

POLICY DOCUMENT LLR ICB

Agile Working Policy

Reference Number:	LLR HR23
Title	Agile Working Policy
Version Number:	1
Policy Approved by:	Executive Management Team, LLR ICB
Date of Approval:	20 June 2022
Date Issued:	June 2022
Review Date:	20 June 2025
Document Author:	HR Business Partner
Executive Lead:	Alice McGee, Chief People Officer

Version Control

Version	Approval / Amendments made	Date
1	New Policy	20 June 2022
2	The words Clinical Commission Groups (CCGs) have been replaced to Integrated Care Board (ICB)	06 January 2023

Document status:

This is a controlled document. Whilst this document may be printed, the electronic version posted on the intranet is the controlled copy. Any printed copies of the document are not controlled.

Related documents:

This document will reference additional policies and procedures which will provide additional information.

All policies can be provided in large print or Braille formats upon request. An interpreting service, including sign language, is also available.

Table of contents

Content	Page
Introduction	4
Equality statement	5
Scope	5
Roles and responsibilities	5
The aims of agile working	7
Agile working practicalities	7
Requests to work outside the UK	13
Due regard	15
Implementation and dissemination of the document	15
Monitoring and review	15
Appendix 1: Agile Working – 15 Principles	17
Appendix 2: Agile Working - Practical Tips for Employees and Managers	19

Introduction

1. Leicester, Leicestershire and Rutland Integrated Care Board (hereafter LLR ICB or the ICB) are committed to agile working and recognise the benefits in empowering employees to work agilely, where appropriate, in the context of business needs.
2. Due to the Coronavirus Pandemic and in accordance with Government guidance, there were several occasions during 2020 and 2021 where staff were required to work from home. This enabled the ICB to consider a different way of working beyond COVID and after consulting with all staff, introduced agile working in August 2021.
3. The ICB defined agile working as a means of working where it is most appropriate for an individual to perform their role, i.e., home, office, provider, primary care, or a mix of all with some individual choice if it is safe and appropriate. Agile working is based on the concept that work is an activity we do, rather than a place we go and involves a permissive approach where staff can choose where (subject to it being appropriate) and to some extent when to work subject to meeting the requirements of their roles. Staff members have a contractual office base at County Hall and the frequency of attending the office is determined by organisational, directorate, and team requirements for activities that cannot easily be accommodated by working from home. During the consultation process in the summer of 2021, the ICB identified those members of staff for whom agile working was not the preferred outcome and alternative arrangements have been agreed with those individuals. All new staff since September 2021 have been recruited with the expectation that they will have the appropriate means to be able to work agilely from home from the outset.
4. Agile working is not about being prescriptive, it is about creating a culture where employees are empowered to take responsibility for their work, and it is reliant on there being trust between managers and employees. Whilst the ICB have provided some guidelines to help adopt the principles of agile working these are not exhaustive.
5. A key principle is that agile working must be balanced with the needs of the ICB business, which always takes priority and is ultimately determined by team managers who have the ultimate discretion to determine if members of their team can work in an agile way.
6. Agile working is reliant on communications and information technology to enable individuals to work in ways which best suit their needs, and the needs of the organisation, without the traditional limitations of where and when tasks must be performed. With the use of technology, there are numerous tools to aid working

in new and different ways to meet business needs, reduce costs, increase productivity and improve sustainability.

7. To maximise agile working, the key factors are engaging and communicating with each other, being clear about the objectives and how these can be met using some of the principles of agile working.
8. When working at home, staff members are required to have an appropriate working environment and technology to enable them to work effectively and will be required to work from an appropriate office location if this is not possible.

Equality Statement

9. The Leicester, Leicestershire & Rutland (LLR) ICB aim to design and implement policy documents that meet the diverse needs of our services, population and workforce, ensuring that no one is placed at a disadvantage over others. It takes into account current UK legislative requirements, including the Equality Act 2010, the Human Rights Act 1998, and promotes equal opportunities for all. This document has been designed to ensure that no-one receives less favourable treatment due to their age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, gender or sexual orientation or Trade Union membership. Appropriate consideration has also been given to gender identity, socio-economic status, immigration status. and other health inclusion (vulnerable) groups.
10. In carrying out its functions, the ICB must have due regard to the Public Sector Equality Duty (PSED) 2011. This applies to all the activities for which the ICB are responsible, including policy development, review, and implementation.

Scope

11. This policy applies to all ICB employees and is not contractual. Employees who work part-time or under a fixed term contract will be treated the same as full time employees. The agile working and safe / secure working principles, and health and wellbeing considerations will also apply to agency workers, off payroll workers or individuals working on bank contracts or contracts for services if working agilely.

Roles and responsibilities

12. Roles and responsibilities are:

Employees have a responsibility:

- to ensure they are familiar with the content of this policy;
- to comply with all conditions contained within this policy:

- to ensure flexibility, openness and constructiveness in terms of agile working agreements, whilst remaining focused on the needs of the service;
- to raise any concerns arising from agile working arrangements with their line manager;
- to have an appropriate place to work with a level of broadband connectivity that enables them to work effectively and safely and join online meetings with the camera on;
- to ensure that they, and other persons who may be affected, are not endangered by work activities undertaken at their home using the ICB's equipment. The on-line Display Screen Equipment (DSE) training module must be completed on appointment and in line with ICB requirements;
- to ensure the security of ICB equipment and data complying with General Data Protection Regulations 2021 (GDPR) and the Data Protection Act (2018) and the ICB Information Governance Policy;
- to report the loss or theft of any ICB equipment or data or breaches of the information governance policy and/or Data Protection Act in line with local policy and as soon as is reasonably practicable;
- to ensure that when working agilely, they are contactable via telephone, virtually and/or email.

Line Managers have a responsibility:

- to ensure fairness and consistency in applying this policy;
- to ensure flexibility, openness and constructiveness in terms of agile working agreements, whilst remaining focused on the needs of the service;
- to ensure all necessary risk assessments with employees have been carried out;
- to ensure effective communication and relationships are maintained, both individual and team;
- to arrange for the provision of any appropriate equipment needed by the employee to ensure they can work securely, effectively and safely when working agilely;
- to ensure employees working in an agile way are clear of the expectations on them and that effective communication and an effective managerial relationship is maintained;
- to consider any information governance and security implications associated with agile working and seek advice as appropriate from the Corporate Governance Team in the first instance;
- to ensure the employee 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.

Directors and Senior Leadership Team have a responsibility:

- to ensure a culture of agile working is promoted;

- to ensure line managers are supported to implement/promote the development of an agile working culture.

Human Resources have a responsibility:

- to provide advice and guidance in relation to the application of this policy.

Corporate Governance have a responsibility:

- to ensure corporate governance policies reflect the requirements of this policy;
- to provide advice and guidance in relation to corporate governance and information governance related elements of this policy.

The aims of agile working

13. The move to agile working has provided a high level of flexibility to the majority of employees. Working in an agile way has delivered a number of benefits including increased productivity, employee satisfaction and reduced costs. Whilst agile working may incorporate flexible working practices, the aims, drivers and scope are different.
14. Flexible working is a working pattern which has been designed for an individual, usually to help that person balance work, home life and health. Flexible working tends to be driven by the employee and usually only involves changes in working time, patterns and location.
15. Agile working is based on flexibility of work, to drive long-term organisational success. While it can unlock value for both the employer and the employee, agile working is driven by business needs which team managers and senior leads in Directorates determine. It is acknowledged that agile working may not be suitable for all employees. It can be easy to let work impact on non-working time and home life which can be a stressor. It is important that a work/life balance is achieved.

Agile working practicalities

16. Agile working is already embedded into the ICB at an Executive level. It is championed throughout the ICB and underpins the values and behaviours of the ICB and the NHS. In order to embed this into day-to-day working practice, employees and team managers are encouraged to champion the values and utilise mechanisms currently in place.
17. The following sections outline agile working practicalities that should be considered when agreeing agile working arrangements. In addition, appendix 1 details the 15 principles that were confirmed following the outcome of the ICB Agile and Home Working consultation and appendix 2 provides practical tips on agile working for employees and line managers.

Location

18. Whilst employees are based at County Hall, the employee's location when working agilely can include:
- working from home
 - working from another NHS or partner/stakeholder office
 - working at any other suitable location.

Role

19. Although there are many roles within the ICB that lend themselves easily to agile working, there may be some that require the postholder to work from their base or a specific location or work core business hours due to the type of work they perform e.g., those who are patient facing, deal with the public or support scheduled meetings such as Governing Body. These roles are determined by line managers based on business need and service delivery. There may therefore be warranted variation in agile working practices between roles, teams

Time

20. Depending on the business needs of the team, different start and finish times can be considered. For example, some teams are able to accommodate 8am-4pm, 9am-5pm and 10am-6pm hours of work, whereas some teams may not require set start and finish times. The decision on when or what times teams can do the work will be made by line managers based on delivering the team objectives and service need.
21. Agile working must not adversely impact on business effectiveness, and it may be that for specific times of the day or week individuals need to be contactable to meet business needs. Many employees are required to participate in meetings with external partners and consideration must be given as to how this requirement can be met given that other organisations may not work agilely.
22. Expectations on hours of work should be made clear to the employee and the team, to ensure employees are able to separate work and non-work time, and the team know when employees are contactable.
23. Employees will continue to attend the office as and when required during normal working hours to do their job, attend meetings and maintain relationships with the wider team(s) and it is therefore their responsibility to ensure they can attend when required, even at short notice.
24. In line with the ICB Disciplinary Policy, it is important that all employees and anyone working in the ICB are clear about the standards of conduct expected by the ICB. This includes the standard that reasonable requests/instructions from

the employee's line manager should be carried out promptly and efficiently to the required standard. Failure to follow a reasonable management request or instruction, such as to attend the office, without good reason may be treated as an act of misconduct in accordance with the ICB Disciplinary Policy (available on the ICB intranet/shared drive).

Equipment

25. The ICB will provide necessary computer and electrical equipment (see table below) to employees working from home if required. Where equipment is provided, the ICB will be responsible for the service and maintenance of the supplied equipment. These items will remain the property of the ICB and must be returned should the home working arrangement cease or employment with the ICB ceases. Employees working from home will normally be expected to use their own desk, however chairs may be provided where required in line with Display Screen Equipment (DSE) Assessments (see Health and Safety section below).

Standard	On request	Dependent on outcome of DSE assessment
Laptop	Docking station	Chair
Laptop bag	Headset	Document stand
	Keyboard	Footrest
	Mobile phone (if required)	
	Monitor and stand	
	Mouse	

26. The Corporate Governance Team should be contacted for any queries regarding the provision of IT equipment and/or loan of an office chair via llricb-llr.enquiries@nhs.net. If additional equipment is required to undertake an employee's role, either in an office or at home, this should be discussed with line managers in the first instance.
27. Where an employee with a disability requires additional equipment, this may be considered as a 'reasonable adjustment' under the Equality Act 2010. Specialist advice may be required as necessary, e.g., from Occupational Health, Health and Safety Advisors, Access to Work, Disability Employment Advisors.
28. Portable Appliance Testing (PAT) is the term used to describe the examination of electrical appliances and equipment to ensure they are safe to use. Not every

electrical item requires a PAT test. Employees should visually check for any damage to sockets, plugs or leads used in connection with their work, and understand the potential hazards (the Corporate Governance Team should be contacted for guidance on the maintenance of equipment via llricb-llr.enquiries@nhs.net).

29. The ICB will maintain its own equipment but will not be responsible for maintaining an employee's own computers and equipment e.g., electrical sockets and other parts of the employee's domestic electrical system, which are their own responsibility. Should a problem arise with ICB loaned equipment, employees will be supplied with a replacement, either temporarily or on loan, as required in line with IT procedures. Employees should contact the Corporate Governance Team via llricb-llr.enquiries@nhs.net.
30. If employees cannot log on or are having connection issues, they should first check their home Wi-Fi is working. If it is and the problem persists then employees should consider using the LHS Self-service Portal to reset their password. All critical or high priority issues must be logged to the IT Service Desk via telephone on 0116 295 3500 or the LHS Portal.
31. Employees choosing to work from home will be required to have an appropriate place to work with a level of broadband connectivity that enables them to work effectively and safely and join online meetings with the camera on. If broadband access is an issue, it is the employee's responsibility to rectify any connection issues and where this cannot be done, employees should work from an appropriate office location.
32. All stationery items are located in stationery units, which are accessed by the Corporate Governance Team only. Should employees require any particular item, or use the last of the supplies, they should inform the ICB Reception on 0116 295 3405.

Health and Safety

33. The Health and Safety at Work Act 1974 places a duty on employers, self-employed people and employees. Employers have a duty to protect the health, safety and welfare of their employees, including home workers.
34. In order to ensure this duty is met, all employees are required to complete a mandatory online DSE training and assessment on appointment and in line with ICB requirements. Assessments are reviewed by a member of the Corporate Governance Team and the employee will be contacted to discuss any issues or requirements identified within the assessment.

35. Any work-related accidents must be reported immediately in accordance with the ICB Health and Safety Policy, available on the ICB intranet/shared folder.
36. Whilst at home, it may be easier to work longer hours, or not take sufficient breaks as it would when working from an office. All employees should comply with the Working Time Regulations (1998), which include a maximum of a 48-hour working week averaged over 17 weeks, and an employee must take a minimum of a 20-minute rest break if they work more than 6 hours a day. This break is unpaid.

Security

37. There is an expected minimum standard of security, both physical and IT dependent, on the nature of the work to be undertaken. The ICB will ensure that employees working from home have secure remote access to its server and computer network drives as required and are able to retain security and confidentiality of information within the home.
38. Employees must ensure that all information (including information that is held on a computer, mobile phone or other device) is secure and cannot be accessed by other parties. Employees must comply with all relevant policies relating to sensitive and confidential information and IT at all times (policies available on the ICB intranet/shared drive).
39. Employees will continue to be responsible for maintaining an appropriate level of confidentiality wherever they choose to work. If this is not achievable when working from home or another location, employees should work from County Hall.
40. Employees continue to be responsible for safely retaining and appropriately destroying any confidential documents whilst working in an agile way. Printed material should be safely disposed of at home or returned to the office for secure destruction.

Printing

41. Staff should not print at home and should instead come into the office to print if required. Any exceptions must be risk assessed and agreed with the relevant deputy director and LHIS.

Financial considerations

42. A working from home allowance will not be paid. A discretionary non contractual financial payment to support working from home will be reviewed annually.
43. Travel arrangements will be in accordance with national and local conditions of service. Travel between home and the contractual work base (County Hall) will not attract travel allowances, whereas other business-related journeys will if additional mileage is incurred. Further detail on travel allowances can be found in the ICB Travel and Expenses Policy, available on the ICB intranet/shared folder.
44. Employees should check the implications on their home insurance whilst working from home including checking with the mortgage lender / landlord and take any necessary action. The ICB will not reimburse any additional charges.

Tax relief

45. Employees who choose to work from home are not normally entitled to tax relief on additional outgoings. Employees will continue to retain a contractual office base, and therefore the tax implications of being contractually based at home are not applicable
46. However, if there is a requirement from the ICB for an employee to work from home (for example following government guidance, or because an employee's base is their home), there may be tax relief available. Further information on tax relief can be found [here](#). The ICB is unable to provide individual support / advice regarding the claiming of tax relief. Employees should contact HMRC or their financial advisor for support.

Attending the office

47. It is expected most employees will be working agilely from home for the majority of the week.
48. Employees should view and refer to the Standard Operating Procedure for attending the office which is available on the ICB intranet / shared folder.
49. When the refurbishment of County Hall has been completed, it is the intention the office environment will include informal and formal working areas, and hot desks are available through a booking system. The ICB Staff Handbook includes further information on attending an office and can be accessed via the ICB intranet / shared folder.

50. This policy supports the sharing of office facilities and only in exceptional circumstances will employees have their own desk e.g., an employee who is designated office based or there is a requirement for an employee to have specialist equipment as part of a reasonable adjustment. Desks may be used by any member of the ICB, therefore adopting clear desk principles will assist with the changes in working practice. There is a requirement that when an individual vacates a desk for use by other employees, it will be left clear, with no additional materials left other than the standard IT equipment and telephone.
51. Employees will be required to bring their laptop with them to wherever they choose to work. Duplicate items of equipment will not be available.

Requests to work outside the UK

52. The organisation requires its staff members to work in an agile way and be resident in the UK with easy access to its HQ site as well as other locations across the ICS as required to fulfil the requirements of the individual's role including attending team meetings and training. You may think, if you have access to an internet connection, you can work anywhere? Unfortunately, it's not that simple. Working overseas can trigger all sorts of tax, social security, and other legal consequences for both you and the organisation which need to be considered separately. If you were to spend a few days working overseas, this is unlikely to trigger any unexpected liabilities, however, the longer the amount of time you work overseas, the greater the risk. There are also some countries where it would not be permitted to work due to IT or governance issues, for example, encrypted laptops are illegal in some countries and could be confiscated.
53. When considering requests to work from another country, a risk assessment is required which considers several risk factors for the employee and employer ahead of any decision being made. An example of some of the risk factors are income tax; National insurance; Immigration law; Employment law; Data protection and IG; Employer liability; Health and safety; Travel and home insurance; and any relevant travel restrictions. Employees are required to discuss any request in advance with their line manager and seek advice based on their personal circumstances. The organisation will consider each request on a case-by-case basis and given this is a complex area, this could take up to three months to conclude.

How can I get help?

54. Discuss the request with your line manager and contact the Head of Corporate Governance and HR Business Partner who will discuss the process for considering a request to work overseas which can take up to 3 months.

55. As a general rule, staff members must not take NHS equipment outside of the United Kingdom, which includes ICB laptops and mobile phones without first seeking permission.

Communication and contact

56. It is important in an agile working environment that communication is effective. A range of communication methods are available, both formal and informal. Individuals, teams and line managers should adopt a method of communication that works for all parties, in order to develop and maintain relationships and ensure support channels are available. The use of virtual platforms such as Microsoft Teams can help to keep lines of communication open and prevent employees from feeling detached from their line manager and team colleagues, as well as providing a platform for more formal meetings. Whilst these options reduce the number of face-to-face meetings it is important that some time is built in to enable some meetings in person which employees will be required to attend.
57. The ICB encourages teams to discuss the best way to increase learning opportunities, through team meetings, shadowing, formal and informal training opportunities and team development.
58. Managers should ensure 1-2-1 meetings are held with their employees. These are a good way of checking in on the following:
- Progression of agreed priorities and objectives in the next period so everyone is clear of what is expected of them and what people are working on;
 - Health and well-being of the individual;
 - How the relationship is working between the manager and employee;
 - What is working well and not working well;
 - Skills, knowledge, behaviour and training needs required to meet the role and career progression.
59. In addition, appraisals should continue to be held in line with the ICB Appraisal and Pay Progression Policy, available on the ICB intranet / shared folder.
60. Line managers and employees should also refer to the ICB Health and Wellbeing Policy (available on the ICB intranet/shared folder) for further details in relation to having health and wellbeing conversations.
61. It is recognised that working in an agile way can affect an employee's mental health. Line managers should be vigilant to the signs that an employee may be struggling with working agilely, and equally the employee has a personal responsibility to manage their health and wellbeing and should raise any concerns they may have with their line manager at the earliest possible

convenience. Line managers should refer to the ICB Health and Wellbeing Policy (available on the ICB intranet/shared folder) for further details in supporting employees with their health and wellbeing.

Due Regard

62. This policy has been reviewed in relation to having due regard to the Public Sector Equality Duty (PSED) 2011 of the Equality Act 2010 to eliminate discrimination, harassment, victimisation; to advance equality of opportunity; and foster good relations between the protected groups. Due regard comprises two linked elements: proportionality and relevance. The weight given to equality should therefore be proportionate to its relevance to a particular function. It should also be noted that there will be policies/proposals that have no impact and little relevance to equality.
63. This policy will be made available in alternative formats and languages if required. The potential of any negative impact on the protected characteristics in respect of this policy is low.
64. The ICB works in accordance with its Equality, Diversity & Inclusion Strategy and works to combat discrimination by applying the Equality Delivery System (EDS) the Workforce Race Equality Standard (WRES) and may be applying the Workforce Disability Equality Standard (WDES) if later required to do so.

Implementation and dissemination of the document

65. The Executive Management Team have approved this Policy. This Policy is available to all employees via the ICB intranet / shared folder and also circulated via the staff newsletter.

Monitoring and review

66. This policy has been written to reflect the law and Agenda for Change at the time of writing. Where Agenda for Change or legislative changes occur, these will take precedence over the Policy. This policy will be reviewed in line with the review date or earlier where there are Agenda for Change or legislative changes.
67. The Human Resources and Organisational Development teams will measure compliance of this policy through feedback received by employee through the staff opinion survey; through the monitoring of sickness absence levels and formal grievances relating to agile working issues; and through the occasional review of the ongoing management of agile working.

Agile Working Principles

The following 15 principles were confirmed following the outcome of the ICB Agile and Home Working consultation in 2021:

1. Promote agile working rather than predominately working from home - agile working means working where it's most appropriate for an individual to perform their role, i.e., home, office, provider, primary care or a mix of all with some individual choice, as long as it is safe and appropriate
2. Requirement for staff to attend the office as and when required during normal working hours to do their job, attend meetings and maintain relationships with wider team(s)
3. Offer some flexibility during normal working hours subject to individuals being able to meet the requirements of the role
4. Retain a contractual office base (rather than change to home) and provide ongoing permission to work from home with no requirement to travel to work for routine work and meetings that can be conducted remotely
5. Working patterns to be determined by teams within directorates recognising there will be warranted variation between roles and teams
6. Support individuals who expressed a choice for Option A (to become an agile worker and retain a contractual office base working from a variety of locations) or B (the role remains office based on the basis that you anticipate the majority of your working days will be at the same location) to work predominately from office from 19 July 2021 (pending no further change to Govt policy)
7. Identify roles that need to remain office based
8. Reduce office capacity - progress estates review and where changes to office base are required, pay excess mileage to those affected
9. Employees opting to work from home will be expected to have an appropriate place to work at home with minimum level of broadband connectivity to work effectively and safely and join MS teams meetings with camera on – or work from the office
10. Create an office environment with touch down and creative meeting spaces rather than traditional desks
11. Advertise new roles as agile with a clear expectation that staff are able to WFH
12. Maintain normal rules for claiming business mileage

13. Review options to increase data for mobile phone users on a case-by-case basis
14. Develop toolkit for line managers to manage staff remotely
15. Discretionary payment to staff of £100 via payroll to support working from home.

Agile Working - Practical Tips for Employees and Line Managers

Health & Wellbeing

1. Designing a structure to your working day is important. If you are managing both work and home life, agree a working pattern with your line manager and share it with your team. You should be contactable during those agreed working hours. It is important to have regular open conversations with your line manager about any additional demands you are facing.
2. Do not work excessive hours and do not feel pressured to work additional hours just because you are working from home.
3. If you are unwell, you will need to report any sickness absence in line with the ICB Sickness absence policy and do your best to give an update or handover on urgent work. As a manager, employees should be encouraged to take sick leave if unwell and unable to work and model the behaviour themselves; an employee who has reported in sick is not expected to work either in the office or remotely.
4. Keep your work calendars accurate so that your whereabouts during working hours are clear. This is good working practice as well as essential for health, safety and wellbeing reasons.
5. Set up a working space where you can keep your work equipment and papers safe and away from children or pets if applicable. It is your responsibility to ensure equipment supplied by the ICB is secure and used primarily for work related purposes in accordance with existing policies.
6. Get dressed for work – do not work in your pyjamas. Working in night clothes affects how we feel about the work we do. Psychologically we need to get ready for work and shift your mind set from rest and relaxation to work mode, meaning we are physically and mentally prepared for the working day ahead. Being dressed also prepares you to talk to colleagues on video calls. Follow your usual regime for getting ready for work. Employees should be aware of their appearance during virtual meetings and continue to dress smartly and appropriately.

Meetings

7. Do not have meetings for the sake of it: ensure that the meeting has a purpose e.g., updates to colleagues of progress could be managed in a Microsoft Teams channel chat or regular progress meetings.
8. Timings: most meetings are scheduled for 30 minutes or an hour. Consider changing this to either 25 minutes or 50 minutes, which allows people time for a small comfort break in between meetings, and where possible, refrain from booking meetings between 12-1pm.
9. Be clear on the purpose and goal: e.g., start the meeting with either a formal agenda or the outline of the agenda and the desired objectives or outcomes, and check in at the end to ensure these have been achieved and people understand their agreed actions.
10. Meeting etiquette: e.g., join on time and with your camera on, welcome everyone to the meeting, remind everyone to go on to mute while they are not talking and raise their hand to make a comment.
11. Further guidance on practical tips for employees when using Microsoft Teams is included in the ICB Staff Handbook (available on the ICB intranet/shared folder).



Emails

<p>CONSIDER THE RECIPIENT</p> <p>Try to avoid emailing staff members when they are on leave there is nothing worse than returning to hundreds of emails! Send emails only to those who need to receive the message.</p> 	<p>REPLYING ALL & CARBON COPY</p> <p>Do 100 other staff really need to see your response? Be conscious when replying and cc'ing, and only reply to all for efficient communication purposes.</p> 	<p>ADD VALUE TO AN EMAIL TRAIL</p> <p>Simply forwarding an email trail is time consuming for the recipient. Instead, summarise the conversation and your request in the new message before sending on.</p> 
<p>SHORT AND SWEET</p> <p>Ensure you keep your emails short concise and to the point where possible.</p> 	<p>WORK-LIFE BALANCE</p> <p>Consider adding a footer to email if you do not expect a reply straight away, work-life balance is important to us</p> 	<p>OUT OF OFFICE</p> <p>Be sure to use your out of office efficiently – turn it on when you are away for a few days and turn it off when you return.</p> 
<p>WHO ARE YOU?</p> <p>Make sure you use an email signature when sending an email so people will know important information such as your team/job title and phone number if required.</p> 	<p>CONSIDERATE TONE</p> <p>Think about what you are writing and how it will be perceived – give some thought to your tone of 'voice' when composing the email.</p> 	<p>IS EMAIL ALWAYS BEST?</p> <p>Emails are great for one way information sharing but less so for discussion. Avoid sending an email with a query to multiple people. It may be quicker and easier to pick up the phone.</p> 

Know when to step away from your desk

- When we work in the office we naturally move around in between meetings and by taking lunch breaks. If you are able to, try and move around in your home at least once every hour rather than remain in one fixed place all day. Try to focus on your nutrition. Eat at set times and keep hydrated to help create the energy you need to support yourself throughout each day.

13. Physical activity has a direct link to our mental health. Exercise releases endorphins which boost happiness, enjoyment and interest levels which will help you to get through the day. Regular stretching helps to maintain good posture which is important to maintain comfort. Try to stretch at least once an hour.
14. It is also important to book and take annual leave throughout the year as this allows employees to have regular breaks from work in order that they can rest and re-energise.

Socialise and talk with colleagues

15. Feelings of loneliness, isolation and disconnection are all common feelings when working remotely from your usual work environment.
16. Make the most of the systems available to you which allow you to socialise with your colleagues:
 - Ensure you have regular team meetings, virtually e.g., through Microsoft Teams;
 - Use the Microsoft Teams availability to contact colleagues, arrange to have the same coffee, lunch and tea breaks and link up for a chat about day-to-day things other than work – just as you would usually do in the workplace;
 - Set up colleague ‘What’s App’ groups;
 - If you are finding working at home difficult, share this with a colleague. It may be that they are finding it difficult too or they may have ideas of how to make things better;
 - Ideas can be shared with other colleagues;
 - Call colleagues on video call rather than voice calls.

Additional Support

17. The following support mechanisms are available for ICB employees:

Mental Health First Aiders	Mental Health First Aiders are a point of contact if you, or someone you are concerned about, are experiencing a mental health issue or emotional distress. They are not therapists or psychiatrists, but they can give you initial support and signpost you to appropriate help if required. If you want to reach out and talk to someone, please see the attached link ICB Mental Health First Aiders which details the members of staff you can approach.
-----------------------------------	--

<p>Mental Health Hub</p>	<p>The LLR Staff Mental Health and Wellbeing Hub has been set up to support the entire Health and Social Care workforce of Leicester, Leicestershire, and Rutland. The Hub is run by experienced clinicians, offering anonymous and confidential psychological support, counselling, and emotional advice, to employees that assess themselves to be, in any way (personally or professionally) affected by Covid-19. We do so by signposting to appropriate organisational services or refer you directly to a dedicated clinical team of counsellors and therapists.</p> <p>Accessing the hub is by self-referral. It is free, confidential, and anonymous. Your self-assessment asks you how you are feeling, and then gives you an opportunity for a confidential follow up assessment with a clinician, and priority access to mental health treatment as required.</p> <p>Further information is available on https://www.llrstaffwellbeing.org/</p>
<p>Occupational Health</p>	<p>The provider is T P Health.</p> <p>The Occupational Health and Well-Being Services will provide the following:</p> <ul style="list-style-type: none"> • Management referrals • Voluntary lifestyle checks • Free health information and advice • Smoking cessation support <p>The Service can be contacted at NCT@teamprevent.co.uk and 01327 810777.</p> <p>If line managers require any support or help with the system they can email itsystemscoordinator@teamprevent.co.uk or contact your dedicated customer support team on 01327 810777</p>
<p>Employee Assistance Programme</p>	<p>Care first provides confidential, impartial advice and support on a wide range of issues which affect daily life 24 hours per day, 365 days a year. The service is free for you to access whenever you need. You do not need prior approval from your manager or the ICB before contacting Care first.</p> <p>The access the service you can call 0800 174319 or visit www.carefirst-lifestyle.co.uk. To access online services you will require a username and password. User name: mlc001 - Password: shire1234</p>

Our NHS People	When work and home life boundaries become blurred it is important to prioritise self-care, this will also help ensure you're able to care for others. Visit the new 'Our NHS people' site at www.people.nhs.uk to help you manage your own health and wellbeing.
In an emergency	<p>In an emergency situation:</p> <ul style="list-style-type: none"> • Call the police on 999. • When you call 999, if you are unable to speak due to being in a dangerous situation, you can press 55 after the 999 call has been answered and it will alert police to the call being made by someone in danger and will respond to it. • Emergency SMS provides a text message service for deaf, hard of hearing and speech impaired people in the UK to send SMS messages to the UK 999 service where it will be passed to the Police: https://www.emergencysms.net/
Charities and support networks	<p>There are a number of charities and support networks that employees can access, including:</p> <ul style="list-style-type: none"> • Refuge • Men's Advice Line and ManKind • Galop • Karma Nirvana or Gov.uk Forced Marriage Guidance • Doctor, Health Visitor or Midwife