Line Manager Working Guide on Supporting Hybrid Working

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1.   Introduction

1.1   EEAST 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.

1.2   This guide is a live working document and will be amended as modifications arise. It provides advice for line managers on supporting and enabling hybrid working.

1.3   Working in a hybrid way, where team members may be working from different locations or even at different times, will require planning and organising if it is to be successful.

1.4   There are few precedents to follow, and it is likely that some experimentation will be required to determine just what will work in a particular context. Exactly how to implement hybrid working will vary from team to another team, these new ways of working should be tailored to the unique needs of the organisation, individual, team and department. It could also be a reasonable adjustment.

1.5   The role of the line manager will be key to establishing these new ways of working and ensuring that they work in practice. In particular managers will be responsible for effective communication and team working within newly hybrid teams.

1.6   This guidance provides managers with some key processes and policies for enabling effective hybrid working.

1.7   The Organisational ambition would be to develop the following the key steps towards introducing hybrid working should include:

- Agree an overall EEAST strategic position.
- Recognise that IM&T funding would be an issue.
- Defining hybrid working in relation the role requirements.
- Engage with managers and staff throughout the Trust, providing an opportunity to ask questions and raise concerns, as well as the provision of training and development to support successful hybrid working.
- Develop a communication plan to share plans for future hybrid working with

- all employees, including information on how to request hybrid working. Staff would need to complete Flexible working application for this link HR forms
- Planning and respond to the Trust implications of hybrid working on matters such as IT, staff wellbeing, inclusion and facilities.
- Supporting effective team building and cohesion in hybrid teams.

Agree a review period of the Hybrid working arrangement, if it needs to be less than 6 months, due to service provisions

2. Background

2.1 As part of our current COVID-19 working arrangements a number of employees have been working from home or hybrid working on a temporary basis to support the government's strategy to delay the spread of the COVID-19 virus.

2.2 Considerations should now be given to hybrid working on a longer-term basis. EEAST recognises that hybrid arrangements will not be suitable for every department, directorate, role, or employee.

2.3 The current temporary arrangements for working from home or hybrid working may continue in a short to medium term, with timescales and any changes being clearly communicated to employees.

2.4 This continues to 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 approach reduces 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.

3. Scope

3.1 This guidance is for all managers but would generally apply to support service, office based and non- operational staff. Where the Trust

is not the employer of the individual an approach will be agreed with the employer. Secondees to the Trust will also be subject to this guidance.

3.2   This guide will be available in the Document library on the Trust's Intranet. However, if you require this procedure in any other format, please seek guidance from the Workforce Directorate, your line management or trade union representative.

4.   Hybrid Working

4.1   Hybrid working, is sometimes referred to as "blended working", and is a form of flexible working that allows employees to split their time between attending the workplace and working remotely, typically from home.

4.2   Hybrid working occurs when an employee wishes, with the approval of their manager, and agreed by the Trust, to work at home for part of their working time, even though their contract of employment requires them to be based on work premises.

4.3   Hybrid working does not involve changing employee contracts to become 'home-workers' defined as:

'Employees are referred to as 'homeworkers' where they are required in their contract of employment to have their office based in their home, even though they may be other than at home for part of their working time.'

4.4   Hybrid working arrangements can be driven either by requests from individual employees, service needs, or both.

4.5   Hybrid working should be encouraged and supported wherever possible but will not be possible in all circumstances, particularly for operational front-line employees. The flow chart at Appendix F will support managers when considering the suitability of hybrid working.

4.6   There are a number of reasons why hybrid working is desirable, including potentially:

- providing greater flexibility for employees and the Trust

- increasing scope to meet our commitment to equal opportunities.
- reducing energy consumption, pollution and cost of unnecessary travel
- broadening the traditional recruitment market and gaining access to alternative labour markets
- attracting and retaining staff
- providing a working environment which enables work to be carried out effectively and efficiently.
- higher levels of employee job satisfaction and reduced absence rates.

5. Considering hybrid working – how will it work in your team?

5.1   All proposals for a hybrid working arrangement, whether service or employee driven, must satisfy the need to ensure that the workplace and home situation is appropriate and supports effective and Covid secure hybrid working.

5.2   In the short-term managers, to ensure we continue to comply with government guidelines, will need to fully consider the implications of the following factors:

- Determine if there are any roles that should be prioritised for return to Trust premises.
- Identify any employees who need to continue to work from home in the short term, for example, because they remain vulnerable, have ongoing health conditions or are undertaking caring responsibilities.
- Calculate safe office occupancy levels in order to maintain social distancing.
- Establish and communicate a plan for when employees will work from the office and when they will work from home.

5.3   Managers should consider the following while considering how hybrid working would work in their team:

- What worked well for our team whilst working remotely during the pandemic – what can we learn from this?

- What would hybrid working mean for our team? What would need to be in place for us to work effectively in a hybrid way?
- What are the potential risks or challenges for our team about working in a hybrid way? How can we overcome them?
- How often does our team need to be in the office and how often can we work remotely? What would be an appropriate balance to ensure that we meet the needs of our patients, colleagues and service delivery?
- If we work in a hybrid way, how can we ensure that we are inclusive, fair and work with in a healthy way?

5.4   Some important considerations for managers around the workplace include:

- Can you redesign the workplace to maintain social distancing?
- Can you repurpose meeting rooms or do you need to have face to face meetings?
- Can you reduce space pressure by reducing the number of employees required to work in an area (e.g. a proportion remains working from home).
- What are the locations at the workplaces where staff will find it difficult to avoid one another (e.g., stairs, break rooms toilets, meeting rooms, hot desks)?
- What can you do to reduce the chances of increased staff numbers in one area (e.g., spread out breaktimes)?
- Can you provide more hand washing or sterilisation facilities around the workplace?
- Have you noted the places where most people commonly touch (e.g., door handles, vehicle controls, kettles, microwaves, tables etc)?

5.5   After assessing the implications for hybrid working and if you believe that hybrid working is possible you are encouraged to engage your team in establishing the new ways of working. A move to hybrid working represents a fundamental change after what has already been a challenging period for many people. It is likely that people will experience this change in different ways. Some will be excited, others may be anxious

or concerned and you will need to show empathy, concern and consideration for all points of view.

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

6.   Step by Step Managers Checklist

6.1   Manager's priority actions to take to protect yourself and your staff:

- Complete a COVID secure risk assessment. Any issues or risks identified from the risk assessment, must be discussed between the line manager and member of staff and the next steps agreed. All staff that have been shielding or working from home should complete a risk assessment before returning to work. Return to Work Risk Assessment
- Clean more often. Increase how often you clean surfaces, especially those that are being touched a lot. Ask your staff and your visitors to use hand sanitiser and wash their hands frequently. Remember to add signage of desks, kitchen areas, doors etc.
- Remind staff and visitors to wear masks where required to do so by law. Remember to add signage of desks, kitchen areas, doors etc.
- Make sure everyone is social distancing. Make it easy for everyone to do so by putting up signs or introducing a one-way system that your staff and visitors can follow. Guidance can be found at: https://aace.org.uk/wp-content/uploads/2021/02/AACE-COVID-19-SAFE-WORKING-V5.0-F-DC.pdf
- Provide adequate ventilation. Where practicable keep windows open to allow for better ventilation.
- Take part in NHS test and Trace by keeping a record of all staff and contractors for 21 days.
- Turn staff with coronavirus symptoms away. If a staff member (or someone in their household) or a visitor has a persistent cough, a high temperature or has lost their sense of taste or smell, they should be

isolating. Employers must not require someone who is being required to self-isolate to come to work. Any employer asking an employee to break self-isolation to work is committing an offence.

- Consider the mental health and wellbeing aspects of COVID-19 for yourself and others. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19).

6.2   Five more things to be aware for staff who work in offices and similar indoor environments:

- Work from home if you can. Office workers who can work from home should do so, if mutually agreed with the line manager.
- Arrange workspaces to keep staff apart. Consider using barriers to separate staff and introduce back-to-back or side-by-side working.
- Reduce face-to-face meetings. Encourage calls or video conferences to avoid in-person meetings with external contacts, or colleagues outside someone's immediate team, wherever possible.
- Reduce crowding. Consider how many staff can be in each space while remaining socially distant and consider using booking systems for desks or rooms. Reduce the maximum occupancy for lifts.
- Communicate and train. Make sure all staff and visitors are kept up to date with the safety measures.
- The Trust is continually reviewing the guidance related to Coronavirus as the situation remains dynamic.

6.3   Managers must ensure they use the COVID-19 Management Toolkit to ensure staff are returning to the workplace or have been shielding by easing the transition and reassured that their safety and wellbeing are a priority. Return-To-Work Toolkit

Pass three tests:

 Is it essential?

 Is it sufficiently safe?

Is it mutually agreed?

7.   Safe Workplace Risk Assessments

7.1   While the complexity of risk assessments will differ from department to department, they typically involve the following steps:

- Identifying the hazards

When it comes to COVID-19, departments need to think critically about their exposures, particularly if an infected person entered their facilities. When identifying hazards, it's a good idea to perform a walkthrough of the premises and consider high-risk areas (e.g messrooms and other areas where staff may congregate). It's also important to consider what tasks employees are performing and whether or not they are especially exposed to COVID-19 risks when performing their duties.

- Deciding who may be harmed and how

Once you've identified hazards to your workplace, you need to determine who in your workforce are exposed to COVID-19 risks. When performing this evaluation, you will need to make note of high-risk individuals (e.g. staff members who meet with visitors or individuals with pre-existing medical conditions).

- Assessing risks

Once you have identified the risks facing your workplace, you must analyse them to determine their potential consequences. For each risk facing your workplace, you'll want to determine:

- How likely is this particular risk to occur?
- What are the ramifications should this risk occur?
- When analysing your risks, consider potential financial losses, compliance requirements, employee safety, business disruptions, reputational harm and other consequences.

- Controlling risks

With a sense of what the threats to your workplace are, you can then consider ways to address them. There are a variety of methods you can use to manage these risks, including:

- Risk avoidance: Risk avoidance is when you eliminate certain hazards, activities and exposures from your operations altogether.
- Risk control: Risk control involves preventive action.
- Risk transfer: Risk transfer is when you transfer the exposures to a third party.
- For COVID-19, control measures could include cleaning protocols, teleworking procedures and mandated personal protective equipment (PPE) usage.

- Monitoring the results

Risk management is an evolving, continuous process. Once you've implemented a risk management solution, you'll want to monitor its effectiveness and reassess. Remember, COVID-19 risks facing your workplace can change over time.

Following your risk assessment in the workplace complete the room poster (Appendix C). Display the poster at the entrance to the room or area.

- Make sure staff are given clear instructions. (ensure different methods of communication/formats for those with disabilities please)
- Ensure that there is regular monitoring and recording of safe working practices.
- Regular supervision and training provided to staff.
- Verbal communication is not enough.
- Signs and posters must clearly indicate requirements to staff.

7.2   Working Safely During COVID

- The working safely guidance is to assist Ambulance Trusts with operating safe working in non-clinical areas.
- The guidance is approved by AACE and must be implemented in all operational stations and all support services working areas.
- The government is clear that staff should not be forced into an unsafe workplace and the health and safety of staff and patients, and public health, should not be put at risk. Guidance can be found online at: https://aace.org.uk/wp-content/uploads/2021/02/AACE-COVID-19-SAFE-WORKING-V5.0-F-DC.pdf
- Managers are required to display within the room the Keeping your workplace safe poster (Appendix D) around the room.

7.3   AuditOnline

Weekly COVID secure audits and Daily Checks: Reviewing the documents

We currently have COVID Marshalls completing weekly audits of the working safely implementations on Trust premises.

Local managers will also need to complete daily checks of working safely practices. If you need an AuditOnline account, please contact Clinical Quality Systems to get one set for completing daily COVID checks.

The IPC Team will need to know where your premises is and what the

department or building name is.

8.   Communicating in hybrid working teams

8.1   Effective hybrid working is facilitated by strong communication. Communication needs to be more intentional and planned in a hybrid environment, as there might be fewer casual or ad hoc conversations. Exactly how a hybrid team needs to communicate will vary depending on its size and the types of roles being undertaken.

8.2   Communication in a hybrid team requires a different approach to communicating with an office based or fully remote team. However, the key principles of good communication remain. Employees need to have

the information that they need, in a timely way, to allow them to successfully undertake their work.

8.3   One of the most important factors in communicating with a hybrid team is ensuring that information reaches everyone, wherever and whenever they are working. Equal access to information and knowledge is key to preventing communication issues and feelings of

unfairness.

8.4   Good communication is a shared responsibility across the team; engage the team in a discussion about the best ways to communicate. Consider some of the following:

- Discussing and agreeing arrangements for meetings. How often does the team need to meet, and for what purpose? When should meetings be online, and when should they be face-to-face? What other ways are there to communicate other than meetings?
- Deciding upon key communication channels. There are many different ways to communicate – but too many can be overwhelming. It can be helpful to agree primary channels for particular purposes. For example, deciding on one platform for online meetings, and a platform for messaging. Check that everyone knows how to use them fully.
- Processes for sharing working arrangements and locations. Agree a mechanism for sharing who is working where and when. This could include using status updates, auto-signature messages or even a 'people on a page' plan sharing working days, locations and hours.When and how different forms of communication should take place. Is a meeting the right format for a status update, or should these be done via email? What communication should take place synchronously (at the same time) and what could be done asynchronously such as via an online update, so that people can access the information at their convenience?

Consider some of the following recommendations for effective hybrid team communication:

- Meetings should be held online by default. This will help to ensure that each attendee has a consistent experience of the meeting. When co-located employees have a face-to-face meeting, but colleagues attend remotely this can lead to 'presence disparity', where staff experience the meeting differently and communication can be disrupted.

- Teams should be encouraged and supported to establish their own principles for communication. This may include how often to meet physically, what technology to use for meetings and how to ensure that communication is inclusive of everyone. During the pandemic many employees have reported feeling fatigued by long online meetings. When teams are working in a hybrid way, communication can be enhanced by tools such as Microsoft Teams. This allows staff to have more schedule flexibility, as well as location flexibility, and reduces online meeting time.

- Build in regular social and human connection opportunities to support employee engagement and team building.

9. Working with hybrid working teams – how will you manage your team?

9.1   Hybrid working can support inclusion. Greater flexibility, in both where and when people work, can open up opportunities to people who cannot work a traditional 9-5 working day, including those who have disabilities or caring responsibilities.

9.2   However, if not managed properly it can lead to challenges too, including employees who are working remotely not being sufficiently included, recognised or having equal employee voice.

9.3   Managers are invited to consider the following matters and how it will work for your team:

- When some members of the team are working in the office and some are working remotely, meetings should always be held online. If some meeting attendees are in a meeting room environment with others joining online, this will result in a poorer experience for those not

present in the workplace, limiting their opportunity to meaningfully contribute or be heard.

- Ensure everyone has an equal voice, wherever or whenever they are working. Be aware that we can tend to default to people that we can see or are in close proximity to – don't forget about staff working from home.

- Address conflict quickly. It is possible that issues will arise in relation to hybrid work. This could be as a result of miscommunication or perhaps because, as a result of different roles, some employees can work remotely, and some cannot. If conflict does arise, address it early, effectively and in an impartial manner.

- Be open and consistent when determining who can work in a hybrid way. In our Trust there may be some roles that cannot work remotely at all. There may also be some roles that can have a great deal of location flexibility and some that can only have a small amount. When deciding who can or cannot work remotely, be clear about your decisions, act consistently and communicate these in an open way.

10.   Helpful tips for managing your hybrid working team.

10.1 Managing a hybrid team is quite different from managing a team that is either mostly office-based, or mostly remote. It will require a range of new skills and approaches. Some of these tips and techniques can help you to manage in a hybrid environment:

- Engage your team in establishing your new ways of working. Agreeing these together will help people feel included and that they have an active voice. This should include how to communicate as a team and key principles that everyone can work to.

- Ensure that you have regular 1-2-1 time with your team. This is good practice at any time, but when you may not be working in the same place or at the same time as your team, scheduling regular time to keep in touch becomes even more important. These meetings can be online

or face to face.

- Talk about wellbeing with hybrid workers. When people work from home, they may find it difficult to manage the boundaries between work and home, and some people have a tendency to work longer hours. Help people to meaningfully disconnect and manage their technology and work life balance. Act as a good role model with your own working practices.

- Be clear on objectives. When people work remotely their performance may be less observable. You will need to be clear with your team how you will assess their performance, and you will need to focus on desired results and outcomes as your main measure for performance. It is always good practice to have well written objectives and provide regular feedback – this is one more area that becomes increasingly important in a hybrid environment.

- Build in time for social connection. Although many employees do want to retain some element of working from home, most do want to return to their offices for some of the time too and have missed social connection with colleagues. This can include face-to-face meetings but also creating online social spaces for informal conversations and activities.

- If you are working in a hybrid way yourself, don't forget to be clear with your team about when you are in the office, or when you are working so that your team know how to get in touch with you - and always provide opportunities for employees to speak with you on a one to one basis.

11. Process for agreeing hybrid working – long term.

11.1 There is a difference between the flexible working applications that were made before COVID-19 and those that are to be made in the future.

11.2 Flexible working legislation sets out how employees can apply for flexible working, and how to consider requests on an individual basis.

11.3 Where employees make a formal request for hybrid working through the flexible working policy (and the request is accepted) this will amount to a formal change to terms and conditions of employment. However, Hybrid working (and indeed other forms of flexible working) can also be undertaken on an informal basis without a contractual change, if agreed by both parties

11.4 Employees are required to apply for hybrid working (flexible working) arrangement, via the flexible working policy. It will be subject to 6 monthly reviews. Both Line managers and employees may give 1 month notice to end the Hybrid working arrangements. A HR2 form should be completed to reflect any changes to working patterns and any changes following the 6-month review. HR forms.

11.5 Employment contracts should also state a contractual location. The contractual location must be work or office base. This does not necessarily change as a result of hybrid working, but employees who work permanently from home normally have their home address as their workplace.

11.6

- When this form is complete, the employee will submit to you as their line manager which you will acknowledged in writing.
- You 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.
- You should inform the employee of your decision in writing within 2 weeks of the date of the initial meeting.

11.7 In relation to long term hybrid working, the Heads of Departments with support from the Workforce Directorate should:

- Set out who (or which role types) is eligible for hybrid working.
- Explain how to request hybrid working.
- Clarify roles and responsibilities for hybrid workers and managers.
- Understand how hybrid working interacts with other forms of flexible working.

- Make the right to request hybrid working or flexible working a right from day-one of employment.

11.8 Where necessary managers are required take into consideration and put in place appropriate reasonable adjustments for staff who may have a disability, following advice following occupational health referrals.

12.   Manager Training and Development

12.1 Hybrid working will make new demands of line managers. Although managers may have developed new skills in terms of managing a remote workforce, hybrid working brings unique challenges that are different from both predominantly remote and predominantly office-based working.

12.2 We will offer learning and development to ensure effective people management.

- Managing requests for hybrid (or increased flexible) working at an individual and team level, including initial implementation of new ways of working.
- Developing the skills to ensure effective communication, performance management, team and relationship building and collaboration in hybrid teams.

12.3 Please contact the Leadership team for more training support while remote working.

13.   Health and Safety

13.1 Under the Health and safety at Work Act 1974, employees are reminded that while Hybrid Working, they are to ensure they are working in a safe environment. To take reasonable care of their own and others safety. Not to interfere or misuse anything that has been provided for your health and safety, such as safety equipment. Cooperate with your manger by undergoing training, wearing protective clothing and by

following health and safety rules and policies and report any illness or injury that will affect your ability to work.

13.2 A 'DSE Self-Assessment' form is available and should be completed by the employee when hybrid working has been agreed. The HSE Display Screen Equipment workstation checklist (ck1.pdf (hse.gov.uk) and HSE workstation set up video (https://youtu.be/Af7q5j14muc) will help you when setting up your home work station.

13.3 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.

13.4 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.

14.   Information Governance and Data Protection

14.1   All EEAST policies concerning Information Governance and Data Protection will apply equally to hybrid workers.

All Policies can be found on the Document Library

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.

15.   Information Technology

15.1   Technology plays a critical role in hybrid working. Employees need to be able to work seamlessly between Trust premises and home, and there needs to be ease of connectivity between staff in the office and

those working remotely. As a result of the pandemic many employees have had to get up to speed with new technologies such as online meetings and communication tools. Not everyone is fully competent with the technologies that will enable hybrid working. Further training may be necessary.

15.2 When ordering equipment

The Trust position is that no IM&T equipment will be provided at Trust cost for hybrid working at home. Any additional, screens, docking stations, keyboards, mice, printers or internet connection will not be provided. A Trust laptop will be provided only if the user would normally be issued with a laptop. Some Trust users normally use a desktop PC which is generally a shared device.

15.3 Where it is necessary to order equipment, here are the guides to follow:

- Two types of Screens: Desktop (£45) or freestanding (£175 upwards)
- At least 10 workings lead in time due to ordering and logistics.
- Ordered through MiCAD in (Appendix B) and need to know location of office when ordered.
- Please only order standard sizes and think flexibly.
- Desk screen 650mm x 650 mm
- Freestanding 1800mm high x 800, 1000, 1200, 1800

15.4 The Trust may wish to consider the following:

- Supporting employees in fully using available technology, as well as using them in a way that supports health and wellbeing.

- Reviewing systems and equipment available in offices and provided by individuals in order to assess whether it will appropriately support hybrid forms of working.

- Providing a mix of recommended tools (with implementation support) to enable hybrid meetings and collaboration.

- Putting in place appropriate security measures to ensure system and data integrity.

- Instructions for using IT systems in your workplace are outlined in (Appendix A)

When hybrid working staff are advised to dock their laptop on to the hot desks please make sure they know they are required to wipe the work areas before and after use and provide the means to do this.

Staff that are returning from shielding will need to return equipment to IT.

Please let your team know the process for accessing their new identification card, so they are ready when they return to work.

Staff returning to the workplace need to ensure they are in receipt of a new identification card that will facilitate access to your designate building.

Staff who have not received a new card will need to contact the below email address to request a card eastateaccess@eastamb.nhs.uk

PLEASE NOTE: All cards will be posted 1st class to a designated home address or preferred Ambulance Station.

All cards will not be activated, and it will be the responsibility of the individual to contact eastateaccess@eastamb.nhs.uk to activate their card.

16.   Health and Wellbeing

16.1   The employee wellbeing implications of COVID-19 will require focus for some time. This may include supporting employees experiencing poor mental health, addressing specific concerns and anxieties about the return to the workplace and the impact of Long COVID.

16.2   A joint report by the Royal Society of Arts (RSA) and Vitality – Healthy hybrid: a blueprint for business – has warned of the crippling physical and mental health impacts caused by lockdown-enforced home working. The report cited previous research from Nuffield Health, which found that seven in 10 remote workers said they were experiencing more aches and pains in their back, neck, shoulders, legs and joints; more eye strain; and more headaches. This was despite employees valuing the opportunity to incorporate physical activity working from home. The Vitality study found that while more than two in five (44 per cent) remote workers found it easier to manage their mental health and wellbeing as a result of remote working, half (50 per cent) of employees were now anxious about a return to the office.

16.3   The report recommended organisations consider the health and wellbeing needs of employees in their company risk registers and prioritise them at board level. It also recommended firms schedule 30 minutes a day for exercise to protect musculoskeletal health, alongside mandatory breaks and 'right to disconnect' policies to protect hybrid workers from burnout and physical health issues.

16.4   In the longer term, hybrid working may support improved wellbeing through reducing commuting time, providing employees with more autonomy around their schedules and extra time for health and wellbeing activities. Hybrid working may however bring with it specific challenges around isolation, work-life balance, and managing the boundaries between work and home.

16.5   Managers are asked to consider the following:

- Experts have identified that those in forced isolation or those who have adapted their lives to staying at home, may suffer from increased levels of anxiety and possible panic attacks. Therefore, every individual working at home should have contact with, as a minimum one other member of staff.

- Ensure that your employee has a suitable workplace in the home environment e.g. that a Display Screen Equipment check has been carried out on their physical environment. The HSE Display Screen Equipment workstation checklist (ck1.pdf (hse.gov.uk) and HSE workstation set up video (https://youtu.be/Af7q5j14muc) will help you when setting up your home work station.

- Providing training and support to employees on managing work-life balance whilst working in a hybrid way / working from home.

- Signposting staff to sources of help for wellbeing and mental health, including healthy habits in relation to technology use, helping employees to mindfully disconnect.

- Managers should also signpost staff to the support available from the Employee Assistance Programme (EAP) which allows our people, or their immediate family, to contact the EAP to discuss all types of personal issues (financial, parenting, caring and so on), on a confidential basis). The EAP can be contacted on; 0808 196 2374.

- Understand the potential wellbeing implications of hybrid working and equipping you to have appropriate wellbeing conversations.

- Be aware of potential signs and symptoms of poor wellbeing or mental health, as these may be weaker whilst employees are

working in a remote or hybrid way.

17. Legal implications of Hybrid Working.

17.1 Where employees make a formal request for hybrid working through the flexible working policy (and the request is accepted) this will amount to a formal change to terms and conditions of employment. However, Hybrid working (and indeed other forms of flexible working) can also be undertaken on an informal basis without a contractual change, if agreed by both parties.

17.2 Employment contracts should also state a contractual location. This does not necessarily change as a result of hybrid working, but employees who work permanently from home normally have their home address as their workplace.

18. Related Policies and Procedures and Further Reading

18.1

- Flexible Working Policy
- Lone Worker Policy
- Please find the Trust's Action Cards here: COVID-19 Action Cards
- Understanding and Resolving Conflict Manager Passport Training available via Evolve (From May 2021)
- Health & Wellbeing Services: wellbeing@eastamb.nhs.uk
- Employee Assistance Programme (EAP): free and confidential helpline on any subject; 0808 196 2374
- Crisis Line; 24 hour telephone support helpline; 0808 196 2370
- COVID-19 information: https://ntk.eastamb.nhs.uk/news/covid-19-homepage.htm
- Code of Conduct in MS team meetings: Guide to team meetings using MS Teams (eastamb.nhs.uk)
- Hybrid Working Hub | Hays

Appendix A

Staff Instructions – Using IT Systems

This document is intended to provide clear and concise, user friendly, direction for using IT systems. These instructions are drawn from the various IM&T policies published in the document library on East24 which should be referred to for further detail:

DO

Report anything you perceive to be a security breach to the IT department.

Keep all IT equipment safe from loss or theft.

Log laptops onto the Trust network AT LEAST once a month.

Shutdown or restart all computers at the end of the working day (Note: does not apply to remote users).

Check with recipients of sensitive emails that their email system is sufficiently secure.

Think carefully about the content of emails, nothing defamatory or offensive !

Store all data in network drives, or Trust provided encrypted USB memory sticks.

Regularly undertake housekeeping of emails and files.

DO NOT

Divulge your logon details to anyone, for any reason.

Allow non-Trust people to use your IT equipment under any circumstances

Leave IT equipment in plain sight when unattended, in particular near open windows, etc.

Attempt to install or alter any software or hardware on Trust equipment.

Attempt to use any non-Trust owned equipment on Trust systems with seeking permission from IT.

Pass data on to any 3rd party that is not approved, and only then by approved methods.

Store any sensitive data on non-Trust owned equipment.

Use email for urgent communications.

Attempt to access, or download, inappropriate content on the internet.

Use Trust communications equipment for personal use (emergencies excepted).

This list is not exhaustive, please ensure you have read and understood the policies listed on East24. If you are unsure about any aspect of the use of IT systems please contact the IT Service Desk at itservicedesk@eastamb.nhs.uk or call 0345 601 2509.

Appendix B

ESTATES MiCAD PORTAL

It is everyone's responsibility to log maintenance issues and the Estates MiCAD portal ensures any issues are dealt with in a timely fashion and allocated to the correct contractor.

In the current climate, Estates acknowledge that colleagues are all busy and sending an email to the Estates management team seeking an update may appear to the quickest option. In reality, an email will not get dealt with as quickly as logging a Works docket correctly, especially if the Estates colleague is on annual leave, away from the office or been stood down.

Estates co-ordinators regularly allocate the works from the portal to contractors and following recent upgrades to the system, each works request, is now sent directly to our approved list of contractors.

MiCAD Reporting – Who can Log a Call?

Any EEAST Colleague is permitted to raise a works docket via the MiCAD portal, guidance on activating a user account is embedded within the below document.

📄 PDF
Estates Micad - V2 4-2-2-21.pdf

Requesting Contractor Attendance?

The link below takes you to the front page of the Estates portal

[Defects (reporting faults with Estates)](#)

Once logged in, you will be asked to provide a short summary of the fault. Further guidance can be found below.

📄 PDF
MICAD Customer Portal - Quick Start (

- Region
- Site Location

- Location of the problem
- Room number
- Summary of the problem
- MiCAD is intuitive and will automatically default the user to the next box that needs to be completed.

A contact person/people with a telephone number must be included:

Duplicate Works Dockets

While duplicate work dockets are permitted, we would ask that this is to be limited. Our contractors are obligated with providing updates of the works and all EEAST colleagues can review this information via the MiCAD number allocated.

Job Priority

MiCAD defaults every work docket priority to three weeks, however the Estates team can override this if the issue is more urgent.

Out of Hours entries will be picked at 08:00 following day. Emergencies need to go via the Duty LOMs.

http://east24/Support-services/OpsSupport/Estates/defects.htm

Appendix C

Room Poster

NHS East of England Ambulance Service NHS Trust

Workplace Assessment for COVID-19 in Ambulance Services Non-Clinical Areas

Meeting/Office Room/Lift Assessment

ON the xx/xx/xxxx an assessment was undertaken on this facility [enter room identifier] with the following noted:

Assessed to enable the following amount of people to be present with social distancing maintained	Enter Number
The allocated toilet facilities are located at:	Agreed location
The allocated rest facilities are located at:	Agreed location
The exit from the building is identified as:	Note agreed exit
The following has been modified in the room for safety:	Enter any modifications such as screening
Other comments	

General points

- Regular handwashing should be undertaken.
- Enhanced cleaning of this facility occurs
- Desks or tables may have been moved to facilitate social distancing; please ensure they remain in place.
- Appropriate signage should be present (handwashing facilities, social distancing, and safety check point)
- Stationary must not be shared

Assessment approved by   Date:

Keeping your workplace safe.

Keeping your workplace safe

Wipe	Wipe	Wipe	Wear	Distance	Wash	Remind
Wipe tables/ desks prior to using them (use wipes).	Wipe keyboard, mouse, workstation and other equipment prior to first use and after use.	Wipe door handles regularly.	Wear a mask in corridor, cabs and all communal areas.	Keep your distance.	Wash your hands regularly.	Remind your colleagues of these safety rules.

Appendix E

Assessing a role for hybrid working

Last updated 4 May 2021

Consider the nature of the work undertaken by the employee

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

NO → Role not suitable for hybrid working. Consider whether other forms of flexible working may be suitable. More information is available on the flexible working page of the CIPD website.

YES → **Q: What percentage of the role can be undertaken away from the office/work location?**
- The majority of their work can be done away from the office/work location. — **YES**
- Some or up to half of their work can be done away from the office/work location. — **YES**
- The minority of their work can be done away from the office/work location. — **YES**
- The amount of work that can be done away from the office/work location will vary. — **YES**
- Percentage is unclear post pandemic.

Questions to consider when 'unsure' if a role can be done away from the office/work location (or the amount is not clear):
- What type of the role activity is most effective where?
- What is the balance of activity within the role (see grey note box, right)?
- How much of the work must be undertaken face to face with other people?
- Which work location best supports productivity and why?
- What are the employee's personal preferences about how they work?
- What percentage of the work is 'time flexible' – e.g. how much of it can be undertaken at any time and how much of it is 'location flexible' – it can be undertaken anywhere?
- How is the work currently structured, and can it be structured in a different way to support remote working?
- How much supervision or support does the role require?

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

Questions to consider when 'unsure' if a role can be done away from the office/work location (or the amount is not clear):
- What type of the role activity is most effective where?
- What is the balance of activity within the role (see grey note box below)
- How much of the work must be undertaken face to face with other people?
- Which work location best supports productivity and why?
- What are the employee's personal preferences about how they work?
- What percentage of the work is 'time flexible' – e.g. how much of it can be undertaken at any time and how much of it is 'location flexible' – it can be undertaken anywhere?
- How is the work currently structured, and can it be structured in a different way to support remote working?
- How much supervision or support does the role require?

Q: Do any other stakeholders need to be consulted?
- **NO**
- **YES** → Consult and decide whether hybrid working can be agreed.

Q: Does anything need to be put in place to ensure that a hybrid worker can be effective?
- **YES** → Review whether the organisation is able to provide appropriate technology or support — **NO**

Q: Are you intending to make hybrid working a change to terms and conditions of employment?
- **YES** → Issue confirmation of change of terms and conditions of employment.
- **NO** → Confirm informal/trial arrangements to employee.

Proceed to implementation of hybrid working arrangements and:
- Advise employees about their arrangements
- Ensure employees are provided with any relevant policies or procedures that they should comply with whilst undertaking working from home.
- Signpost relevant training to people managers on managing hybrid teams and employees. More information is available in the guide for line managers on supporting hybrid working.

Note
Jobs can be **time** flexible, **location** flexible, or a **mix** of both. Most jobs are typically comprised of several types of activity which influence the type of flexibility that can be undertaken. The balance of these activities can help you to consider whether a role can be hybrid and how much remote work can be undertaken:
- Activities that are undertaken with other people, at the same time and at the same place. Such roles may not permit hybrid working, or only a minority of time spent working remotely.
- Activities that are undertaken with other people at the same time, but this can be in person or remote. Such roles may be able to undertake some hybrid or remote working.
- Activities that are largely independent and can be undertaken anywhere or at any time. These roles may permit a significant amount of remote working.

Appendix F

Equality Impact Assessment

EIA Cover Sheet	
Name of process/policy	Line Manager Working Guide on Supporting Hybrid Working
Is the process new or existing? If existing, state policy reference number	New
Person responsible for process/policy	HR
Directorate and department/section	Workforce
Name of assessment lead or EIA assessment team members	Navrita Atwal, Amanda Marsh, Zoe Hutchison, Steve Colmer, Glenn Carrington, Sonya Bhania, Nicky Parry.
Has consultation taken place? Was consultation internal or external? (please state below):	HR Policy Sub-Group, Heads of Operation, HR Team, Unison

	Guidelines	
	Written policy involving staff and patients	X
	Strategy	
	Changes in practice	
	Department changes	
	Project plan	
	Action plan	
	Other (please state)	

Equality Analysis

What is the aim of the policy/procedure/practice/event?

The hybrid model provides a different way to consider flexible working within East of England Ambulance Service, however this way of working would generally not include operational front-line employees. The current discussion creates the opportunity for this approach to become the 'new normal' mode of working. The reality of hybrid working is more than just the logistics.

Who does the policy/procedure/practice/event impact on?

Race	X	Religion/belief	X	Marriage/Civil Partnership	
Sex	X	Disability	X	Sexual orientation	
Age	X	Gender re-assignment	X	Pregnancy/maternity	

Who is responsible for monitoring the policy/procedure/practice/event?

WORKFORCE DIRECTORATE

What information is currently available on the impact of this policy/procedure/practice/event?

This policy links into the following and has been updated taking into consideration the current legislation:
1. Maternity Leave Policy
2. Special Leave Policy
3. Adoption Leave Policy
4. Business Travel Policy
5. Standards of Business Conduct Policy (Conflicts of Interest)
6. Secondary Employment Policy
7. Flexible Working Arrangements Policy
8. Paternity Policy
9. Annual Leave Policy
10.   Professional Registrations Policy
11.   Recruitment and Selection Policy
12.   Driving Standards Policy and Procedure
13.   Sickness Absence Management Policy
14.   Policy for Complaints and Compliments
15.   Freedom to speak up: Raising Concerns (Whistleblowing) Policy for the NHS

Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? **No**

Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, If yes please provide evidence/examples:

Race	X	Religion/belief	X	Marriage/Civil Partnership	X
Sex	X	Disability	X	Sexual orientation	X
Age	X	Gender re-assignment	X	Pregnancy/maternity	X

Please provide evidence: The Policy should have a positive impact on the above characteristics.

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics?
Yes/No, if so, please provide evidence/examples:

Race	☐	Religion/belief	☐	Marriage/Civil Partnership	☐
Sex	☐	Disability	☐	Sexual orientation	☐
Age	☐	Gender re-assignment	☐	Pregnancy/maternity	☐

Please provide evidence: No concerns.

Action Plan/Plans - SMART

Specific

Measurable

Achievable

Relevant

Time Limited

Evaluation Monitoring Plan/how will this be monitored?

Who - **HR/WORKFORCE**

How

By

Reported to

Once completed please keep a send a copy to:

Equality Diversity and Inclusion Inbox: EDI@eastamb.nhs.uk

Navrita Atwal (Equality Diversity and Inclusion Manager)
navrita.atwal@eastamb.nhs.uk

Amanda Marsh (Equality, Diversity and Inclusion)
amanda.marsh@eastamb.nhs.uk

and a copy to:

Gail Butler (Corporate Records Officer/FoI Officer)
gail.butler@eastamb.nhs.uk