agile working? Please refer to Staff Wellbeing Guide for appropriate options		YES ☐ NO ☐
Has the employee informed their home insurer if working at home and vehicle insurance if they are undertaking travel for work purposes? Most home insurers and car insurers do not make an additional charge; however, they do normally want to be informed.		YES ☐ NO ☐

All home/ hybrid working arrangements are subject to regular review. Where performance issues or other concerns arise, the line manager reserves the right to terminate the arrangements and/ or take formal action in line with Trust policies.

Agreed duration:	
Home/ hybrid Working Agreement review date:	
Checklist for Managers to Monitor Workload and Wellbeing of Staff Working from Home completion and review date:	
Signed: [Employee]	
Date:	
Signed: [Line Manager]	
Date:	

When completed, please provide a copy to the employee, retain a copy on the employee file and send a copy to the following email; cwp.hradmin@nhs.net

Appendix 3 - Feedback checklist for home and hybrid workers

The checklist below should be used by the employee to keep a regular check on whether the arrangements remain successful, and if concerns are identified, that management action or a review of the arrangement takes place.

Name of worker:		Address, location, phone number:	
Line manager:		Date:	
Feedback from worker	**Yes/ No**	**Management action required?**	**Complete?**
Have you read and understood your organisation's policy and safe working procedures relating to home, remote and hybrid working?			
Are you happy with the arrangements for communicating with your manager or other team members? - face to face? - by telephone? - by email or post?			
Do you have good access to organisational information (e.g. by email, intranet, newsletter)?			
Have you been trained or instructed on the health and safety risks associated with home, hybrid or remote working?			
Has a risk assessment been done for your workstation, work environment and activities?			
Have you been given guidance on: - health and safety when working at home? - safe set-up and use of your workstation (including laptops)? - how to use appropriate software? - troubleshooting and maintenance of equipment? - safe lifting and handling of work equipment? - working alone? - safe driving?			
Do you take regular breaks from computer work?			
When travelling alone, do you regularly contact the office or a 'buddy' to let them know you are safe?			
Do you regularly inspect the safety of your workstation and equipment and provide feedback to your manager?			
Do you have any concerns about managing your working hours, workload or work–life balance?			
Do you know how to report work-related accidents or ill health?			
Do you know how to report health and safety concerns?			
Please detail any health and safety concerns you would like to raise now.			

Managers Signature _____   Date_____

Employee's Signature _____   *Date_____*

Appendix 4 - Audit checklist for home or hybrid workers
Managers should use this tool to manage workers within the team.

Location of audit:		Auditor:	
		Date of audit:	
		Date of next review:	

General issues	Yes/ No	Management action required?	Complete?
Are there adequate recruitment and selection criteria for appointing people suited to home or hybrid working?			
Are there up-to-date records of home or hybrid workers (e.g. who they are, where and when they work, what they do)?			
Are records of risk assessments, monitoring and feedback for home or hybrid workers maintained?			
Do line managers understand their responsibilities for the health and safety of home or hybrid workers under their control, and are they competent to undertake them?			
Are there suitable arrangements for communicating with and consulting home or hybrid workers?			
Are there suitable arrangements for providing home, remote or hybrid workers with information, instruction and training?			
Are supervision arrangements adequate?			
Are there written standards for the health and safety of home or hybrid workers covering the associated risks?			
Do arrangements for procuring work equipment take account of the needs of home or hybrid workers?			
Are there suitable arrangements for maintaining home or hybrid workers work equipment in a safe condition?			
Are arrangements for local risk assessment adequate?			
Are arrangements in place for monitoring the health and safety of home or hybrid workers?			
Are policies and procedures on agile working reviewed regularly, taking account of: - outcomes of monitoring? - feedback from home or hybrid workers changes in law and best practice?			
Are there adequate arrangements for patient data? Is it being held in line with Trust's policies?			

Managers Signature _____   Date_____

Employee's Signature _____   Date_____