

Bolton Clinical Commissioning Group

Home Working Policy

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The CCG is committed to an environment that promotes equality, embraces diversity and respects human rights both within our workforce and in service delivery. This document should be implemented with due regard to this commitment.

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Approved documents are valid for use after their approval date and remain in force beyond any expiry of their review date until a new version is available.

Version Control Sheet

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		CCG Executive	

Analysis of Effect	By:	Date:
completed:		

Contents

1.	Policy Statement	4
2.	Principles	4
3.	Definitions	6
4.	Responsibilities	8
5.	Procedure	11
6	Support & Advice	11
7	Equality Statement	10
8	Monitoring & Review	10
	Part 2 - PROCEDURE	
1	Criteria	11
2	Service Driven changes to a work base	11
3	Employee driven changes to a work base	12
4	Application process	12
5	Practical Considerations	13
6	Evaluation and Review	16
	Appendix A Home Working Application Form	18
	Appendix B Home Worker Set Up Form	22
	Appendix C Home Working Agreement	23
	Appendix D Health and Safety Assessment Forms	25
	Appendix E Mortgage Provide/Landlord Letter	36
	Appendix F Home Insurer Letter	37
	Appendix G ICT Support Levels	38
	Appendix H Corporate Information Security Risk Assessment	39
	Appendix I Home Working – Manager Guidance	40
	Appendix J Equality Analysis	41

1. POLICY STATEMENT

- 1.1 The NHS is facing pressure to extend its services, both in time and place. At the same time, employees are seeking diverse working patterns that enable them to balance the responsibilities of their job with other interests outside of work. The CCG recognises these pressures on our traditional working patterns and therefore has in place a comprehensive flexible working strategy.
- 1.2 A key component of our flexible working strategy is a home working policy. This document sets out the CCG's policy for home working. It provides:
 - The definitions and benefits of occasional, regular and mobile based home workers
 - The eligibility criteria for employees to work from home
 - The key practical considerations for effective home working
 - The responsibilities of managers, employees and HR teams to support home working effectively.

2 PRINCIPLES

- 2.1 Any matter raised under this policy will be dealt with promptly and confidentially.
- 2.2 It is recognised that home working is not suitable for all posts or for employees within those posts. The CCG does not require any employee to undertake Home Working against their wishes unless this is a specified part of their agreed terms and conditions of employment.
- 2.3 All Home Working authorisation requests must be approved by the appropriate Manager.
- 2.3 Wherever possible, a normal working pattern will continue throughout the application process until a decision has been reached. Where this is considered not possible, or there is disagreement, the matter should be referred to the appropriate Line Manager.
- 2.4 Complaints about any decision made should be dealt with as a grievance under the CCG's grievance procedure.
- 2.5 The CCG will ensure that all managers who may be involved in home working are suitably trained and have the necessary knowledge and skills.
- 2.6 This policy applies to all employees of the CCG.

3 DEFINITIONS

- 3.1 Effective use of information and communication technologies can make location dependent working a thing of the past. Automated call distribution systems can redirect calls to the home and broadband connections allow access to the CCG's network and emails. Home working capitalises on these opportunities by replicating the traditional office in the employee's home, providing access to exactly the same software, documents, emails and telephone calls as in the traditional office base.
- 3.2 It is important to note that home working is not a replacement for child or elder care. Employees with caring responsibilities should make alternative arrangements to ensure these responsibilities are managed should they wish to work from home.

There are a number of categories of home workers:

- Occasional home workers
- Permanent home workers
- Home based mobile employees.

These arrangements are described below.

3.3 Occasional home working: definition and benefits

Occasional home workers are normally based at the CCG sites but may spend a small amount of time (less than 10% - e.g. no more than ½ day each week over a calendar year) working from home. Occasional home working is usually ad hoc and is associated with the delivery of a specific piece of work. For example an employee with a deadline to meet for a piece of research or executive report may agree with their line manager to complete the work at home rather than in the office.

The benefit of occasional home working for managers and employees is the opportunity to be flexible about the work base where specific conditions are required for a piece of work. For example, it may be better to work from home when high levels of concentration are required for a specific piece of work when the office environment is distracting, even if this is temporary. This designated way of working may also be a consideration for managers where a recommendation has been made that occasional home working may be supportive to an employee with a disclosure of a disability or to facilitate a return to work of a an employee following a period of long term absence.

Employees do not receive permanent access to any special equipment to support this type of working arrangement, although it is helpful for team or pool laptops to be available where such an arrangement may help a team on a regular basis. The employee will retain an office/work station at their normal place of work or other desk sharing arrangements depending on the team.

3.4 Regular home working

Regular home working is where the employee works or is based from home rather than a CCG site for most of their working time (normally at least 80%- e.g. more than 4 days each week over a calendar year). These employees will be provided with all the equipment they need to do their job in their home and, whilst they will still be required to attend meetings and training at CCG sites as appropriate, they will not usually maintain a permanent office base but when required to work in the office will be provided with a hot desk or team space.

The potential benefits of regular home working for the CCG include:

- Savings on office space by reducing the number of employees who require a permanent site base
- Support for the employees travel plan and other environmental initiatives, by reducing the number of cars on the road
- Improved employees concentration at home, leading to enhanced employees productivity
- Improved employees retention and easier recruitment by offering an attractive working arrangement which improves work/life balance

Increased opportunities for people with disabilities to work for the CCG

The benefits of regular home working for employees include:

- Savings on the travel time and cost associated with regular days in the office
- Improved work/life balance by exercising more control over the hours and place that you work

3.5 Home based mobile employees

Home based mobile employees are those who visit *users*/customers or attend meetings at a variety of locations, but who require a base *at points* through the day, particularly at the start and end of the day. These employees will be based from home and provided with all the equipment they need to do their job remotely. They will still be required to attend meetings and training at CCG sites as appropriate, but will not usually maintain a permanent office base.

The benefits of permanent home working can be applied equally to home based mobile workers. In addition, this arrangement will reduce travel and "down time" between appointments by providing the opportunity to plan journeys and visits more efficiently

4.0 RESPONSIBILITIES

4.1 Employees

Employees wishing to work from home are responsible for:

- Completing the necessary application, assessment and agreement forms to request to work from home
- Taking reasonable care of themselves and others affected by their acts and to co-operate with the CCG to enable compliance with health and safety law
- Ensuring that the corporate information security risk assessment is completed and that any information collected, stored or used is done in accordance with the Data Protection Act
- Continuing to use ICT in line with the requirements of the with the corporate email, internet security and facsimile policy e.g. ensuring that the mobile equipment is encrypted to the CCG required standard and that all information stored on this equipment is backed up appropriately.
- Adhering to the Working Time Regulations
- Informing their manager of any changes to the agreed working arrangements and / or if
 they notice or start to experience any muscular aches or pains, etc. which may be
 associated with working at home.

4.2 Line Managers

Line Managers have a pivotal role to play in the success of a home working arrangement. They are responsible for:

- Managing home working applications, whether these are service or employee driven.
 This will involve:
 - Ongoing reviews of service delivery arrangements. Where a role satisfies the criteria for effective home working, as outlined in this document, managers should seek advice from their HR Provider about how to progress the arrangement
 - Receiving applications from employees wishing to work from home
 - ensuring the health and safety implications for home working arrangements have been considered and addressed, including ensuring risk assessments have been undertaken and seeking advice from the Occupational Health Provider where required
 - Liaising with the relevant ICT Account Manager to establish the relevant technological solution for home working opportunities. and ensuring that this equipment is appropriately insured by the CCG.
 - Ensure that all equipment for mobile working is encrypted to the CCG's required standards and that all employees have access to a network drive or other secure back up devices to back up and store confidential information
 - Recommending suitable home working opportunities to the Senior Management team for agreement
 - Notifying unsuccessful applicants for home working of the reasons why their request was rejected
- Completing the home worker set up form (Appendix B) for successful applicants
- Agreeing management arrangements with employees prior to entering the arrangement beginning
- Ensuring the employee continues to comply with the Working Time Directive
- Ensuring that the corporate information security risk assessment is completed and that the employee complies with the requirements of the Data Protection Act
- Ongoing communication with the employee to ensure they are aware of and engaged with developments at work
- Conducting regular reviews of the arrangement at 3 and 6 month intervals and, subsequently, every 12 months as part of the PDR process. Managers will need to work with their employees to agree how to manage any identified issues
- Referring the employee to Occupational Health if any ill health effects are experienced or any sickness absence can be related to working at home.

4.3 HR Provider

The HR Provider is responsible for:

- Championing flexible working
- Advising and supporting managers who have identified service-driven opportunities for home working
- Supporting managers and employees in producing and evaluating employee-driven applications to work from home

- Supporting managers and employees in conducting post implementation reviews of home working
- Providing monitoring data to Senior Management around levels of employee absence, retention, productivity (where available) and accommodation costs and supporting the analysis of the relationship between these metrics and flexible working opportunities, including home working.

4.4 The CCG Executive

The Executive is responsible for:

- Championing flexible working
- Considering recommendations for home working
- Approving or rejecting home working applications and the associated costs
- Ongoing monitoring and review of the effectiveness of home working, arrangements including any cost or efficiency savings, in conjunction with the HR Provider.

4.5 ICT Provider

ICT Providers are responsible for:

- The overall management of the CCG and for ensuring appropriate mechanisms are in place to support service delivery and continuity.
- Ensuring that the CCG has robust policies and procedures in place to ensure the security of information held at all times.
- Ensure that CCG's technical employees provide solutions for information security in respect of remote and mobile working devices, removable media, encryption etc.
- Ensuring ICT policies and procedures are updated and comply with current legislation.
- Ensuring the security and integrity of systems owned and operated by the CCG.
- Ensuring all mobile computing devices are configured in accordance with the CCG security policies.
- Providing advice to managers on the technological requirements of individual home working applications and associated costs.
- Working with managers to ensure equipment is appropriately insured by the CCG.

4.6 The Occupational Health/Safety Provider (OHP)

The OH/SP is responsible for:

- Ensuring managers and employees have access to adequate information concerning the management of health and safety issues in the home
- Quality assuring health and safety assessments conducted during the application process, to consider home working requests

 Providing ongoing, ad hoc advice on health and safety issues to managers and employees

5.0 PROCEDURE

5.1 The procedure is detailed in PART 2

6.0 SUPPORT AND ADVICE

6.1 At any point either before a service or individual home working request or at any stage in this procedure an employee may wish to involve a Trade Union or Professional Association Representative who will be able to provide help and advice.

7.0 **EQUALITY STATEMENT**

- 7.1 In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.
- 7.2 An Equality Analysis has been carried out on this policy and can be viewed in [insert location].

8.0 MONITORING AND REVIEW

- 8.1 The policy and procedure will be reviewed every 3 years by the CCG in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.
- 8.2 The implementation of this policy will be audited annually by the CCG Executive.

PART 2 - PROCEDURE

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

1.0 Criteria

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

- moving the role from an office to a home base should achieve savings or efficiencies for the CCG. For example, improved employee productivity and contribution, or savings on office space
- the work can be done without access to office-based ICT
- For permanent home workers, the work can be done without regular face-to-face contact with colleagues, internal and external customers
- the work can be done from home without increasing the workload of others
- the work can be conducted with minimal supervision.

In addition, individuals who wish to work from home should also:

- provide a satisfactory health and safety self assessment of their proposed work space (see section 4, below)
- Have a telephone line installed at their home
- Have access to broadband in their local area
- Have met all their essential development needs and, therefore, possess the skills and confidence to work without immediate access to support from colleagues and their line manager
- Be performing satisfactorily. Applicants must be meeting or exceeding any local performance standards and it may not be appropriate for those involved in the capability or disciplinary process to work from home.

2.0 Service driven changes to a work base

As services are continually developed and improved, the time and place when and where they are delivered may need to change. Some services have, for example, already moved to extended operating hours beyond 9 to 5, including work at weekends. In such circumstances it may be more convenient for the employer and employee if the employee is based at home.

Where it can be demonstrated that a role satisfies the eligibility criteria for effective home working, described in section 3.1, managers will agree the opportunity with their Senior Management Teams and HR Provider and consult with existing employees to determine interest in working from home. Where employees wish to work from home they will be asked to complete a health and safety self assessment and agree to a DSE trained manager

visiting their home to conduct a further assessment of the suitability of the proposed work base, if required.

Consultation with the Trades Unions/Employees Representatives will take place where new posts will be advertised with a home base. Suitability of the proposed work space will be a key consideration during the selection process for these posts.

Arrangements for service driven changes to the work base will be managed in line with the practical considerations set out in Section 4 of this document.

3 Employee driven changes to work base

Employees who wish to work from home on a permanent basis may make a request to their line manager. Employees should be aware that home working is a complex and costly arrangement for the THE CCG to set up; further, it is not suited to every role or individual. Some employees may not have the space to work from home, for example; others may find it isolating to be out of contact with colleagues for much of their working time. All requests will therefore be subject to a formal application process to determine suitability.

The employee application process for regular home working and home based mobile working is described below. The process is designed to assess the extent to which an employee satisfies the criteria for effective home working, described in Part 1 Section 3.

The application process does not apply to requests to work from home on an occasional basis, as it is anticipated that such ad hoc arrangements may be agreed locally at the discretion of line managers, with guidance from the HR Provider. It is, however, expected that managers should consider requests for occasional home working against the eligibility criteria set out above to ensure all requests are considered fairly.

4 Application process – Employee driven requests to work from home

Employees wishing to work from home must complete a written application in the first instance, using the form provided at **Appendix A**. The form must be supported by a health and safety self assessment of the proposed working space. Completed application forms should be passed to the line manager for review and agreement. Subject to the nature of the work and individual circumstances, the assessment may be referred to a DSE trained manager who will visit the employee's home and conduct an on-site assessment of the suitability of the proposed working space.

The line manager should discuss the application with their Human Resources Provider. Subject to a satisfactory assessment of the initial application, the line manager will seek advice on the IT requirements and costs of the request from their ICT Account Manager. The line manager will then refer recommended applications to their Senior Management Team (SMT) for approval.

Employees who have submitted successful applications will be asked to sign a Home Working Agreement (Appendix C) which covers:

- The place of work, hours and times of work
- visits to the employer's sites
- Visits by the employer

· Ownership and use of equipment

Unsuccessful applicants will be notified of the position by their line manager as soon as possible. The manager will explain why it was not possible to agree to the arrangement at this time.

5 Practical Considerations

There are a number of practical issues which employees wishing work from home and their managers must consider. These are outlined below.

5.1 Health and Safety

The regulations of the Health and Safety at Work Act continue to apply to employees working at/from home. To ensure these are fulfilled, self risk-assessments must be carried out by the employee. Subject to the nature of the work and individual circumstances, the assessment may be referred to a (DSE) trained risk assessor / manager who may visit the employee's home and conduct a further on-site assessment of the suitability of the proposed space for use as a work environment and use of display screen equipment. The assessment forms are provided at **Appendix D.** The key points for considerations are:

- Is there adequate space, light and ventilation?
- Is there a safe and adequate power supply?
- Is there well designed and maintained equipment and work station available?
- Is there access to first aid equipment?
- Are there suitable evacuation routes to enable a Fire/ safety/emergency response?
- Any risks specific to the activity/location.

Should the assessments recommend any adaptations, the CCG will consider the viability of meeting the costs where the request is service driven. For employee driven requests, the employee will be responsible for meeting the costs.

The manager and the employee should agree appropriate arrangements and checks to ensure employees working from home are safe. As a minimum, employees should lock all external doors (although ease of access must be maintained in case of an emergency) and provide a contact number in addition to their THE CCG number in case of an emergency. There must be accessible first aid equipment on site and meetings should not take place at the home.

Any Health and Safety concerns should be reported to the DSE risk assessor, manager and, if necessary, to the Occupational Safety and Health Provider or Departmental Health and Safety Officer / Warden.

5.2 Work space

The basic requirements for work space at home must comply with the health and safety considerations outlined above. Whilst it is not necessary to have a separate room that can be used as an office, it is essential that you have enough space to accommodate your office workstation, PC and storage cabinet. You must have enough room to work freely without

interruption from others and to ensure that your work files are not accessible by other members of the household. A designated corner of a room where a permanent desk can be positioned would, for example, be appropriate for working from home but clearing the kitchen table during the day would not.

5.3 Line Management

Employees working at home will not be under the direct supervision of a manager, however it must have already been agreed that the quality and quantity of work produced could be easily assessed remotely by the manager. Management arrangements must be agreed at the outset, before the home working arrangement begins. As a following, the following must be agreed:

- hours of work
- Measurable outcomes and effectiveness, which will be considered at each review period.
 This covers such issues as quantity of work; quality of work; timeliness and responding to multiple priorities
- Communication arrangements, to ensure employees remain briefed of and able to
 contribute to corporate and team developments. Where home based employees operate
 as part of a delivery team or work in a job share arrangement, for which formal hand over
 arrangements are required, communication protocols must be agreed at the outset to
 ensure that all information is shared
- Supervision structure
- Method for logging hours worked
- · Security and confidentiality arrangements
- Contingency arrangements should the IT system be unavailable.

5.4 Working Time

The Working Time Directive continues to apply to employees based from home. The key provisions, which must be followed by all employees, are as follows:

- Workers should not work more than an average of 48 hours per week, over a 17 week period
- An employee is entitled to 'opt out' of the 48 hour a week provision, by voluntarily signing an 'opt out' agreement
- A worker is entitled to an uninterrupted rest break, away from their workstation (if they have one) for at least 20 minutes if they are working for 6 hours or more.
- Every worker is entitled to a minimum rest period of 11 hours in every 24 hour period
- A worker is entitled to one whole day off a week.

5.5 Information and Communication Technologies (needs to be tailored to reflect ICT Provider SLA)

Employees working from home must have a telephone line installed and access to broadband in their local area, to ensure they can easily connect to the CCG network remotely.

The relevant ICT Account Manager will advise on the ICT requirements for posts transferring to a home base, subject to the specific requirements and responsibilities of the role. The CCG will deliver, install and maintain all ICT and other equipment required for a post to be based remotely. All equipment provided will remain the property of and be insured by the CCG. Employees are expected to use ICT in line with the corporate email, internet security and facsimile policy.

A Service Level Agreement to support home working has been agreed with [insert CSU ICT Name]. The SLA defines 4 (amend as appropriate] levels of priorities for a help call. As per the policy for office based workers, home based employees will need to allocate a priority level to their call in order that an appropriate response is provided. A summary of the support priority levels are provided at Appendix F. The full SLA can be obtained from your ICT Account Manager if required.

Please note that the SLA contract provides ICT support between 8am and 6pm only. Managers and employees must agree locally arrangements for working outside of these hours, including how workload should be managed during any system down time.

5.6 Data Protection

The employee has responsibility for ensuring that any information held in the home (whether electronically or in paper format) is secure and that confidentiality is maintained.

Any information collected, stored or used must be in accordance with the Data Protection Act. This involves:

- Storing paper documents in a lockable filing cabinet
- Ensuring that other members of the household do not have access to any CCG equipment or documents.

The corporate information risk assessment is included at Appendix H within this document. Managers and employees are required to review this document and specific any local risks and associated mitigation actions to ensure information security.

5.7 Terms and conditions of employment and employment policies

All employment or other policies, procedures and practices that apply to office based employees will apply equally to home workers.

5.8 Travel reimbursements

Mileage is not paid to home workers for travel from home to the office base. (See Part 1 section 3 for definitions).

Business travel for permanent home workers will be paid in accordance with the CCG policy.

Business mileage for home based mobile employees will be paid from the home, as the official work base, where employees live within the CCG area. Mileage for employees who

live outside of the CCG area will be paid from the boundary. [needs to be clarified and aligned with the CCG Travel & Expenses Policy—may want to put in a figure]

5.9 Costs

The CCG will refund work-related telephone costs on production of an itemised telephone bill, where a THE CCG line is not installed. Permanent home workers are entitled to an allowance of £25 per month (pro rata for part time workers) for heating, lighting and electricity costs. This amount is not pensionable. Amount to be agreed as specified in Travel and Expenses Policy

Managers can arrange for their employees to receive this allowance by completing an Amendment to Employees Changes Form. Forms are available from the HR Provider section of the People Direct Site.

5.10 Insurance

Home workers will be covered by the GM CCG's insurance policy for employer's liability and personal accident in the same way as office based employees.

The GM CCG's equipment will be covered by our insurance policy subject to satisfactory completion, and actioning, of risk assessments.

Employees are responsible for informing their landlord or mortgage provider and home insurers of the home working arrangement, a standard letter template is provided at **Appendix E.** Employees are also responsible for meeting any additional costs that may arise.

6 Evaluation and Review

Home working arrangements must be subject to regular evaluation and review to ensure it continues to deliver benefits for the CCG and employee.

6.1 Review arrangements

3 month review

An initial evaluation meeting should be held between the home worker and their line manager after the first 3 months of remote working. The meeting should revisit the assumptions made on the home working application form, to ensure the anticipated advantages and disadvantages of the arrangement have been managed appropriately.

To enable the organisation to achieve a satisfactory return on investment, employees should work from home for a minimum of 6 months other than in exceptional circumstances. Where improvement actions are identified to improve the effectiveness of the arrangement, the manager and home worker must agree together responsibility for taking these forward.

6 month review

A further formal review should be conducted by the line manager after 6 months. At this stage it may be agreed to maintain the arrangement or revoke it and return to a conventional office base. The outcome of this decision must be referred to the relevant senior manger and then through to SMT before a final decision can be made.

6.2 Ongoing review and evaluation

Permanent home working arrangements should be reviewed annually by the manager and home worker as part of the annual PDR review. These meetings should continue to use the criteria for effective home working set out in this policy as a means for determining success.

The outcome of annual review meetings should be shared with SMTs. In addition, SMTs should review information provided by the HR Provider to consider the relationship between home working and other flexible working patterns and changes in employee metrics around:

- Short term sickness
- Employees retention
- Productivity and performance standards, where available
- Accommodation costs.

Appendix A: Home working application form

Application Form to Request to Work from Home

If you would like to apply to work from home, please refer to the home working policy document and complete the form below.

Name			
Job Title			
Line Manager			
Work Address			
Current Working pattern (full time/part time/hours per week etc)			
To help us determine how he about your usual travel arrar	ome working may help to reduce employ ngements to work:	yees travel, pleas	se tell us
Approximate distance usu work	ally travelled to	miles –	
Usual method of transport to	work:		
	Other (Please specify)		
Section 1: Basic Eligibility Crite I confirm that:	eria		
	ment needs have been met and I am per	rforming	
I have a telephone line in	stalled at home		
I have sufficient space at	home for use as a work environment		
I have broadband access	in my home area (you can check at <u>ww</u>	w.bt.com)	
	t apply ese requirements, unfortunately we will this time. Please agree a review date w		

Se	ection 2: Your Application	
۱v	ould like to work from home for	days per week
Ιv	vill require access to the following IT	from home:
Se	erver Number	
	Packages (excluding Microsoft fice) e.g. ESR/W drive/shared drive	
Ot	her	
	ease describe how your work sa ome working arrangements	atisfies the following eligibility criteria for permanent
•	Can the work be done without imr resources are office based records	mediate access to shared resources? Examples of shared or databases
•	Can the work be done without acce	ess to office-based ICT?
•	Can the work be done without face	-to-face contact with colleagues?
•	Can the work be done without face	-to-face contact with internal and external customers?
•	Can the work be done from home v	vithout increasing the workload of others?
•	Can the work be completed with mi	inimal supervision?

Please describe the benefits to the CCG if you worked from home. For example, do you think you will become more productive? How? Will costs reduce? How?	
What do you anticipate would be the benefits to you of working from home? For example	
you may expect to reduce your travelling time and costs	
What do you anticipate would be the disadvantages to you of working from home? For example, do you have caring responsibilities that you will need to arrange cover for? Will there be somebody else at home when you are working?	
How would you manage these disadvantages?	
What do you anticipate would be the disadvantages to the CCG of you working from home? For example, will your colleagues miss your expertise in the office? Do you have particular skills that your colleagues may still need regular access to?	
How would you manage these disadvantages?	

HMW001	Final v1.0	September 2014
		if you worked from home. Do you, for health and safety, that will need to be
Please explain how	you propose to manage this impa	act
Section 3: Assessm	ent of proposed work space	
I have attached my co	ompleted self assessment health an	d safety forms.
I agree to my manage a work environment if		uitability of the proposed space for use as
Signed		
Date		
Thank you for your ap	oplication.	
Please pass your con	npleted form to you line manager, w	ho will review it with senior management

and the HR Provider. You will receive feedback on your application as soon as possible.

Appendix B: Home Worker Set up Form

Home Worker Set Up Form (to be completed by manager)

Name	
Address	
Home Telephone Number	
Date HR Provider advised	
ICT:	
Work Request form submitted	
Date equipment delivered	
Date equipment installed and tested	
Contingency arrangements agreed should	
system be unavailable	
Date insurance arrangements confirmed	
Furniture	Required / Not required
Removal arranged for (date)	
Delivery made (date)	
Equipment Inventory	
Health & Safety – date assessment	
carried out/completed	
Date assessment actions /	
recommendations completed	
Line Management Arrangements	Please detail
Line Management Arrangements Hours of work and method of logging hours	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed	Please detail
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Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed including measurable outcomes and effectiveness Security and confidentiality arrangements agreed in line with information risk assessment Additional comments/requirements Date home working commenced	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed including measurable outcomes and effectiveness Security and confidentiality arrangements agreed in line with information risk assessment Additional comments/requirements Date home working commenced Date of 3 month review	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed including measurable outcomes and effectiveness Security and confidentiality arrangements agreed in line with information risk assessment Additional comments/requirements Date home working commenced	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed including measurable outcomes and effectiveness Security and confidentiality arrangements agreed in line with information risk assessment Additional comments/requirements Date home working commenced Date of 3 month review	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed including measurable outcomes and effectiveness Security and confidentiality arrangements agreed in line with information risk assessment Additional comments/requirements Date home working commenced Date of 3 month review	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed including measurable outcomes and effectiveness Security and confidentiality arrangements agreed in line with information risk assessment Additional comments/requirements Date home working commenced Date of 3 month review Date of 6 month review	Please detail
Line Management Arrangements Hours of work and method of logging hours worked agreed Supervision arrangements agreed including measurable outcomes and effectiveness Security and confidentiality arrangements agreed in line with information risk assessment Additional comments/requirements Date home working commenced Date of 3 month review Date of 6 month review Date	Please detail

HMW001 Final v1.0 September 2014

Appendix C: Home Working Agreement

Home Working Agreement

Name	
Home Address	
Home Telephone Number	
Job Title	
Total hours of work	
Normal working pattern	

I have read and understood the CCG's Home Working policy and request a home-working arrangement in line with the hours and times of work set out in my application form.

I agree that a health and safety risk assessment will be required on the proposed workplace for home working and I will implement and maintain any control measures required as a result of this. I will notify my manager of any changes which may affect the validity of the assessment.

I agree to allow reasonable access to my home (by prior appointment) to allow Health and Safety checks and routine equipment checks and maintenance.

I understand that I will still be required to attend meetings and training at CCG sites and that travel will be at my own cost

I understand that the equipment I have been provided with remains the property of the CCG. I will use this equipment in line with established guidelines and agree to return it when my home working arrangement ends

I have informed my mortgage/insurance company that I intend to use my home for business purposes.

I understand that my work will be monitored to ensure the arrangement is effective and have agreed key performance standards with my line manager

This Agreement will be monitored and reviewed in accordance with the CCG's Home Working Policy.

Signed (Employee)	
Name (Please print)	
Date	
Approved (Manager)	
Name (Please print)	
Date	
Approved (Head of Department/Service)	
Name (Please print)	

Data	
Date	
Date	

HMW001 Final v1.0 September 2014

Appendix D: Health and Safety Assessment Forms

Please Note: These and other health & safety assessment forms are also available on the intranet or by contacting the Occupational Safety and Health Provider on [insert telephone number].

Employee's Self Assessment: Working from Home

Health and safety legislation requires that general risk assessments are undertaken for the activities you perform whilst at work. This covers all activities, not just those you perform in an office or other council premises. More specific and/or detailed assessments are also required in certain instances, e.g. if you use Display Screen Equipment (DSE) for extended periods of time. Any significant risks identified must be suitably managed and controlled.

This legislation also applies if you undertake any work activities at home, e.g. as part of a flexible working option. An assessment of the work you perform and provision for your welfare must be undertaken to ensure health and safety standards can be achieved. This is achieved by utilising an ergonomic/holistic approach, considering the task, the environment and the person, and completion of this self-assessment form may be all that is required to achieve this requirement; you are asked to complete it prior to working at home and return it to your line manager. If a more detailed assessment is required, your line manager will inform you accordingly.

Note: if you will be using DSE (e.g. computer) as part of your work at home, a separate self assessment form should be completed for this (i.e. form— Display Screen Equipment — Self Assessment). You will not be able to complete this until after your workstation and equipment has been delivered and installed.

Please tick yes, no, or not appropriate, to each question below and add any additional information or comments in the space provided. Should you require any further information, please discuss this with your line manager, departmental (DSE) risk assessor or contact the Occupational Safety and Health Provider on [insert telephone number].

Name:	Date of assessment:
Signature:	Home address:
Post title:	
Department:	
Division:	Home contact no:
Line manager:	Work contact no:

1	ABOUT THE JOB / WORK				
1.1	WORKING ARRANGEMENTS	YES	NO	N/A	COMMENTS
1.1.1	Will you be receiving any work related visitors whilst working from home?				If yes, a specific risk assessment must be completed
1.1.2	Will you be working more than 48 hours a week?				
1.1.3	Will you be working at night?				If yes, a night worker assessment must be completed

1.2	WORK EQUIPMENT	YES	NO	N/A	COMMENTS
1.2.1	Will you be using display screen equipment				If yes, please complete a
	(DSE) at home for work purposes?				DSE self assessment
					questionnaire.
1.2.2	Will you be using equipment provided by the				
	CCG for use at home?				
1.2.2a	If yes, please describe the equipment				
	(including details of cleaning and				
	maintenance arrangements, e.g. portable				
	appliance testing for electrical equipment).				
			1	ı	
1.2.3	Are you using your own equipment for work				
4.0.0-	purposes at home?				
1.2.3a	If yes, please describe the equipment				
	(including details of cleaning and maintenance arrangements, e.g. portable				
	appliance testing).				
	appliance testing).				
1.2.4	Is the equipment suitable for the work to be				
	undertaken?				
1.2.5	Is equipment CE marked, where required?				
	(E.g. for electrical equipment).				
1.2.6	Have you been trained in the use of the				
	equipment?				
1.2.7	Have you been provided with any information				
	on how to use the equipment?				
1.2.8	Do you check equipment before use to				
	ensure there are no obvious defects, etc.?				
1.2.9	Do you know what to do if any defects are				
	observed?				
1.3	MANUAL HANDLING	YES	NO	N/A	COMMENTS
1.3.1	Do you need to handle equipment / loads				If yes, a specific
	between CCG premises and home?				assessment may be
	·				required.
1.3.1a	If yes, please describe what loads you handle				
	(including average weight) and how you				
	handle them.				
1.3.2	Do you need to handle equipment / loads at				
	home?				
1.3.2a	If yes, please describe what loads you handle				
	(including average weight) and how you				
4.5.5	handle them.		1		
1.3.3	If yes to any of the above questions, have you				
	been trained in manual handling techniques?	<u> </u>	<u> </u>		
1.4	CONTROL OF SUBSTANCES HAZARDOUS TO	HEALTH			
1.4.1	Are you required to use any substances at				If yes, a specific
	home for work purposes?				assessment may be
4.4.5	War Land Bar Land				required.
1.4.2	If yes, please list substances used.				
4.4.0	If you had a rick accessment have		1	<u> </u>	
1.4.3	If yes, has a risk assessment been				
	undertaken?				
1.4.3a	If you have adequate controls been				
1.4.3a	If yes, have adequate controls been		1		
	implemented to eliminate or reduce the risks?				

1.5	PERSONAL PROTECTIVE EQUIPMENT	YES	NO	N/A	COMMENTS
1.5.1	Is personal protective equipment (PPE)				If yes, a survey must be
	required when using substances, etc.?				undertaken to ensure it is
					suitable and sufficient.
1.5.2	If yes, has suitable PPE been provided?				
11012	, , , ,				
1.6	WORKSTATION		1	ı	
1.6.1	Is there adequate space at your workstation				
1.0.1	to allow a comfortable working position /				
	.				
4.0.0	freedom of movement?				
1.6.2	Do you have enough space to change				
	position and vary your movements?				
1.6.3	Is the workstation large enough to				
	accommodate you, the work undertaken and				
	equipment required?				
1.6.4	Can documents and telephone equipment be				
	handled in comfort and without excessive				
	body movement?				
1.6.5	Is there enough room for things that need to				
	be stored?				
1.6.6	Does the height of the workstation allow you				
	adequate leg clearance?				
1.6.7	Do you have sufficient leg room at the		1		
1.0.7	workstation? (Obstacle free)?				
1.6.8	Is a chair provided for use at the workstation?				
1.0.0	is a chair provided for use at the workstation?				
1.6.9a	If you is the chair in a good state of renair?		-		
1.0.9a	If yes, is the chair in a good state of repair?				
1.6.9b	If you does the chair allow a comfortable				
1.0.90	If yes, does the chair allow a comfortable				
4.0.0-	working position and freedom of movement? Is the base / feet of the chair suitable for use				I amain at a difference
1.6.9c					Laminated floors =
	on the floor surface?				gliders
					Carpeted floors =
					castors
1.7	WORK PERFORMANCE	YES	NO	N/A	COMMENTS
1.7.1	Have performance targets been set for the				
	work you undertake at home?				
1.7.2	Do performance requirements demand high				
	levels of attention and concentration?				
1.7.3	Are you able to perform your tasks without				
	distraction or disturbance, e.g. excessive				
	noise?				
2	ADOLIT THE WORKING ENVIRONMENT				
2	ABOUT THE WORKING ENVIRONMENT				
2.1	WELFARE	YES	NO	N/A	COMMENTS
2.1.1	Are basic first aid provisions available?				A specific first aid
					assessment may be
					required.
2.1.1a	Have you been trained in emergency first aid?				required.

2.1.2	Is a smoke detector fitted in vicinity of the				A specific fire safety
	working area?				assessment may be required.
2.1.2a	If yes, is this maintained regularly, e.g.				requirea.
2.1.20	tested?				
2.1.3	Have you got a clear escape route from the				
	work area to a place of safety, e.g. in the event of a fire?				
2.1.3a	Is an alternative route available, e.g. in the event of this route being unavailable?				
2.1.4	Are external doors secure to prevent				
	unauthorized entry, but are able to be opened without delay in the event of an emergency?				
2.1	WELFARE (Cont.)	YES	NO	N/A	COMMENTS
2.1.5	Do you know who to contact in the event of	ILO	INC	1 1/ / 1	OOMMENTO
21110	an emergency and how to do this?				
2.1.6	Are floors and passageways in good				
	condition and free from obstruction?				
2.1.6.a	Is there clear and safe access / egress around the workstation?				
2.2	WORKING CONDITIONS	YES	NO	N/A	COMMENTS
2.2.1	Is the lighting adequate at workstation?				
2.2.1a	Do reflections and glare arise from lighting?				
2.2.1b	Are windows fitted with blinds or other protective coverings?				
2.2.2	Is the work area temperature comfortable?				
2.2.2a	Are humidity levels adequate and comfortable?				
2.2.2b	Is the work area ventilated adequately?				
2.2.3	Is the electrical system / supply at home in good working order?				
2.2.3a	Is the electrical system adequate for the equipment to be used?				
2.2.3b	Is electrical equipment in a good state of repair/ condition?				
2.2.3c	Are plugs correctly wired and maintained?				
2.2.3d	Is electrical equipment, used at home,				
	arranged in such a way so that there are no				
3	trailing wires/tripping hazards? ABOUT YOU	YES	NO	N/A	COMMENTS
3.1	Do you suffer from any restricted joint	LO		TN/JA	
J. I	movement, impaired finger movements or grip, or other condition?				If yes, please see your manager about a referral to Occupational Health.
3.1a	Do you experience any aches, pain or discomfort after working at home for long periods of time?				If yes, please see your manager about a referral to Occupational Health.
3.1b	Have you ever felt lonely or isolated when working on your own?				

HMW0	001 Final v1.0	Septem	ber 2014
3.1c	Are you a new or expectant mother?		If yes, a more detailed assessment will be required
3.2	Are you able to work without direct supervision?		
3.2a	Are you younger than 18 years of age?		If yes, a more detailed assessment may be required
3.2b	Are you able to work on you own initiative and to deadlines?		
3.2c	Do you feel able to effectively balance the demands of work and home whilst working from home?		
3.2d	Will you be caring for anyone whilst working at home?		
3.3	Do you take regular breaks when working?		
3.3a	Do you engage in any form of physical activity?		
3.4	Are you aware of the CCG's arrangements for reporting accidents and other incidents?		
3.5	Please use this space to provide any other info	rmation that you	think may be relevant.

Once completed, please return this form to your Manager. Thank you.

Managers Assessment: Home Working

Health and safety legislation requires that general risk assessments are undertaken for all activities employees perform whilst at work, including work performed at home. More specific and/or detailed assessments are also required in certain instances, e.g. if an employee uses Display Screen Equipment (DSE) for extended periods of time. You must ensure any significant risks identified are suitably managed and controlled.

If an employee wishes to work from home they should initially complete the self assessment form and provide this to you. You should review this information and complete the following assessment form before the employee starts to work at home. Please contact the Occupational Health Provider for further advice. Employees should be made aware that a Health and Safety Adviser or DSE Workstation Assessor may contact them or visit their home to discuss any major areas of concern and/or accidents.

Please tick yes, no, or not appropriate, to each question and add any additional information or comments in the space provided. If you require any further information, please discuss this with the Occupational Health Provider on [insert telephone number].

Name:	Employee's name:
Signature:	Home address:
Post title:	
Team/division:	Postcode:
Contact no:	Home contact no.
Date of assessment:	Work contact no.:

1	ABOUT THE JOB / WORK				
1.1	WORKING ARRANGEMENTS	YES	NO	N/A	COMMENTS
1.1.1	How will the employee inform you of any visits				
	they undertake and any changes to his/her				
	diary?				
1.1.2	If unsocial / long hours are worked have				
	adequate assessments and controls been				
	implemented?				
1.2	WORK EQUIPMENT				
1.2.1	If display screen equipment (DSE) is to be				
	used has a specific risk assessment been				
	undertaken?				
1.2.1a	If yes, have suitable controls been				
	implemented?				
	•				
1.2.2	Is all work equipment provided by the CCG?				
	The state of the s				
1.2.2a	If yes, what are the arrangements for any				
	maintenance, testing and repair?				
	, 5				
1.2.3	Will he/she be using their own equipment for				
	work purposes at home?				
1.2.3a					
	taken to ensure that it is safe?				
1.2.4	Have he/she been provided with any				
	information / training on how to use the				
	equipment?				

HMW001 Final v1.0 September 2014 What checks are made on equipment before 1.2.5 use to ensure there are no obvious defects, 1.2.5a Are robust defect reporting arrangements in place? YES NO N/A COMMENTS 1.3 MANUAL HANDLING 1.3.1 List any heavy, large, awkward, etc. items which need to be handled. 1.3.1a Are any items expensive, which could place the employee at risk from assault when transferring between THE CCG premises and home? e.g. laptops, etc. 1.3.2 How could manual handling could be eliminated / reduced? Has training in manual handling techniques 1.3.3 Date trained: been made available? CONTROL OF SUBSTANCES HAZARDOUS TO HEALTH 1.4 List any hazardous substances used by the 1.4.1 employee at home for work purposes. Have risk assessments been undertaken and 1.4.2 controls implemented? YES NO N/A PERSONAL PROTECTIVE EQUIPMENT **COMMENTS** 1.5 Has suitable PPE been provided, if required? 1.5.1 1.6 WORKSTATION Is there adequate space at your workstation to 1.6.1 allow a comfortable working position / freedom of movement? Is the workstation large enough to 1.6.2 accommodate the employee, the work undertaken, equipment required and anything that needs to be stored? Can documents and telephone equipment be 1.6.3 handled in comfort and without excessive body movement? 1.6.4 Is a suitable chair provided for use at the workstation? **WORK PERFORMANCE** 1.7 Have performance targets been set for the 1.7.1 work undertaken at home? Do performance requirements demand high 1.7.2 levels of attention and concentration?

			1	1	
1.7.3	Is the employee able to perform tasks without				
	distraction or disturbance, e.g. excessive				
	noise?				
2	ABOUT THE WORKING ENVIRONMENT				
2.1	WELFARE	YES	NO	N/A	COMMENTS
2.1.1	What first aid provisions have been made?		110	14,71	COMMENTO
	Triat mot aid provisions have been made.				
2.1.1a	Has the employee been trained in emergency				
	first aid?				
2.1.2	Are emergency escape routes and				
	arrangements satisfactory?				
2.1.2a	Are you satisfied that the employee knows				
	what to do in the event of a fire or emergency?				
2.1.2b	Is a smoke detector fitted in vicinity of the				
	working area and maintained?				
2.1.3	Are external doors secure to prevent				
	unauthorized entry, but are able to be opened				
	without delay in the event of an emergency?				
2.1.4	Are work security / confidentiality				
	arrangements satisfactory?				
2.1.5	Do you have any concerns about the welfare				
	of the employee at home?				
2.2	WORKING CONDITIONS	YES	NO	N/A	COMMENTS
2.2.1	Is the employee's home in reasonable repair?				
	Are floors and staircases in good condition				
	and free from obstruction?				
2.2.2	Are general housekeeping standards				
	acceptable?				
2.2.2a	Are there any trailing wires/tripping hazards?				
0.00					
2.2.3	Is the lighting adequate?				
2.2.4	Is temperature, humidity and ventilations				
2.2.7	adequate and comfortable?				
2.2.5	Has the electrical supply been tested recently				
2.2.0	or is the house under 10 years old?				
2.2.5a	Do you think the electrical system is adequate				
	for the equipment to be used?				
2.2.5b	Are there any damaged plugs, sockets, cables,				
	and wires? Any brown marks or staining?				
3	ABOUT THE EMPLOYEE	YES	NO	N/A	COMMENTS
3.1	Does the employee suffer from any restricted				If yes, please refer to
	joint movement, impaired finger movements				Occupational Health.
	or grip, or other condition?				
3.1.1	Does the employee experience any aches,				If yes, please refer to
	pain or discomfort after working at home for				Occupational Health.
	long periods of time?				,
3.1.2	Does the employee have any other medical /				If yes, please refer to
	health conditions, which might be affected by				Occupational Health.
	working from home?	<u> </u>			· .
3.1.3	Are you satisfied that the employee can work				
	from home without increasing risk to their				
	health, safety and welfare? e.g. feelings of				
	Ioneliness / isolation				

HMW001 Final v1.0 September 2014

1 11/11 44 (7111a1 v1.0		Տեր	tembe	1 2014		
3.2	Is the employee mature enough and able to work without direct supervision?						
3.2.1	Is the employee able to work on his/her own						
J.Z. I	initiative and to deadlines?						
	initiative and to deadines:	YES	NO	N/A	COMM	IENITO	
3.2.2	Can the employee work without distractions	IEO	NO	IN/A	COMM		
3.2.2	Can the employee work without distractions						
2 2 2	from children or other people in the house?						
3.2.3	What arrangements have been made to meet						
2 2 4	you &/or colleagues on a regular basis?						
3.2.4	Has the employee made adequate						
	arrangements for the care of children &/or						
	relatives when working?						
3.3	Have you discussed the arrangements for						
	reporting accidents and other incidents?	<u> </u>					
3.4	Please list what other information have you pro-	vided					
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may t	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may t	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may t	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may t	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may l	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may I	oe rele	vant.		
3.5	Please use this space to provide any other information	tion that	may t	oe rele	vant.		
3.5	Please use this space to provide any other information of the space to provide any other information.	tion that	may I	oe rele	vant.		

Please discuss this assessment with the Occupational Health & Safety Provider if you are unsure about anything, e.g. what controls are required, etc.

Appendix E: Standard letter for emp	loyees to mortgage provider/landlord
Date:	
To Mortgage Provider/Landlord	
Dear Sir / Madam	
Home working arrangement	
Name	Job Title
Home Address	
Post Code	
	employee of [insert name of the CCG], who is able to work uraged to notify you to ensure that any conditions of my

I am writing to inform you that I am an employee of [insert name of the CCG], who is able to work from home. I have been strongly encouraged to notify you to ensure that any conditions of my mortgage / tenancy are not breached. If there are any factors which may affect my mortgage or tenancy, please contact me directly to discuss these.

I will be working from / at my home address approximately [xx] days per week.

All the following conditions will apply:

- I am prohibited from receiving work related visitors whilst working at home, unless a risk assessment has established appropriate safety precautions.
- When colleagues visit (for example Health & Safety advisors or ICT support employees to install equipment) they will be covered personally under the terms of the CCG's insurance.
- All employees are covered by the terms of the CCG's Employer and Public Liability Policy, whether working at their normal office base or at home.
- ICT equipment belonging to/provided by the CCG is covered under the terms of the CCG's insurance.

If you have any questions about the level of cover provided in connection with employment, please contact [insert name, post and address] by telephone on [insert number].

Yours faithfully

HMW001 Final v1.0 September 2014 Appendix F: Standard letter for employees to home insurers Date: To Home Insurance Company Dear Sir / Madam **Home Working Arrangements - Notification** Job Title Name **Home Address Post Code** I am writing to inform you that I am an employee of [insert name of the CCG], who is able to work factors which may affect my home insurance, please contact me directly to discuss these. I will be working from / at my home address approximately days per week.

from home. Because this may have an effect on my home insurance arrangements, I have been strongly encouraged to notify you to ensure that my cover is not compromised. If there are any

All the following conditions will apply:

- I am prohibited from receiving work related visitors whilst working at home, unless a risk assessment has established appropriate safety precautions.
- When colleagues visit (for example Health & Safety advisors or ICT support employees to install equipment) they will be covered personally under the terms of the CCG's insurance.
- All employees are covered by the terms of the CCG's Employer and Public Liability Policy, whether working at their normal office base or at home
- ICT equipment belonging to/provided by the CCG is covered under the terms of the CCG's insurance.

If you have any questions about the level of cover provided in connection with my employment, please contact [insert name, post and address of contact or by telephone on [insert number].

Yours faithfully

Appendix G: ICT Provider Support levels

The table below shows the four priorities which can be assigned to a call, together with examples of the types of calls which fall into each priority.

Priority	Criteria	Target Resolution Time (Service hours 8:00 - 18:00)
1	System down, a major part of the infrastructure down affecting 10+ users, or the whole or part of a site (10+).	5 Hrs (to be determined)
	Failure of a business critical system.	
2	Major service degradation, part of the infrastructure down affecting up to 10 users.	12 Hrs (to be determined)
	Business critical IT equipment down.	
3	None Business critical system affected, low impact.	50 Hrs (to be determined)
	Loss of service for a single user, e.g., Password re-sets and Printing problems	
	Cannot access office application. Intranet/Internet running slow	

Appendix H: CCG Information Security Risk Assessment

Managers and employees must be aware that working away from the office environment can present an information security risk. The CCG view of this risk and associated mitigation actions is set out below.

Managers and employees should expend upon this risk assessment, depending upon local circumstances, to ensure all information security risks are identified and managed.

Risk	Cost	Vulnerability	Control/Solution
The confidentiality of personal information is lost.	Breach of Data Protection Act and subsequent legal action.	Paper documents handled insecurely in terms of their storage and disposal.	Provision of lockable cabinets and document shredding tools plus documented employees guidance and training.
		Confidential information held on computer accessed by unauthorised individuals, e.g. family and friends	Access to computer and the information is locked by password. Training and reminders given to employees to use the 'lock workstation' facility when leaving workstation unattended.
			Password change enforced every X days.
		Confidential information stored on insecure electronic device, e.g. local hard drive, memory stick, CD.	Employees instructed not to store work information anywhere except on the CCG network.

Appendix I Home working – Guidance for Managers

Each Associate Director is ultimately responsible for determining which posts are suitable for home working. The Associate Director must be satisfied with the local arrangements agreed between the individual employee and his/her line manager. Such arrangements must be robust, transparent, allow for "measurable targets" to be set and regular feedback on performance achieved.

The final decision regarding whether or not to allow the member of employees to participate in remote / home working will be considered on a case by case basis and will rest with the relevant line manager.

Issues to be considered as to an individual's suitability to remote /home will include;

- The nature of the employee's work and its suitability to work remotely or from home
- The employee's ability to work without direct supervision
- The employee's ability to meet deadlines and previous track record
- Whether the employees work environment facilities are considered adequate
- How the employees output will be measured or monitored
- Self-motivation and discipline home distractions that may interrupt the home working ability.
- The possibility of feeling isolated because of reduced contact with colleagues.
- Environmental factors and the safe use of equipment.
- Confidentiality and data protection

The Employee and Line Manager will give formal consideration to, and agree clear performance objectives and targets to ensure that the time away from their permanent work base is most effective. Consideration must also be given to whether the general conditions of working from home can be met by the employee.

Appendix J

Equality Analysis Initial Assessment

Title of the change proposal or policy:			
Home Working Policy			
Brief description of the proposal:			
To ensure that the policy amends are fit for purpose, that the policy is legally compliant, complied with NHS LA Standards and takes account of best practice.			
Name(s) and role(s) of employees completing this assessment:			
Date of assessment:			
Please answer the following questions in relation to the proposed change:			
Will it affect employees, customers, and/or the public? Please state which.			
Yes it will affect all employees.			
Is it a major change affecting how a service or policy is delivered or accessed?			
No			
Will it have an effect on how other organisations operate in terms of equality?			
No			
If you conclude that there will not be a detrimental impact on any equality group, caused by the proposed change, please state how you have reached that conclusion:			

No anticipated detrimental impact on any equality group. The policy adheres to the NHS LA Standards and best practice. Makes all reasonable provision to ensure equity of access to all employees. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic.

Please return a copy of the completed form to the Equality & Diversity Manager