Hybrid Working Policy

# Document Control:

| **Document Control Information** | **Details** |
| --- | --- |
| Policy Name | Hybrid Working Policy |
| Policy Number | MSEICB046 |
| Version | 2.0 |
| Status | Final Approved Version |
| Author / Lead | Senior HR Business Partner |
| Responsible Executive Director | Executive Chief People Officer |
| Date Ratified by Responsible Committee | Remuneration Committee – 23 January 2024 |
| Date Approved by Board/Effective Date | N/A |
| Next Review Date | 31 December 2025 |
| Target Audience | Refer to Section 3, Scope of policy |
| Stakeholders engaged in development of Policy (internal and external) | * Trade Unions |
| Impact Assessments Undertaken  *(Delete if non-applicable)* | * Equality Impact Assessment |

# Version History

| Version | Date | Author (Name and Title) | Summary of amendments made |
| --- | --- | --- | --- |
| 0.1 | Feb 2022 | Senior HR Business Partner | First draft ICB Policy |
| 0.1 | June 2022 | Senior HR Business Partner | Final draft for ICB approval. |
| 1.0 | 10/08/22 | Senior HR Business Partner/Head of Governance and Risk | Final review against policy checklist. |
| 1.1 | 20/09/23 | Senior HR Business Partner | Policy Review - no amendments made apart from committee approval date, next review date and Version control number. |
| 1.2 | 20/12/2023 | Remuneration Committee | Minor amendment to Section 6.7.1 and Equality Impact Assessment (Appendix A) to reflect positive benefits to relevant protected characteristic groups. |
| 2.0 | 23/01/2024 | Remuneration Committee | Final version approved |
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## Introduction

Hybrid working means not working from a fixed location, at a fixed time, all the time. Many roles can be ‘hybrid’ and the extent to which people work in a hybrid way can vary from role to role. Hybrid workers have the flexibility to work from a variety of places without necessarily needing to return to a fixed base on a daily basis, wherever practicable.

Hybrid working is different to flexible working, which focuses mainly on an individual's work pattern and is contractually agreed. However, flexible workers can work in a hybrid way too.

The different ways in which hybrid working can be undertaken is dependent on the demands and needs of the role, the member of staff’s preferences and circumstances and the department they work in. It can be possible with planning for staff to carry out their duties from a variety of different locations.

Although the nature of a number of the roles within the Integrated Care Board (ICB) cannot be classed as totally hybrid, 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 service needs, team and the individual’s preferences and circumstances. It is possible, with careful planning for staff to carry out their duties from a variety of different locations.

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 user are best met. Hybrid working allows staff to influence how they carry out their role and promotes varying levels of flexibility within the workplace. It must be noted however, that there is no expectation for staff to work at home and managers cannot force any member of their team to do so. It has been recognised that personal circumstances or personal preference can influence an individual’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 using hot desk space.

Hybrid Working is being rolled out across the ICB. As some roles are more suitable than others, hybrid working may be adopted at varying levels within services and across the ICB as a whole.

## Purpose / Policy Statement

At the heart of hybrid working is the philosophy that ‘work is something we do, not somewhere we go’ – it's an activity, not a place. This policy has been developed to provide a framework for consistent and fair practice in supporting and managing staff/employees who’d like to request hybrid working.

The ICB recognises the need to develop modern working practices to enable its staff to maximise their performance and productivity whilst maintaining a good work-life balance. New technologies make it easier to access information remotely and work from a variety of locations whilst promoting a more joined up service.

The introduction of hybrid working across the ICB will realise clear benefits for the ICB to:

* + Help reduce its operating costs.
  + Reduce its environmental impact, &
  + Provide enhanced working environments for staff.

Hybrid working places emphasis on the importance of improved productivity and the health and well-being of staff. The benefits of an improved work life balance, reduced sickness absence and less staff travel make a direct contribution to these organisational priorities.

From a Corporate Social Responsibility (CSR) perspective it reduces our individual net carbon dioxide (CO2) footprint through less people being required to travel into work, using a private vehicle, on a daily basis.

## Scope

This policy applies to all employee’s and office holders of the ICB, in addition to staff who are ‘aligned’ or seconded to the ICB. Throughout this policy, these are generically referred to as ‘staff’; however, this does not infer an employment relationship where one does not currently exist.

It is not applicable to agency, bank workers or any other individual engaged via a “zero hours” contract.

## Definitions

* **Hybrid Working** - is the term used by the ICB to describe how staff can work flexibly from different locations, at different times and using mobile devices. This could be from a ICB site, within the community, client sites, or by varying degrees of home working and regular hot-desking. Hybrid working encompasses all forms of work outside the usual base, remote work and virtual work.
* **Flexible Working** - is the term used to describe the different ways in which staff can change their working pattern including part time hours, job sharing, condensed hours and term time only working as some examples.
* **Mobile Devices** - is a portable computing device such as a smartphone, laptop or tablet computer.
* **Work Styles** - describes and defines the mobility and flexibility of location for each individual member of staff.
* **Home Working** - is the term used to describe when an individual occasionally uses their home as a base to complete work.
* **Hot Desk** - a desk that can be used by any individual to complete work,as is not occupied by a “fixed” individual. However, “fixed” staff desks can be used as hot desks if the staff member is not using the desk e.g., due to a non-working day or being on annual leave.
* **Alternative Location** – can be the premises of another organisation, in which it has been agreed that an individual can log on to undertake work.

## Roles and Responsibilities

### Integrated Care Board

* + 1. The ICB Board is accountable and responsible for ensuring that the ICB has effective processes for the management of hybrid working in accordance with relevant legislation and best practice guidance.

### Chief Executive

* + 1. The Chief Executive is accountable for the policy and procedure being in place to ensure fair and equitable approach to hybrid working.

### Policy Authors

* + 1. Policy authors are responsible for ensuring that this document is updated when any changes are made to legislation or best practice.

### Executive Chief People Officer

* + 1. The Executive Chief People Officer oversees the implementation of this policy and is responsible for ensuring that managers take action to meet the organisation’s obligations to ensure equity and consistency.

### Line Managers

* + 1. Managers have a responsibility to:
* Consider and where appropriate encourage hybrid working across their team(s).
* Ensure fairness and consistency in line with our equality, diversity, inclusion policies, values and priorities when applying this policy.
* Ensure flexibility, openness and constructiveness in all discussions and agreements about hybrid working with individuals within their area of responsibility, remaining focused on the needs of the service.
* Consider any health and safety implications when agreeing to hybrid working arrangements by seeking expert advice, where necessary, regarding any particular risks and the need to undertake any assessments such as Risk Assessments and Display Screen Equipment (DSE) Assessments.
* Arrange for the provision of any appropriate equipment needed by the individual to ensure they can work securely, effectively and safely when hybrid working.
* Periodically review (during appraisal) hybrid working arrangements for individuals within their area of responsibility, in line with the policy and guidance.
* Mutually agree the appropriate methods to monitor output with staff as part of the supervision process, in relation to their appraisal.
* Ensure staff working in a hybrid way are clear of the expectations on them and that effective communication and an effective managerial relationship is maintained.
* Consider any information governance and security implications associated with hybrid working and seek advice as appropriate.
* Ensure the staff takes responsibility for the security of ICB equipment and sensitive, confidential data and complies with the Data Protection Act, reporting data breaches or loss or theft of such to the ICB immediately.
* Ensure that appropriate advice and support from occupational health, health and safety team, in relation to health and safety of staff, including reasonable adjustments that may need to be made to the work environment.

### All Staff

* + 1. All staff within the scope of this policy are responsible for:
* Familiarising themselves with the content of this policy, and with health and safety requirements relating to hybrid working, ensuring that they protect their own health and safety when hybrid working.
* Complying with all conditions contained within this policy, and any other policies or guidance referred to within this document.
* Ensuring their line manager has authorised (either verbally or in writing) the hybrid working arrangements in advance of undertaking any hybrid working.
* Ensuring their line manager is advised of any changes to agreed hybrid working arrangements in a timely manner.
* Raising any concerns arising from hybrid working arrangements, including health and safety and information governance concerns to their line manager.
* Ensuring flexibility, openness and constructiveness in all discussions with their line manager about hybrid working remaining focused on the needs of the service.
* Ensuring the security of ICB equipment and data complying with the Data Protection Act and the ICB information governance policy.
* Reporting the loss or theft of any ICB equipment or data or breaches of the information governance policies and/or Data Protection Act as soon as is reasonably practicable.
* Ensuring that when hybrid working, they are contactable e.g., via telephone, email, Microsoft Teams.
* Attending face to face meetings or working from an ICB location when requested.
* Liaising with their line manager for advice or clarification as required.
* Ensure completion of their training (including statutory and mandatory training) and supervision.
* Ensure they return of ICB equipment when they leave or transfer to a different role where the equipment requirement no longer applies.

## Policy Detail

### Summary and Key Points

* + 1. The ICB advocates the use of technology to better facilitate efficient working by staff.
    2. Hybrid working provides staff with the opportunity to choose/influence how and where they undertake their roles. However, it must be noted that there is no expectation for staff to work from home and managers and staff alike cannot force for this to occur.
    3. It has been recognised that personal circumstances or personal preferences can influence an individual’s decision with regards to home working; although these staff will be expected to adopt other elements of hybrid working, for example being present in the office at key agreed times.
    4. All roles will be classified as either ‘Hybrid’ or ‘Fixed’. The extent to which a member of staff is able to work in a hybrid way will be dependent on service need, the role and an individual’s preference.

### The Benefits of Hybrid Working

* + 1. The key corporate benefits are a reduction in costs (i.e., travelling between sites, accommodation costs) and an increase in productivity. Ultimately, the successful implementation of hybrid working will allow for savings to be made ICB wide whilst contributing extensively to more cost effective and efficient service provision. In addition, the introduction of hybrid working should be of benefit to the ICB and to staff in the following ways.
    2. For the ICB, hybrid working can:
  + Support continuity of service and the efficient functioning of the ICB.
  + Increase availability of limited expertise or resources.
  + Aid the retention of skilled and experienced staff whose personal circumstances change and who may otherwise leave the ICB.
  + Enable learning and development activity to be undertaken remotely, including e-learning.
  + Enable the ICB to respond to an individual’s need for flexibility in working arrangements, for example to attend ad hoc appointments.
  + Enable disabled staff to retain their existing employment and support the recruitment of disabled applicants.
  + Provide alternative solutions to short or longer-term office accommodation issues.
  + Increase availability of limited resources including office space and car parking.
    1. For staff hybrid working can:
  + Enable them 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.
  + Achieve higher levels of motivation and better work life balance.
  + Provide a solution to a temporary problem where travel to the office is not possible.
  + Reduce the time spent travelling to a specific base in order to access clinical or administrative systems.
  + Enable greater flexibility and autonomy for staff to work in a way that suits their needs and improves their work/life balance.

### The Principles of Hybrid Working

* + 1. In order for hybrid working to become successfully embedded within teams, a mutual agreement must be reached between the staff member and manager with regards to the logistics of the hybrid working arrangement.
    2. When considering the practicalities of hybrid working and in particular during initial discussions between manager and individual, both parties must be mindful of the following principles:
  + Some options or frequencies for ‘agility’ may not be operationally practical for certain roles or individuals.
  + Operational feasibility and quality standards, including Health and Safety, Information Governance, legislative and security of equipment requirements, must not be compromised.
  + Managers should choose to consider a particular arrangement or set of arrangements to improve and enhance service delivery.
  + The principles of hybrid working covered within the remit of this policy are not designed to replace the concepts outlined within the [Flexible Working Policy](https://www.midandsouthessex.ics.nhs.uk/publications/?publications_category=icb-policies&page_no=1), which still remain available for all staff.
    1. It is essential to plan and agree a work programme for others (e.g. the manager, the rest of the team and colleagues) so they are aware of the individual’s working pattern, where they are located and know when and how to contact them. The hours of work must be agreed in advance allowing staff as part of their hybrid working arrangements, to have a right to privacy out of hours and be able to separate their working and home lives.
    2. The ability to work in a hybrid way can allow staff to manage their domestic responsibilities e.g. delivery of goods, assisting with childcare arrangements (for example allowing parents to complete the school run and make up their time later in the day), providing this does not have a negative impact on the individual’s ability to carry out their work, or on service delivery.
    3. Staff must note that the ability to work in a hybrid way is not a substitute for childcare or similar carer responsibilities. It is the staff member’s responsibility to ensure adequate carer arrangements are in place.

### What Roles are suitable for Hybrid Working?

* + 1. The lists below define the two work styles for ICB staff, to clarify the concept of hybrid working. This is not an exhaustive list and should be used as a guide only:
    2. Hybrid

Hybrid roles meet one or more of the following criteria:

* + Spend most of the time working away from a desk
  + May travel across ICB sites
  + If clinical, carry out assessments in patient / service user homes
  + Attend meetings or spend time working at other sites
  + Work load is not location dependent
  + Have the option to work away from base including from home (ad-hoc)
    1. Fixed

Fixed roles meet one or more of the following criteria:

* + Spend most of the time working at a fixed location (circa. 90% of time)
  + Have specific individual equipment/furniture needs to enable them to perform their role effectively or for health and safety reasons.
  + Seldom away from a desk except for meeting with colleagues in same location.
  + Does not generally have a requirement to work from other locations.
  + Staff with a condition or disability which limits their ability to undertake hybrid working (Not all staff with a disability/underlying condition will fall into this category and advice can be sought from Occupational Health if required).
    1. Those that fall in the low mobility (fixed) range are generally at a desk or in a specified area/location for approximately 90% of the time. They rarely attend meetings at other locations or work from alternative locations.
    2. Staff that have a more mobile workstyle are usually able to work from a variety of locations. Hybrid staff are those who spend most of their time working in an office environment although they may frequently be away from their desk attending meetings, working from other ICB sites or working occasionally from home. Similarly, clinical staff that tend to spend a lot of time in service user’s homes or other areas of the community will also be hybrid. In this respect, a high proportion of ICB staff will be categorised as hybrid and the degree of agility and flexibility is to be determined by the member of staff and their manager in line with the service need.
    3. Each Directorate will have a notional list of the posts / individuals that they believe do or can operate in an ‘hybrid’ manner. After discussion between the individual and relevant line manager, where the individual is identified as hybrid, an agreed way of working should be implemented.
    4. Where staff are not identified as hybrid but they believe that this could be an option (according to the work that they do, and the way in which they could carry this out), they can complete an hybrid working form to request to work in an hybrid way. A detailed discussion should then take place to determine if the request from the individual can be accommodated – and if this meets business needs.

### Hybrid Working Agreement

* + 1. Where staff are identified as being hybrid (or request to work in a hybrid way), managers must talk to staff to agree how they will work (or if their request can be approved). A hybrid working agreement form (available on the staff intranet [HR forms](https://nhs.sharepoint.com/sites/99F_Connect/SitePages/HR-Forms-&-Documents.aspx)) is included for completion and for use in any discussions.
    2. There may be a cost attached to the agreement for a worker to be hybrid and managers should be aware of any costs as balanced against the benefits of agreeing hybrid working, in advance of any decision making.
    3. Upon appointment of new starters, managers should bring to the attention of the new member of staff the [Hybrid Working Policy](https://www.midandsouthessex.ics.nhs.uk/publications/?publications_category=icb-policies&page_no=1). Where the role is defined as hybrid, staff should complete the hybrid working agreement form.
    4. Annual reviews (to be linked with appraisal) will take place between the line manager and the individual to ensure that the working pattern is not detrimental to service delivery or the team and other colleagues. If the individual or manager finds that the working arrangements are no longer suitable or there is a change in the individual’s circumstances, then a notice period of one month can be given on either side to revert to either the former working arrangement or a new arrangement.

### Working Space

* + 1. Hot desks and hybrid space

The ICB has agreed that in respect of hybrid working, a hot desk refers to a designated workspace for any member of staff to use at any time. Where applicable, designated banks of hot desks should be used by visiting staff, or alternatively individuals should approach a team member to ask if they can work from a free desk within that team.

Staff must remember that they can work from a ICB location and managers, and staff must ensure colleagues feel comfortable when working at temporary desks (hot desks).

* + 1. Clear desk principles

Fixed workers will retain their own desk and unless agreed otherwise, it would be unusual for others to regularly use a fixed worker desk (apart from at times when fixed workers are regularly out of the office at set times, on annual leave or long term absence). As a result, minimal personal items are permitted such as photographs, plants, mugs etc.

Desks designated solely for hot desking should not contain any personal belongings. These desks should be clear with the exception of any IT equipment located on the desk to support staff in carrying out computer work.

Desks that are used both partially for regular work by an individual and partially for hot-desking should be kept as clear as possible – with adequate space for any individual who may be required to use the desk, to comfortably work (without the need to move personal items around to reach a level of comfort).

### Service Provision

* + 1. Hybrid working must not adversely affect the provision of services to patients, the public and other internal colleagues; therefore, managers must ensure that they have systems in place to maintain suitable presence, as required, and to monitor the level of available front-line staff on duty (which can include a minimal presence in the designated work base) at any one time.
    2. It is essential to plan and agree a work programme and communicate this with the rest of the team through the use of Outlook diaries etc. so that all are aware of an individual’s working patterns, current location and contact arrangements. Hours of work must be agreed in advance allowing staff the right to privacy out of hours enabling them to separate work and home time.

### Designated Base and Travel Claims

* + 1. All staff will have a designated base for travel claim purposes. The designated base will remain the contractual base at which they would otherwise be based under the terms and conditions of their employment.
    2. The ICB’s existing process for mileage claims still applies and must be followed when processing travel expenses.
    3. One key benefit of hybrid working is the expected reduction in the amount of travel by staff and therefore a reduction of mileage claimed.
    4. Staff are not permitted to claim travel expenses between their home and designated work base.
    5. Fringe payment may be applicable to the designated base. This will still be applied in the case of hybrid working.

### Supervision/Line Management Arrangements

* + 1. Managers and staff should explore opportunities for both formal and informal supervision and agree any changes to the current format prior to commencing hybrid working. Supervision should be a forum for discussing performance against pre-agreed objectives and any concerns related to hybrid working practices as well as an opportunity to discuss additional support and training opportunities.
    2. The ongoing wellbeing of staff should be monitored through regular review of hybrid working arrangements by managers. Managers should allow the opportunity to meet virtually (i.e. via Microsoft Teams) where requested but also ensure staff have regular access to support and supervision in a face to face.

### Additional Costs

* + 1. The ICB will not cover any additional costs incurred such as energy bills, internet costs etc. through staff members choosing to work at home as part of hybrid working.
    2. Staff may be able to claim tax relief if they are required, by their employer, to use their own home as a work base. This is to cover the extra cost of gas or electricity to heat the area of the home used for work. However, there has been no reimbursement facility for things that are used for both private and business use such as internet access or rent.

### Working from Abroad

* + 1. During the pandemic there have been situations where staff have travelled abroad and not been able to return to the UK. These were exceptional circumstances and were treated on case by case with no intention of this remaining as a long-term option.
    2. There are a number of complications when staff are working abroad and, therefore, this policy does not support this option for hybrid working. The most significant of these is that the individual could, depending on the length of the stay, trigger ‘residency’ in that country. This could have the following implications for the individual and the organisation:
  + Income tax may be payable in host country.
  + Social security position depends on agreements in place.
  + Local mandatory employment protections (an example would be differences in maternity/paternity pay and leave in Europe).
  + Risk of creating a permanent establishment for the employer in that country.
  + Immigration implications and problems returning to the UK.
  + Security of confidential information or intellectual property.
    1. There may be exceptional circumstances where an individual requests to work from an area outside of the ICB locations or from abroad e.g. emergency family situations. These requests are to be managed on a case-by-case basis. There is no entitlement for such a request to be approved and Human Resources advice should be sought before any decision/agreement is made.

### Over-employment

* + 1. A hybrid working agreement needs to make clear both the contractual week hours and the daily working hours of the individual. During these times, it should be made clear that the individual is required to undertake the duties of their role for the ICB.
    2. An agreement for hybrid working is not an automatic entitlement to work ‘flexi-hours’ or any other flexible arrangement without prior agreement. During the time dedicated to the ICB, the individual should undertake no other work e.g., for another employer or self-employment.
    3. The ICB has a responsibility to monitor the working time and anyone taking on additional work must make a declaration of the time worked.

### Sickness Absence Reporting

* + 1. The reporting procedure for sickness absence applies for those who have hybrid working agreements.
    2. Where an individual is unwell but is able to work from home this must be discussed and agreed with the line manager.
    3. Where the individual is unable to attend pre-arranged meetings or provide patient care, this must be recorded as sickness absence.

### Performance Management Arrangements

* + 1. Managers need to agree measurable outcomes with all of their staff, and what constitutes effectiveness for their service areas. This should cover such issues as productivity; quality of work; service standards and timeliness. These will need to be considered and reviewed by the manager at regular periods.
    2. The most effective way of monitoring the performance of a hybrid worker is to concentrate on their outputs rather than traditional methods such as hours present at base. This relies on collaborative working through the agreement and regular monitoring of clear, realistic and achievable performance targets and indicators.
    3. Both outcomes and behaviours must be monitored in order to understand progress and development with staff. Any issues with either should be promptly addressed.
    4. Where concerns regarding an individual’s performance are identified then the hybrid working arrangements will be reviewed with immediate effect by the manager and can be suspended whilst the performance issues are addressed in line with the ICB’s [Managing Performance Policy](https://www.midandsouthessex.ics.nhs.uk/publications/?publications_category=icb-policies&page_no=1).

### Withdrawal of Hybrid Working

* + 1. Should any of the following scenarios apply at any time, Managers may be required to temporarily or permanently suspend hybrid working (as necessary):
  + Detrimental effect on ability to meet operational demands
  + Inability to recruit additional staff
  + Detrimental impact on quality
  + Insufficient levels of activity required during the periods the individual proposes to work
  + Detrimental impact on performance
    1. The ICB reserves the right to withdraw hybrid working from a member of staff if there is evidence the service is suffering, there has been a breach of trust, or the individual will not/cannot meet work requirements or requests. The hybrid worker will be given one month’s written notice of the withdrawal unless it is withdrawn as a result of a breach of trust, in which case no notice will be given. Where capability issues arise (i.e. the performance of the member of staff is in question) the ICB reserves the right to immediately withdraw hybrid working without notice to enable the individual to be more closely monitored at a ICB workplace.
    2. During disruptive or major incidents, (e.g. lack of cover to meet service requirements, to ensure adequate staffing levels during industrial action, pandemic, influenza, etc.) the hybrid working arrangement may be temporarily suspended (without notice).
    3. The member of staff can ask for hybrid working to end where they can demonstrate it is no longer possible for them to work in a particular style. Staff should give a minimum of 5 days’ notice that they would like to terminate these arrangements. However, if an individual’s circumstances change at short notice, such as if they are exercising their statutory right to request flexible working or there are exceptional circumstances, such as the ill health of the individual or where home working is no longer possible, and this means their work style is no longer possible they should discuss this with the line manager as a matter of urgency.

### Appeal Process

* + 1. Staff can appeal the outcome of the original decision regarding their Hybrid Working arrangements by writing to their ‘next in line manager’.
    2. The ‘next in line manager’ with support from an HR representative will arrange a meeting with the individual. The meeting will usually take place within 14 calendar days of receipt of the appeal.
    3. A letter should be sent confirming:
  + The date
  + Purpose of the meeting.
  + The option for the staff member to bring a union representative or work colleague.
    1. For the meeting, the ‘next in line manager’ hearing the appeal should have reviewed both the request, and the line manager’s response, and be sure that they have everything they need to make an informed decision.
    2. Once the meeting has taken place, the decision should be confirmed in writing within 14 calendar days of the date of the meeting. It will either;
  + Uphold the appeal, specify the exact nature of the agreed change, establish a start date and a review or end date if applicable, or
  + Reject the appeal, stating the grounds for the decision.

The decision is final and there is no further right of appeal.

### Interdependency with Other ICB Policies

* + 1. Staff are reminded that hybrid working requires staff to operate and to continue to follow all relevant ICB policies and procedures, regardless of where they are carrying out their work.

## Managing Risks Associated with Hybrid Working

### Managing Risks Associated with Hybrid Working

* + 1. While the ability of the ICB to have assured, secure remote access facilities can provide the opportunity for the increased development of hybrid working practices, it also gives rise to the potential for increasing risk in some areas. These include:
  + Health and Safety
  + Data Protection, Security and Confidentiality
  + Allocation of equipment and financial support

The risks associated with the hybrid working issues above will be mitigated by the procedures outlined in this for managers and staff.

### Health and Safety

* + 1. The Health and Safety at Work Act 1974 places specific duties on employers, self-employed people and workers; with employers having a duty to protect the health, safety and welfare of their workers.
    2. In addition, staff who occasionally work from home have individual responsibilities under Health and Safety regulations. Staff must complete a Workstation Assessment at home which must then be authorised by their manager.
    3. Managers should discuss arrangements for when staff will be taking formal lunch breaks and ensuring that there are informal breaks between attending back-to-back meetings where possible meetings should only last for a maximum of 50 minutes. Managers are responsible for monitoring the working time of their staff and ensuring that they do not work excessive hours as a consequence of hybrid working arrangements eg by monitoring workload as part of normal one to one supervision.
    4. Managers should seek advice regarding any specific concerns around health and safety issues as sign off for hybrid working arrangements. This will not be agreed until all the Health and Safety requirements have been appropriately addressed.
    5. Managers and staff need to agree on a number of Health and Safety practicalities and assess the potential risks, including but not exclusive to:
* Lone Working
* Personal Safety
* Moving and Handling
  + 1. Local risk assessments should be carried out by the individual’s line manager where risks have been identified.

### Data Protection, Security and Confidentiality

* + 1. Not all information used contains personally identifiable details, but some information may still be confidential to the ICB. All ICB information must be handled in accordance to ICB policy.

### Confidentiality Issues

* + 1. Staff must ensure they hold only the minimum level of confidential information remotely. The risks associated with a particular individual working occasionally from home will depend on the nature of the work, the type of records used, and the access required and the individual’s home circumstances.
    2. Staff will have to take responsibility for the confidentiality of any records held remotely (either in paper or electronic form) and for their transportation to and from base.
    3. Any paper documents should be returned to the ICB offices for disposal and should not be disposed of “home” waste systems.
    4. The line manager will need to satisfy themselves that the risk associated with hybrid working have been adequately mitigated and this policy and procedure should be read in conjunction with other relevant policies.
    5. Staff should ensure they are up to date at all times with all their mandatory Information Governance training, including any additional modules identified.

### Security Issues

* + 1. Personal confidential information held on electronic devices such as computers, mobile phones, smartphones must be held securely, whether being accessed at base, from another ICB site or remotely (including at home).
    2. Managers must ensure their staff:
  + Know their responsibilities under the Data Protection Act and the ICB’s information governance policies.
  + Keep up to date with Information Governance training.
  + Never leave a computer with personal confidential information on screen or unlocked when unattended.
  + Ensure that rooms containing computers and other equipment, are secure when unattended, with windows closed and locked and blinds or curtains closed.
  + Maintain the same level of security at home as at the office base.
  + Ensure that any information they view cannot be viewed by an unauthorised person or member of the public e.g., passers-by or near highly visible areas.

### Email and Internet Facilities

* + 1. Usage of the ICB Internet is primarily for official business use. Occasional and reasonable personal use is permitted, e.g., during breaks, provided that such use does not interfere with performance of duties and does not conflict with ICB policies, procedure and contracts of employment. ICB facilities may not be used for any other business purposes, other than legitimate ICB/locality business.
    2. Staff must not use their personal email address for work purposes. When working remotely, staff must not connect ICB IT equipment directly to the internet without the use of a ICB provided secure VPN to ensure that data held on the IT equipment, as well as the ICB computer network, is not compromised.
    3. Failure to adhere to ICB policies may lead to withdrawal of the facility and/or disciplinary action being taken.

### Equipment Allocation/Costs

* + 1. Managers will need to give due consideration to the cost of mobile equipment before agreeing to hybrid working arrangements.
    2. Specialist equipment will be provided to individuals should a Workstation Assessment or Occupational Health recommendation deem this necessary to satisfy a ‘reasonable adjustment’ for disability. However, this equipment will be provided at the place where the individual is predominantly based and not across multiple sites.
    3. Staff are required to collect IT equipment, bring this in for maintenance and return it when not required.
    4. All staff are responsible for keeping all such equipment in good condition, reasonable wear and tear accepted, and for reporting any damage or malfunction to the line manager.

## Monitoring Compliance

The HR Team will be responsible for monitoring that this policy is followed and may be consulted at any stage through the process to offer advice to those involved.

Monitoring information will be published and reported as appropriate.

Should the monitoring uncover any shortfalls in the implementation of the policy, the HR team will work with the relevant management team to draw up an action plan for improvement. This action plan may include, for example:

* + - Training for line managers.
    - A risk assessment.
    - It is also anticipated that any issues in respect of the implementation of the policy may be identified as a result of staff exercising their right of appeal.

## Staff Training

No essential (including mandatory) learning and development requirements have been identified for any staff groups, in order to fulfil the requirements stated within this policy.

Guidance can be sought from Human Resources team.

## Arrangements For Review

This policy will be reviewed no less frequently than every two years. An earlier review will be carried out in the event of any relevant changes in legislation, national or local policy/guidance, organisational change or other circumstances which mean the policy needs to be reviewed.

If only minor changes are required, the sponsoring Committee has authority to make these changes without referral to the Integrated Care Board. If more significant or substantial changes are required, the policy will need to be ratified by the relevant committee before final approval by the Integrated Care Board.

## Associated Policies, Guidance and Documents

#### [Associated Policies](https://www.midandsouthessex.ics.nhs.uk/publications/?publications_category=icb-policies&page_no=1)

* Flexible Working Policy.
* Managing Performance Policy.
* Lone Working Policy.
* Health and Safety at Work Policy.

## References

* Health and Safety at Work Act 1974.

## Equality Impact Assessment

The EIA has identified no equality issues with this policy.

The EIA has been included as **Appendix A**.

## Appendix A - Equality Impact Assessment

**INITIAL INFORMATION**

|  |  |
| --- | --- |
| **Name of policy:**  Hybrid Working  **Version number (if relevant):**  1.0 | **Directorate/Service**:  People Services |
| **Assessor’s Name and Job Title:**  Carolyn Druce, HR Business Partner | **Date:** 29th April 2022 |

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| --- |
| **OUTCOMES** |
| *Briefly describe the aim of the policy and state the intended outcomes for staff* |
| The ICB recognises the need to develop modern working practices to enable its staff to maximise their performance and productivity whilst maintaining a good work-life balance. New technologies make it easier to access information remotely and work from a variety of locations whilst promoting a more joined up service. |
| **EVIDENCE** |
| *What data / information have you used to assess how this policy might impact on protected groups?* |
| The ICB monitors the composition of its workforce under the nine protected equality characteristics and reports on this annually. This information helps the ICB to assess the potential impact of its policies upon staff. |
| *Who have you consulted with to assess possible impact on protected groups? If you have not consulted other people, please explain why?* |
| Relevant Trade Unions have been consulted on the policy and any comments will be taken into consideration. |

**ANALYSIS OF IMPACT ON EQUALITY**

The Public Sector Equality Duty requires us to **eliminate** discrimination, **advance** equality of opportunity and **foster** good relations with protected groups. Consider how this policy / service will achieve these aims.

N.B. In some cases it is legal to treat people differently (objective justification).

* ***Positive outcome*** *– the policy/service eliminates discrimination, advances equality of opportunity and fosters good relations with protected groups*
* ***Negative outcome*** *–**protected group(s) could be disadvantaged or discriminated against*
* ***Neutral outcome***  *–**there is no effect currently on protected groups*

Please tick to show if outcome is likely to be positive, negative or neutral. Consider direct and indirect discrimination, harassment and victimisation.

| Protected  Group | Positive  outcome | Negative  outcome | Neutral  outcome | Reason(s) for outcome |
| --- | --- | --- | --- | --- |
| Age |  |  | x |  |
| Disability  (Physical and Mental/Learning) | x |  |  | Reasonable adjustments are covered in the policy and working from home positively impacts people with a disability for who regular travel is a challenge. |
| Religion or belief | x |  |  | Working from home allows the observation of certain religious practice that may not be as accessible in the workplace. |
| Sex (Gender) |  |  | x |  |
| Sexual  Orientation |  |  | x |  |
| Transgender / Gender Reassignment |  |  | x |  |
| Race and ethnicity |  |  | x |  |
| Pregnancy and maternity (including breastfeeding mothers) | x |  |  | Working from Home has a positive impact on pregnant women and parents of small children |
| Marriage or Civil Partnership |  |  | x |  |

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| --- |
| **MONITORING OUTCOMES** |
| Monitoring is an ongoing process to check outcomes. It is different from a formal review which takes place at pre-agreed intervals. |
| *What methods will you use to monitor outcomes on protected groups?* |
| It is anticipated that any issues in respect of the implementation of the policy will be identified as a result of staff exercising their right of appeal or via the ICB’s  Grievance Procedure. |

|  |
| --- |
| **REVIEW** |
| *How often will you review this policy / service?* |
| The policy will be reviewed in 12 months or earlier if there are any significant changes in legislation, policy or good practice. |
| *If a review process is not in place, what plans do you have to establish one? N/A* |