

Flexible & Home Working Policy



Review Date

September 2020

Ratified

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Next Review

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Responsible Directorate

HR

Our Vision



Transforming Lives of our learners

We seek to ensure that all our learners receive a high-quality education from expert staff and aspire to achieve the best they possibly can, no matter their background or ability. Our learners have safe, supportive learning environments in which they develop, grow, and challenge themselves. We are determined that our learners will receive the very best enrichment and opportunities to help them reach their full potential and ensure they are prepared for the future, wherever it might take them.



Transforming Lives of our colleagues

Our colleagues are supported with the very best professional development through our innovative ATT institute, allowing them to stay focused on learning and developing as practitioners whilst they progress in their careers. We share the very best practice across our community of academies to help build systems and processes that really work.



Transforming Lives in the communities we serve

We are committed to actively engaging with and addressing inequality in our local areas. We understand that every one of our academies and their diverse communities are different, so we aim to build a supportive, collaborative, and nurturing relationship with each whilst sharing our key values across our Trust.

Commitment to Education

Transparency and Integrity

Innovation and Improvement

Dedication to Inclusivity

Our Values

Commitment to Education

Our core purpose is to positively impact the lives of all our learners. Education will always be at the heart of everything we do.

Transparency and Integrity

We are proud of our success whilst being open and honest about our areas for improvement. Our actions are always ethical and in the best interests of all our stakeholders.

Innovation and Improvement

We are committed to innovative education- always moving forward and never standing still. Our learners are ambitious and prepared for a future that is constantly changing and developing.

Dedication to Inclusivity

Our learners are all different and all important to us. We aspire to support, challenge, and help each one of them reach their full potential, regardless of their background or level of ability.

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Statement of Intent

We are committed to providing equality of opportunity in employment and to developing work practices and policies that support work-life balance.

We recognise that it can be beneficial for our people to work flexibly, including working partly or wholly from home, provided that such an arrangement is suitable for both parties and is likely to facilitate effective and efficient working.

In addition to helping balance work and personal lives, this type of flexible working can raise morale, reduce absenteeism, and improve both recruitment and retention.

This policy gives our people an opportunity to formally request a change to their working pattern or arrangements, including requests to work either partly or wholly from home, in accordance with the statutory procedure for such requests. As every job is different and every person is different, we cannot guarantee to agree every request.

People who work from home will be managed consistently with their Academy/office-based colleagues, and no-one who makes a request for flexible working will be subject to any detriment or loss of career development opportunities.

This policy does not form part of the contract of employment and may be amended at any time following consultation.

1 | Legal Framework and Definitions

- 1.1 This policy has due regard to statutory legislation, including, but not limited to:
 - The *Flexible Working Regulations* (2014)
 - The *General Data Protection Regulation* (GDPR)
 - The *Data Protection Act* (2018)
 - *Health & Safety at Work Act* (1974)
 - *Working Time Regulations* (1998)
 - *The Equality Act* (2010)
- 1.2 Where this policy refers to *ATT* or *our Trust*, this should be taken to include any member of our Trust's staff, including governors and Trustees.
- 1.3 Where this policy refers to *employees, staff, our people, or colleagues*, this should be taken to include any member of our Trust's staff, but does not include consultants, agency workers or self-employed contractors.

2 | Scope of this Policy

- 2.1 This policy applies to all employees. It does not apply to agency workers, consultants or self-employed contractors.
- 2.2 Employees with at least 26 weeks' continuous service have a statutory right to request flexible working. That right is recognised by the formal procedure in this policy. The criteria for deciding who is eligible to follow the formal procedure are set out in [Paragraph 5](#).
- 2.3 Any employee interested in flexible working can request an informal meeting with their line manager to discuss the different options and the effect of their proposed work pattern on colleagues and service delivery before submitting a formal request.

3 | Responsibilities

- 3.1 The Human Resources Director has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework. Day-to-day responsibility for operating the policy has been delegated to the Principal (for academy-based colleagues) or Operations Director/Executive Leader (for Head Office or Regional/Home based colleagues).
- 3.2 Regular review of this policy will take place in consultation with our recognised union colleagues which will assess the effectiveness and impact of the policy.

4 | Types of Flexible and Home Working

- 4.1 Flexible working can incorporate a number of possible changes to working arrangements (including but not exhaustively):
- Reduction or variation of working hours
 - Reduction or variation of the days worked

- Working from home, or from a different location within our Trust.

4.2 Such changes may also involve starting a job share; working a set number of hours a year rather than a week (*annualised hours*); working only during term time; part time working; working compressed hours, working flexitime. Some of these arrangements may not be possible due to the nature of the work undertaken by the person making the request.

4.3 This policy recognises two categories of home working:

- **Ad-hoc Home Working** - where a person works at home on an ad hoc basis (for example, to complete a particular piece of work, or for another specific reason)
- **Regular Home Working** – where a person’s home is their main place of work, or where a person is based at home to travel to and from different Academies/offices.

5 | Eligibility to Make a Formal Flexible Working Request

5.1 Requests under the formal procedure set out in [Section 6](#) and [Appendix 1](#) of this policy can only be made by employees who meet the criteria set out below.

5.2 To be eligible to make a request under the formal procedure, you must:

- Be an employee
- Have worked for us continuously 26 weeks at the date your request is made
- Not have made a formal request to work flexibly during the last 12 months.

6 | Making a Formal Flexible Working Request

6.1 You will need to submit a written application if you would like your flexible working request to be considered under the formal procedure.

- 6.2 Your written and dated application should be submitted to your line manager. To meet the requirements of the formal procedure and to help your line manager consider your request you should:
- Provide as much information as you can about your current and desired working pattern, including working days, hours and start and finish times.
 - Give the date from which you want your desired working pattern to begin.
 - Identify the effect the changes to your working pattern will have on the work that you do (including how you feel it will enhance your work/service delivery), that of your colleagues, department, and team and on service delivery. If you have any suggestions about dealing with any potentially negative effects, please include these in your written application.
 - State whether you have made a previous formal request for flexible working and, if so, when.
 - Be submitted in good time and ideally at least two months before you wish the changes you are requesting to take effect.
- 6.3 Where your application is deemed incomplete or further information is required, your line manager will explain to you what further information is required for you to re-submit your formal request.
- 6.4 We may be able to agree your proposal without the need for a meeting (which is the next stage of the formal procedure). If that is the case, your line manager will write to you, confirming the decision and explaining the changes that will be made to your contract of employment.
- 6.5 If your proposal cannot be accommodated, discussion between you and your line manager may result in the agreement of an alternative working pattern that can assist you.
- 6.6 Once a formal flexible working request has been submitted, the formal procedure detailed in [Appendix 1](#) will be followed.

7 | Withdrawing a Formal Flexible Working Request

- 7.1 If you withdraw a formal request for flexible working, you will not be eligible to make another formal request for 12 months from the date of your original request.
- 7.2 In certain circumstances, a request made under the formal procedure will be treated as withdrawn. This will occur if:
- You fail to attend two meetings under the formal procedure without reasonable cause
 - You unreasonably refuse to provide information required to consider your request.

- 7.3 In such circumstances, your line manager will write to you confirming that the request has been treated as withdrawn.

8 | Home Working

- 8.1 One type of flexible working is working from home. This may be on a regular basis, when your main place of work is your home, or on an ad-hoc basis to allow you to complete specific tasks at specific times (see definitions [Paragraph 4.3](#)).
- 8.2 If you wish to work from home on a regular basis you can apply to do so by making a formal flexible working request (see [Section 6](#) and [Appendix 1](#)).
- 8.3 If you only wish to work from home on an ad-hoc basis you may not need to make a formal request for flexible working, however, should discuss this with your line manager.
- 8.4 Should your request to regularly work from home be accepted under the procedure in [Appendix 1](#), then the way your expenses (travel for business purposes) may change due to tax implications (please refer to our *Expenses Policy*).

9 | Assessing Suitability for Home Working

- 9.1 There are several job characteristics which can help identify a role as being suitable for home working. These include (but are not limited to):
- Self-contained duties
 - A high level of handling, processing, or creating information
 - An absence of physical requirements to the role, such as the use of bulky equipment or manual handling duties
 - Easily defined output and work deadlines
 - The ability to conduct most communication via the internet or phone.
- 9.2 In addition to considering the job characteristics, the demands of the role should also be taken into consideration, important factors to consider include (but are not limited to):
- How home working will impact your ability and availability to communicate with colleagues and/or learners

- What arrangements will be made to facilitate communication between you and your line manager, and the frequency of any line manager meetings
- What equipment you will require, and the practicality (including financial implications) of providing these
- Whether you require access to resources or information which cannot be readily accessed away from the Academy/office.

9.3 As well as practical considerations, social, environmental, and emotional factors should also be considered. A person working from home needs to be able to cope with regularly working on their own and with little supervision. As such you should consider if you:

- Have access to a suitable workspace – somewhere safe and secure where you can concentrate and work confidentially, free from distractions, with readily available access to the internet and other resources
- Can spend long periods on your own and are confident working without supervision
- Can easily access support from your line manager or colleagues
- Are self-disciplined and self-motivated
- Are well organised and able to manage your time effectively
- Can separate work from home life.

9.4 There can also be financial implications when working from home, which should be carefully considered. See [Paragraph 17](#).

10 | Health and Safety of Home Workers

10.1 We have a duty of care to all colleagues, and as such are obliged to ensure the health and safety of home workers in the same way as their Academy/ Office based colleagues.

10.2 To ensure the safety of all our people, regular home working will only be possible where:

- The appropriate risk assessment, DSE self-assessment, and checklists have been undertaken (see [Appendix 3-6](#)) and guidance documents issues ([Appendix 8 and 9](#)),
- It has been established that such working will not unreasonably impact on your health and safety
- You have suitable facilities at home to effectively carry out your role
- Effective mechanisms for communication and support are in place.

10.3 When working at home you have a duty to ensure, insofar as is reasonably practicable, that you work in a safe manner and in adherence of our *Health and Safety Policy*, and any other health and safety instructions we issue.

10.4 We reserve the right to refuse or revoke a home working application should we have reason to believe that your health and safety is at risk, or if issues arising from a risk assessment are not satisfactorily addressed.

11 | ICT Equipment and Materials

- 11.1 For **regular home working**, you will be provided with computer equipment and materials necessary for you to work from home.
- 11.2 You are required to ensure that proper care is taken of the equipment and materials provided, and any costs incurred relating to lost or damaged equipment may be recharged to you.
- 11.3 Where you have been provided with computer equipment and materials you must ensure they are used only for work-related purposes. Such equipment must not be used by any other member of your family at any time, or for any purpose.
- 11.4 Upon termination of employment for any reason, all equipment and must be returned to the Academy of employment, or ATT's Head Office.
- 11.5 For **ad-hoc home working**, you may be permitted to use your own computer equipment, subject to you being able to connect securely to the ATT/Academy server.

12 | Security

- 12.1 When working from home you are responsible for the security of all data, whether held on laptops, encrypted memory stick, paper, or any other means, and must ensure it is stored securely to always maintain confidentiality.
- 12.2 Sensitive material, or personal data, must be disposed of appropriately and in accordance with our *Data Protection Policy* and *Data Retention and Destruction Policy*.
- 12.3 Specifically, you are required to:
- Always store all documentation and equipment belonging to the organisation securely when not in use
 - Set up and use a unique password for your computer and any other digital devices and not share this password with any parties

- store and transmit documents and other information securely in accordance with our *E-Safety Policy* and *Data Protection Policy*
- Take due care and attention of portable computer devices when moving between your home and the Academy/office
- Never leave ATT property, including portable computer equipment and any ATT documentation unattended in a car, or publicly accessible spaces
- Adhere to our *E-Safety Policy* at all times.

13 | Visits to Our Trust Premises and Your Home

13.1 You will be required to, on request, attend your employing Academy and/or our Head Office for purposes such as training, performance assessment and team briefings. The frequency of these visits will be at our discretion and may be subject to change in accordance with the needs of the business.

13.2 It is a condition of any home working agreement that you agree to accept reasonable requests for visits, with appropriate notice, from your line manager or other senior colleagues at home. Such visits will be minimal and will be for the purposes of:

- Initial set up (if required)
- Maintenance and safety testing of equipment
- Delivering and collecting work
- Providing a channel for reporting, performance monitoring and feedback
- General discussions about work-related matters
- Ensuring health, safety, and security
- Any other work-related purposes we consider reasonable and appropriate

14 | Mortgage/Rental Agreement, Insurance, and Other Costs

14.1 For **regular home working**, you are responsible for checking applicable mortgage or rental agreements to ensure that you are permitted to work from home, and for obtaining any requisite permissions to work from home. We are not liable for any related costs.

14.2 You are responsible for checking that all home and contents insurance policies provide adequate cover for you to work from home. We will not be liable for any costs in relation to increases in insurance premiums.

- 14.3 Should your home become your main place of work, but you are still required to visit our sites for meetings, training or any other reason, your car insurance will require 'business use' cover. We will not be liable for any costs in relation to increases in insurance premiums.
- 14.4 We will not provide furniture or pay for the installation of the internet or phonelines, nor will we make contributions to any running costs (for example, internet, lighting, or heating). These costs remain your responsibility.
- 14.5 Where a colleague feels that their flexible working arrangement may result in them incurring a financial detriment, they should discuss this fully with their line manager who may be able to suggest a mutually agreeable solution.

15 | Review and Monitoring

- 15.1 This policy will be regularly reviewed in consultation with our recognised union colleagues.
- 15.2 Individual records will be treated as confidential in line with our *Data Protection Policy*.
- 15.3 This policy will be regularly monitored in order to ensure consistency of application, particularly in relation to equality data and our colleagues with protected characteristics.

Appendix 1- Formal Procedure

1 Formal Procedure: Meeting

- 1.1 Where necessary, your line manager will arrange to meet with you within 28 days of your application being submitted.
- 1.2 You have the right to be accompanied by a companion, who may be a colleague or a trade union representative, to any formal meeting under this procedure. Your companion will be entitled to speak during the meeting and confer privately with you, but they may not answer questions on your behalf.
- 1.3 In most cases, the meeting will usually be held at your usual place of work. However, we will do our best to hold the meeting at a time and a place that is convenient for you.
- 1.4 The meeting will be used to:
 - Consider the working arrangements you have requested
 - Discuss what impact your proposed working arrangements will have on your work and that of your colleagues (and of your team or department) and service delivery
 - Explore possible alternative working arrangements, if there may be a possibility that the arrangements you have requested cannot be accommodated.
- 1.5 Your line manager may suggest starting new working arrangements under an initial trial period to ensure that they meet your needs and those of your team or department. Such a trial period will last between 3 and 6 months depending on the nature of your role with a review taking place within 6-8 weeks of the trial commencing. Where a trial period is agreed, this will clearly be communicated in writing confirming that a revised working pattern has been put in place as a temporary variation to the terms your contract.
- 1.6 There may be exceptional occasions when it is not possible to complete a stage of the procedure within the expected time limits. Where an extension of time is agreed with you, your line manager will write to you confirming the extension and the date on which it will end.

2 Formal Procedure: Decision

- 2.1 Following the meeting, your line manager will notify you of the decision in writing within 14 days.

- 2.2 If your request is accepted, or where an alternative to the arrangements you requested is agreed, your line manager will write to you with details of the new working arrangements, details of any trial period, an explanation of changes to your contract of employment and the date on which they will take effect.
- 2.3 You will be asked to sign and return a copy of the letter. This will be placed on your personnel file to confirm the variation to your terms of employment. There may also be some additional practical matters, such as arrangements for handing over work, that your line manager will discuss with you.
- 2.1 Unless otherwise agreed (and subject to any agreed trial period) changes to your terms of employment will be permanent. You will not be able to make another formal flexible working request until 12 months after the date of your most recent request.
- 2.5 If your line manager needs more time to consider your application, they will ask for your agreement to delay the decision for up to a further 14 days. A request for an extension is likely to benefit you. For example, your line manager may need more time to investigate how your request can be accommodated or to consult other members of staff.
- 2.6 There will be circumstances where, due to business and operational requirements, we are unable to agree to a request. In these circumstances, your line manager will write to you:
- Giving the business reason(s) for turning down your application
 - Explaining why the business reasons apply in your case
 - Setting out the appeal procedure.
- 2.7 The eight business reasons for which we may reject your request are:
- The burden of additional costs
 - Detrimental effect on ability to meet pupil/academy/head office demand
 - Inability to reorganise work among existing staff
 - Inability to recruit additional staff
 - Detrimental impact on quality
 - Detrimental impact on performance
 - Insufficiency of work during the periods that you propose to work
 - Planned structural changes to the business
 - Detrimental impact on wellbeing, health, or safety.

3 Formal Procedure: Appeal

- 3.1 If your request is rejected, or an alternative arrangement from the one you requested is offered, you have the right to appeal.
- 3.2 Your appeal must:
- Be in writing and dated
 - Set out the grounds on which you are appealing
 - Be sent to your regional HR representative within 10 working days of the date on which you received the written rejection of your request.
- 3.3 The regional HR representative will arrange a meeting to take place within 14 days of receipt of your appeal. The meeting will be held at a convenient time for all those attending, and you may be accompanied by a trade union representative or appropriate work colleague.

- 3.4 An Appeal Panel will be selected, specifically for the appeal, from our Senior Management Team and/or Local Governing Body and your appeal will not be heard by anybody previously involved in the decisions relating to your original formal request.
- 3.5 You will be informed in writing of the Appeal Panel's decision within 14 days of the date of the appeal meeting.
- 3.6 If your appeal is upheld, you will be advised of your new working arrangements, details of any trial period, and an explanation of changes to your contract of employment and the date on which they will commence.
- 3.7 You will be asked to sign and return a copy of the letter. This will be placed on your personnel file to confirm the variation to your terms of employment. There may also be some additional practical matters, such as arrangements for handing over work that your line manager will discuss with you.
- 3.8 You should be aware that changes to your terms of employment will be permanent, and you will not be able to make another formal flexible working request until 12 months after the date of your original application.
- 3.9 If your appeal is rejected, the written decision will give the business reason(s) for the decision and explain why the reason(s) apply in your case. You will not be able to make another formal flexible working request until 12 months after the date of your original application.

Appendix 2- Manager Guidance- Considering a Flexible Working Request

1. What should I do when I receive a flexible working request?

When you receive a flexible working request you should speak to your Regional HR representative in the first instance.

You might be able to agree the proposal without the need for a meeting (which is the next stage of the formal procedure). If that is the case, please liaise with HR and they will provide a letter to you confirming the decision and explaining the changes to the employee.

Where a formal meeting is required, you will need to arrange to meet with the employee within 28 days of their application to discuss the proposal. Please liaise with your regional HR representative, and they will prepare a letter acknowledging receipt of the application and inviting the employee to a meeting.

Please make note of the meeting date as you need to consider the request and decide within three months of receiving the application (this includes time for any appeal). If it is likely to take longer then you should inform the employee and seek to agree an extension of the time limit.

The employee is entitled to be accompanied at the meeting by a work colleague or trade union representative if they so wish. This will be made clear to them in the invite letter.

If the employee cannot make the proposed meeting another date and time should be arranged.

Before the meeting ensure that you have read the *Flexible and Home Working Policy* and:

- Think carefully about the request and any potential benefits/impact of the proposed way of working
- Make any necessary initial enquiries as to how this request might be accommodated (i.e., assess other team members working patterns, future staffing plans, forthcoming projects/workload etc)
- Think creatively to try to accommodate the request
- Seek advice within the department, as appropriate (for example, in line with any local reporting

- arrangements that may exist)
- Do not make any presumptions about the request without first speaking to the employee.

Considerations for employee with significant caring responsibilities

Carers' needs are different from the needs of employees with mainstream childcare responsibilities, and the circumstances and requirements of caring may also be different. It is therefore important for managers to consider what flexible adjustments could be made to support these employees to combine work with care.

Potential flexible arrangements may include, but are not limited to:

- Flexible working arrangements (Informal/Formal),
- Allowing the staff member use of a telephone to make or receive calls in connection with their caring responsibilities,
- Private time or a private space to make/receive calls.

Please note, if a staff member requests a reasonable adjustment for a disability, it should not be treated as a flexible working request, and you should seek advice from your Regional HR representative.

2. What happens at the meeting?

Treat the meeting as any other management conversation and hold it in a location which is private. Ensure you have a note taker in attendance. Talk through the application and explore exactly what changes the staff member is seeking and how these may be accommodated. Ask if they are willing to elaborate on the reasons why they are seeking the change and check if there is any additional information you should be aware of in relation to their request.

If you believe that supporting the request may not be straight forward or may not be possible you should discuss any potential difficulties. Explore possible alternatives which may be different from that proposed and ensure that all possible flexible options are discussed. It is not advisable to give a final decision at the meeting. Please seek further advice from your Regional HR representative if you are unsure.

3. What are the business reasons to consider?

You should consider requests to work flexibly on the presumption that you approve them unless there is a good business reason for not doing so. These business reasons are set out in Employments Rights legislation and are as follows.

The Burden of Additional Costs

In considering this, reflect on whether the proposed new arrangement allows the Trust/academy/department to recoup costs through better coverage of service or increased outputs.

Detrimental Effect on the Ability to Meet Pupil/Academy Demand

Consider if you have sufficient resources to respond to the Academy's needs and if this is sustainable.

Inability to Reorganise Work Among Existing Employees

Consider talking to the team about any reorganisation of work where this would be appropriate before coming to a decision. Consider if granting the request will put unreasonable pressure on the other employees.

Inability to Recruit Additional Employees

Consider the cost of recruiting additional employees against the potential cost of losing the existing employee making the request. If the request is to reduce hours or to change the work pattern, consider how you would fill the 'gaps'.

Detrimental Impact on Quality

Look carefully at the skills and potential of other employees when considering these reasons. Consider if there will be an impact on the ability to meet customer demand.

Detrimental Impact on Performance

Performance can mean the individual, the team, or the Academy. Consider if this will be affected, and how any affects could be mitigated.

Insufficiency of Work During the Periods the Employee Proposes to Work

Ensure that there is a need for the work to be delivered during the period requested.

Planned Changes to the Business

Where there are operational/ business changes planned the flexible working proposal may not work effectively in the new structure without impacting negatively on the business.

4. What are the factors to consider for:

a) Term Time Only/Annualised Hours Requests

- Are there peaks and troughs in the workload?
- Does the nature of the role support working full time or part time around school terms?
- Can the work be defined over a whole year?
- If the post holder has line management responsibilities, account must be taken of whether the team involved can work extended periods without direct supervision
- Is there adequate cover, by appropriately skilled employees, available to maintain service levels and to avoid over burdening team members during school holidays.

b) Home Working Requests

There are several aspects to account for when considering an employee's request to work from home. There include the job characteristics, demands of their role, and social, environmental, and emotional factors. Home working will not suit all roles, or all employees. For further detail of these consideration see *Section 12* of the *Flexible and Home Working Policy*.

c) Job Sharing Requests

Managing job sharers effectively can take up more time and so allowances may need to be made for this. There will be some occasions when departments are only able to sustain a certain level of job shares within a given area or at a given grade. To reject a job, share request, managers must be able to justify the decision on operational grounds.

The Nature of the Role, its Duties and Responsibilities

Consider the tasks and responsibilities of the role. How can these be best transferred effectively between partners? Where this is not possible, can they be primarily assigned to one partner without the timescale for completion being affected? Consider continuity issues, the timescale for delivering the service. Where will partners need full contextual understanding of the role to engage effectively with issues? Can duties be divided according to tasks, projects, students/staff groups?

The Nature and Extent of Any Managerial or Supervisory Responsibilities

Consider how the employee management aspects of the role could be successfully operated. A job share manager post responsible for a job share subordinate post would have challenges.

Briefing and Communications

Good communication is essential for a job share to work effectively. Every opportunity should be given for prospective job sharers to meet and to jointly propose how the arrangement will operate. Think creatively as to how job sharers can maintain effective communications between each other and their work colleagues. Are there times when both partners need to attend briefings/ meetings or can one partner attend and brief the other? How will the department schedule meetings so that the sharers can both attend if necessary?

Handover Arrangements

A handover period which allows for an update and outstanding tasks to be passed on will maintain continuity and ensure that tasks are completed. It also allows job sharers to build a more collaborative working approach to their work. This can be critical to the success of the job share. Consider how best to hand over information on a regular basis. How frequent, how long? Will partners keep a written or electronic log for each other, diary prompts, schedule a 'to do' list or just rely on a face to face meeting each week?

Distribution of Duties and Responsibilities

Consider work patterns, what coverage will be required, will there be an overlap to cover peak period demands? Is the agreed work pattern one where if one partner leaves, the remaining hours form a sufficiently viable package to attract new applicants? A 50 /50 split is the most attractive and easiest to manage.

Skills and Experience of Job Share Partners

A job share is in every sense a partnership and requires each partner to contribute effectively and equally to its successful operation. Skills and attributes need to be equally balanced to ensure that

each partner can deliver all aspects of the role in the same way with the same level of skill. Managers should be mindful of areas where the tasks could become split due to one individual's skill set or an imbalance of hours. This could lead to a job split and the post will not operate as an effective job share if this is allowed to happen.

Line Management

Managers will need to carry out individual Performance Reviews but if appropriate these may be followed up by a joint review by the line manager to consider role objectives together.

Commitment of Job Share Partners

It may not be practical to limit contact outside working hours to emergencies only. However, this will need to be discussed with all parties so as not to impose unduly on an individual's non-working time. Whilst there would be no requirement for partners to cover for each other's leave or sickness, it would not be unreasonable to ask if urgent or critical events could be covered. Can long term absence for sickness or maternity leave be offered to a partner as a temporary increase in hours? To ensure effective delivery of the role, partners will need to be honest with each other and have a mutual trust and respect for one another, be open to review areas of work, service delivery etc. and possibly adjust to fit in with the way each partner works.

5. What should I do if I can't support any further flexible working arrangements?

If by approving further flexible working arrangements you believe that there would be an adverse impact on the business, you may wish to seek volunteers who are willing to change their current arrangements back to their previous pattern of working or perhaps full time.

6. What do I do if I receive more than one request at the same time?

Consider each request in the order in which they were made and in the context of business needs. If the first request is agreed, then you must take account of the changes this will make to staffing when considering the second request.

If you receive two requests for flexible working at the same time, one relating to the care of an elderly disabled relative and the other to enable employees to have more free time, you are not required to make a value judgement about the most deserving request. However, you may wish to seek advice from your Regional HR representative as in certain instances some employees have extra legal rights under other legislation. For example, refusing a request to care for a disabled family member will mean that the employee could bring an associated discrimination claim under the *Equality Act (2010)*.

7. How do I inform the employee of the decision?

Having considered the changes, the employee is requesting and having weighed up the advantages and possible costs of granting the request, the decision must be provided in writing as soon as possible after your meeting but no later than 14 days. Please liaise with your regional HR representative so they can produce a contract variation letter to be issued to the employee.

Your decision will be one of the following:

- Accept the request, either with or without a trial period
- Reject original request, but agree to an alternative arrangement, either with or without a trial period
- Reject the request setting out clear business reasons for the and explaining why these business reasons apply in the circumstance.

8. What is a trial period?

A trial period is an agreed period when you put in place the proposed changes to determine and monitor the effectiveness of the flexible working arrangements.

The length of any trial period should be agreed with the employee and confirmed in writing in response to their request. A suggested starting point for this would be 12 weeks.

Any review of a trial period should consider the following:

- How the employee has found the arrangement and its effectiveness
- The impact on colleagues
- The impact on the service.

9. Should I review the new arrangement?

Where a request is granted, even after a trial period, it is best practice for the line manager and employee to jointly monitor and review the impact of the new working arrangements to ensure that it continues to meet operational needs, which may be subject to change.

You can build in a formal review point at six months or a year, when you can discuss how the new arrangements are working and make any adjustments necessary if they need to work better or differently.

10. Can the employee revert to their original arrangements?

Any change to their working pattern due to a request for flexible working is regarded as a permanent variation to their contract, unless agreed otherwise. Thus, once the change has been implemented, the employee has no right to revert to his or her previous pattern of working at a future date (unless this falls within the agreed review period). Similarly, there is no scope for the Trust/Academy to insist that the employee revert to their previous working pattern should their circumstances change, for example when they no longer have childcare or caring responsibilities.

11. Can the employee make a further request if I don't support it?

Employees should be aware that once they have made a flexible working application, whether it was approved or not, they do not have a statutory right to request another variation for a period of 12 months from the date of their application.

Appendix 3- Home Working Self-Assessment Checklist

(To Be Completed by the Employee)

| | | | |
|---|----------------|-----------|-----------------|
| Name: | Address | | |
| Role: | | | |
| Date: | | | |
| | Yes | No | Comments |
| Electrical / Fire Safety | | | |
| Have you read and understood the “Fire Safety in the Home” guidance? | | | |
| Are there suitable smoke detectors installed in the home, and are they tested regularly? | | | |
| Is there a clear and unobstructed escape in case of emergencies? | | | |
| Are the floors and floor coverings in good condition and do not present a trip hazard? | | | |
| Is the work area kept tidy and waste-paper disposed of regularly? | | | |
| Is the portable electrical equipment which is used for work free from obvious damage and defects? | | | |
| Are the electrical sockets which are used to supply work equipment overloaded? | | | |
| Are all electrical cables correctly routed so they do not pose a trip hazard? | | | |

| IT / Security | | | |
|---|------------|-----------|-----------------|
| Do you have adequate access to the internet? | | | |
| Are you able to access the software/systems required for your role? | | | |
| Do you know who to contact should you have IT / access issues? | | | |
| Is all computer equipment (including electronic storage) password protected and/or encrypted? | | | |
| Have you completed a Display Screen Equipment Self Assessment? | | | |
| Do you have access to a shredder to dispose of confidential waste? | | | |
| Are work items, papers, files, etc stored appropriately and securely? | | | |
| Have you read and understood the e-Safety policy? | | | |
| | Yes | No | Comments |
| Working Environment | | | |
| Is there enough space for you to work comfortably? | | | |
| Is there suitable and sufficient heating, lighting, and ventilation? | | | |
| Does the work area provide enough privacy and freedom from disturbances? | | | |
| Do you have adequate storage? | | | |
| Is there a first aid kit available? | | | |
| Miscellaneous | | | |
| Do you carry out any significant manual handling activities associated with your home working? (If yes, a separate manual handling risk assessment is required – please speak to your line manager) | | | |
| If you will be required to travel to/from an office or academy, does your car insurance include business use? | | | |
| Is home working permitted in terms of your buildings and contents insurance (where applicable)? | | | |
| Is home working permitted in terms of your mortgage / tenancy agreement (where applicable)? | | | |
| Do you have any concerns about managing working hours, workload or work-life balance? | | | |
| Do you know how to report work-related accidents or ill health? | | | |
| Do you know how to report health and safety concerns? | | | |
| Have you received & read the 'Home Working – Mental Health & General Wellbeing' Guidance Document? | | | |
| If you have any other comments regarding your working environment or home working, please state here: | | | |

| |
|--|
| |
|--|

Please send the completed checklist to your Line Manager to be stored on your personnel file.

Signature:..... Date.....

Appendix 4- Display Screen Equipment Self-Assessment Form

The Health and Safety (Display Screen Equipment) Regulations

| | | | | | |
|----------------------|--|-------------|--|-------------|--|
| <i>Employee Name</i> | | <i>Role</i> | | <i>Date</i> | |
|----------------------|--|-------------|--|-------------|--|

Work through this checklist answering either 'yes' or 'no' to each risk factor. A 'yes' requires no further action. A 'no' will require investigation and/ or remedial action by your DSE assessor/ line manager.

| USER PROFILE (Classify a user if yes to any 3 of the following 5 statements) | | COMMENTS |
|---|--------|----------|
| Do you normally use display screen equipment (DSE) for continuous or near-continuous spells of an hour or more at a time? | Yes/No | |
| Do you use DSE in this way more or less daily? | Yes/No | |
| Do you have to transfer information quickly to or from the DSE? | Yes/No | |

| | | |
|---|----------------|--|
| Do you have to apply high levels of attention and concentration? | Yes/No | |
| Are you highly dependent on DSE or do you have little choice about using it? | Yes/No | |
| SEATING | | |
| Is the seat height adjustable? <i>You should be able to adjust the chair up and down from the seated position so that your elbows are around keyboard height and your wrists are kept straight when keying.</i> | Yes/No | |
| Is the seat back adjustable in height and angle? <i>You should be able to adjust the chair backrest height and angle to provide good lower back support.</i> | Yes/No | |
| Can all adjustments be made easily and safely? <i>You should be able demonstrate how to adjust your chair. There should be no sharp edges or finger traps.</i> | Yes/No | |
| Is the small of the back supported by the chairs backrest? <i>Your back should be straight, supported by the chair, with relaxed shoulders</i> | Yes/No | |
| Does the chair allow you easy freedom of movement? <i>Is it stable, comfortable and move freely (swivel)? Does it have 5 castors/ glides?</i> | Yes/No | |
| Are your forearms horizontal and your eyes at roughly the same height as the top of the screen? <i>Adjust your chair and screen height to enable this seating position to be adopted.</i> | Yes/No | |
| With the seat correctly adjusted for height at the workstation can you put your feet flat on the floor? <i>If you are unable to put your feet flat on the floor you should try using a footrest. If you usually use a footrest position it at the workstation before answering the next question</i> | Yes/No | |
| Do you have a footrest available if required? | Yes/No/ N/A | |
| Are you able to find a comfortable seated position in the chair? <i>Make sure your chair is properly adjusted as detailed above</i> | Yes/No | |
| DISPLAY SCREEN, KEYBOARD AND MOUSE | | |
| Can the monitor screen be swivelled and tilted easily? | Yes/No | |

| | | |
|--|--------|--|
| <p>Is the screen mainly free from glare or reflection?</p> <p><i>Glare and reflections can appear on your screen (in your line of vision) due to natural or artificial light sources within your office.</i></p> | Yes/No | |
| <p>Is the text size comfortable to read (e.g. clearly defined, adequate size)?</p> <p><i>Make sure the screen is clean and cleaning materials are made available. Check that text and background colours work well together.</i></p> | Yes/No | |
| <p>Are the characters on the screen stable and free from flicker?</p> <p><i>View the monitor screen from the normal working position , if you experience instability or flicker make sure (visually) all leads and cables are connected at the rear of the PC</i></p> | Yes/No | |
| <p>Do the brightness and contrast controls work?</p> | Yes/No | |
| <p>Is the screen specification suitable for its intended use?</p> | Yes/No | |
| <p>Is the keyboard separate from the screen (except for wire connections)?</p> | Yes/No | |
| <p>Can you tilt your keyboard?</p> <p><i>The legs used to raise the keyboard do not have to be in the raised position unless this is the most comfortable option for you</i></p> | Yes/No | |
| <p>Is your mouse comfortable to use?</p> <p><i>Does the mouse fit into your hand easily and is it easy to move?</i></p> | Yes/No | |
| <p>Is the mouse positioned close to you?</p> <p><i>The mouse is best placed as close as possible, e.g., right beside the keyboard.</i></p> | Yes/No | |
| <p>Does the mouse work smoothly at a speed that suits you?</p> <p><i>For example, the mouse roller isn't blocked, and the pointer on the screen operates at a comfortable pace.</i></p> | Yes/No | |
| <p>Do you have access for cleaning equipment for your monitor, keyboard and mouse or is the equipment cleaned regularly?</p> | Yes/No | |
| WORKDESK | | |
| <p>Is there enough room at your workstation for the monitor, keyboard, document holder and mouse without them hanging over the desk edge or covering other items?</p> <p><i>There should be no reason for you to stretch or twist, you should be able to reach both keyboard and mouse whilst sitting correctly.</i></p> | Yes/No | |

| | | |
|--|----------------|--|
| Can you view the monitor without twisting your body? <i>Sit 'square' to the monitor to prevent excessive body movement.</i> | Yes/No | |
| Are surfaces free from glare and reflections? | Yes/No | |
| Do you use a document holder? <i>If you must type from documents on the desk, a document holder may prevent excessive movement of the neck and head</i> | Yes/No/ N/A | |
| Is there enough space in front of the keyboard to allow you to rest wrists and hands when not typing? | Yes/No | |
| Can you reach the telephone and other equipment from your normal working position? | Yes/No | |
| Is the desk top clear of loose and trailing cables which could present a snagging hazard? | Yes/No | |
| Does the layout of your work area allow you the space to change posture whilst you work? <i>You should be able to adjust and vary the position of your legs and upper body and still perform tasks effectively</i> | Yes/No | |
| Is the desk's leg well area clear of obstructions and trailing cables? <i>e.g. Boxes/Files/Pedestals, etc.</i> | Yes/No | |
| Is the desk surface and under desk clear of sharp protrusions? | Yes/No | |
| Is the floor area around your desk clear of cables and obstructions? | Yes/No | |
| Do you move from your desk to take meals and snacks? | Yes/No | |
| TASK ORGANISATION AND SOFTWARE | | |
| Are you able to take regular breaks away from the screen? <i>Can you vary your work by performing a non-screen-based task? Short breaks away from the screen for a few minutes each hour is advised, for instance, looking away from the screen and focussing on an object in the distance.</i> | Yes/No | |
| Can you control your pace of work? <i>i.e., is there minimal requirement to meet strict deadlines?</i> | Yes/No | |
| Is your software easy to use? | Yes/No | |
| Are you trained in the use of all the software you use? | Yes/No | |
| Does the software in use provide the appropriate feedback and assistance you need (help option)? | Yes/No | |

| HEALTH | | |
|--|----------------|--|
| Are you free of aches or discomfort which may be attributable to the use of the workstation? | Yes/No | If 'no' - Following the assessors review, a referral to Occupational Health may be necessary |
| Are you free from symptoms of eyestrain? | Yes/No | |
| Have you had your eyes tested by an optometrist in the last 2 years? | Yes/No | |
| LIGHTING | | |
| Is the general lighting adequate? <i>E.g. not too bright or too dim to work comfortably.</i> | Yes/No | |
| Is document lighting adequate? | Yes/No/ N/A | |
| Are window blinds / curtains in place and under the "user's control"? | Yes/No/ N/A | |
| Is a screen filter used? | Yes/No/ N/A | |
| ENVIRONMENTAL CONTROLS | | |
| Is noise within the area at an acceptable level? <i>ie. does noise significantly affect concentration?</i> | Yes/No | |
| Is the temperature and humidity level comfortable? | Yes/No | |
| Is ventilation adequate? <i>No draughts. Able to open windows if required</i> | Yes/No | |
| END OF ASSESSMENT | | |
| ASSESSOR REVIEW (<i>This next section is for your DSE assessor to complete</i>) | | |
| Identified as a 'user'? Yes <input type="checkbox"/> No <input type="checkbox"/> Any further actions needed? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please specify actions to be taken and by whom: Follow-up actions completed on (please specify date): _____ | | |

Appendix 5- Home Workers Risk Assessment

NB. This Risk Assessment should be reviewed with the employee and their line manager before working from home commences. Additional measures may be required depending on the circumstances.

| Hazard Type | Who might be harmed, and how? | Control Measures | Additional Control Measures | Action by whom? | Action by when? | Done |
|--------------------------|---|---|-----------------------------|-----------------|-----------------|------|
| Display screen equipment | Home worker using desktop/ laptop equipment | <p>All staff are required to complete DSE self-assessment form.</p> <p>We encourage staff to rotate their work tasks during the day, to change fixed positions to reduce the risk of muscular strain.</p> <p>Staff are advised to have an eye test every 2 years (as a minimum)</p> | | | | |

| | | | | | | |
|--------------------|-------------|---|---|--|--|--|
| Workstation | Home worker | All staff are required to complete a DSE self-assessment form and Home Workers self-assessment checklist to ensure their workstation is suitable. | Line Manager to ensure a DSE self-assessment form and Home Workers self-assessment checklist have been completed, necessary actions taken (if applicable) and a copy stored on staff member's personnel file. | | | |
| Stress / isolation | Home worker | <p>We provide a 24-hour, confidential employee assistance programme which is available on 0800 030 5182 or via www.employeeecare.com. The Access Code and Password for this service is 72247.</p> <p>Staff can also obtain support from the Education Support Partnership, www.educationsupportpartnership.org.uk Tel: 08000 562 561</p> <p>All home workers to be issued with Homeworking- Mental Health & General Wellbeing guidance (Appendix 6).</p> <p>Homeworkers and line manager to agree programme of communication, kit calls meeting.</p> | <p>Line Manager to offer regular line management meetings / "check in's" with staff member.</p> <p>Staff member to advise line manager if they feel under stress, and to consider whether a Stress Risk Assessment and / or referral to Occupation Health is appropriate (please speak to</p> | | | |

| | | | | | | |
|---|-------------|--|--|--|--|--|
| | | | your regional HR representative for further information or assistance) | | | |
| Electrical hazards from ATT supplied equipment | Home worker | <p>All staff must look for damage to the outside of office equipment, cables and plugs upon receipt of any new equipment, and to visually check upon each use.</p> <p>All staff are issued with 'Fire Safety in the Home' guidance which provides fire safety information relating to electrical appliances</p> <p>All equipment to be reviewed by ICT prior to being issued for home use.</p> <p>All equipment to be PAT tested prior to being issued for home use.</p> | | | | |
| Travelling to/from home base and office / Academy | Home | <p>Drivers must plan routes in advance, and not refer to paper maps or adjust sat-navs whilst driving. Sufficient time must be allowed, allowing 15-minute breaks after every 2 hours of driving.</p> <p>All equipment must be stored in the boot and should not be left in the vehicle overnight.</p> <p>Insurance, driver's licence, and MOT must be checked each year.</p> <p>Drivers must declare if they receive a driving ban.</p> | <p>Line Manager to check the employee is covered for "business use" under their car insurance.</p> <p>Line Manager to check that copies of insurance, MOT and driving licence are present on personnel file and have been checked in</p> | | | |

| | | | | | | |
|--|--|--|-----------------|--|--|--|
| | | | last 12 months. | | | |
|--|--|--|-----------------|--|--|--|

Notes to managers: Managers only need to consider hazards that arise from items provided by ATT, not for other home hazards. If a staff member identifies another hazard, you should record them, and the control measures you have put in place. If you require further assistance, please contact your local Estates representative.

Line Manager: _____ Signature _____ Date _____

Employee: _____ Signature _____ Date _____

Appendix 6- Home Working Managers' Checklist

To be completed by Line Manager, in conjunction with Employee

| | | | |
|---|---------------------------------------|---------------------------|------------------------|
| Employee Name: | Address & Telephone Number | | |
| Role: | | | |
| Line Manager's Name: | Date: | | |
| | | | |
| | Yes/No | Comments / Actions | Date completed: |
| Has the employee read and understood sections 11-17 of the ATT Flexible and Home Working Policy? | | | |
| Has the employee been issued with the "Home Working – Mental Health & General Wellbeing" guidance? | | | |
| Has the employee been issued with the "Fire Safety in the Home" guidance? | | | |
| Has the employee completed a "Home Working Self-Assessment Checklist", and have you reviewed this checklist and completed any required actions? | | | |

| | | | |
|---|---------------|---------------------------|------------------------|
| Has the employee completed a “Display Screen Equipment Self- Assessment”, and have you reviewed this assessment and completed any required actions? | | | |
| Has a Home Working Risk Assessment been completed with the employee, and have you completed any required actions? | | | |
| Have the arrangements for the frequency and method of communication between yourself and the employee been discussed and agreed? | | | |
| Have the arrangements for the frequency and method of communication between the employee and other team members / colleagues been discussed and agreed? | | | |
| | Yes/No | Comments / Actions | Date completed: |
| Have you discussed how often (if at all) the employee will be required to attend the office-base/Academy (e.g., for training, meetings, etc)? | | | |
| If the employee will be required to travel – has their driver’s licence, most recent MOT and Car Insurance (with business cover) been seen, photocopied, and stored on personnel file? | | | |
| Have you discussed with the employee how they will receive organisational information, including updates, instructions, new policies and procedures, training, etc. (e.g. by email, SharePoint, Newsletters, etc) | | | |
| Does the employee have access to the adequate equipment (including access to systems as required) to fulfil their duties? | | | |
| Is the employee aware of how to get assistance with any IT issues? | | | |
| Have you discussed and agreed with the employee what their working hours will be? | | | |
| Is the employee aware of how they should report any work-related accidents, and/or ill health absence? | | | |
| Is the employee aware that if they move house, they will be required to complete | | | |

| | | | |
|---|--|--|--|
| a new Home Working Self-Assessment and DSE Self-Assessment? | | | |
| Does the employee have any concerns about managing working hours, workload, or work-life balance? | | | |
| Does the employee have any health & safety concerns they wish to discuss? | | | |

Line Manager: Signature:..... Date.....

Employee: Signature:..... Date.....

Appendix 7- Home Working Managers' Checklist

Whilst working from home may initially bring a greater feeling of flexibility and fewer interruptions, recent research has found that some common disadvantages and negative impacts of homeworking include:

- Mental health suffering (anxiety, stress, depression)
- Isolation (not feeling part of a team)
- Hard to have self-discipline
- Not enough exercise
- Difficulty in setting boundaries between work and home life

Sometimes you can't beat those small interactions with other staff; the *small talk* and corridor conversations are sometimes the only way to really get to know each other and to build that trust amongst our colleagues. However, during unprecedented times such as these working from home has become a necessity and essential from not only a business continuity point of view but also for the protection and safeguarding of those most at risk from this unpleasant virus.

Our Trust is committed to supporting all our colleagues through this difficult time and to that end this document sets out some advice and guidance for our colleagues who find themselves in a situation that is new to them - working from home.

Have a routine: have a shower and get dressed! This doesn't mean you have to get dolled up for work, but at least have a routine of getting up, having a shower, and getting dressed and being work ready. Set

clearly defined working hours so that your work life doesn't creep into your home life and vice versa. Create to do lists and have a plan of what you want to achieve each day and stick to it! Structure is important for your mental health and building breaks into your day is essential to staying healthy and happy. It's easy to forget breaks so set an alarm as a reminder!

Clearly defined workspace: this may be difficult for some people who are short on space but where possible, have a clearly defined workspace where you can set your laptop/computer up, your notebook and files which is free from any distractions (avoid the temptation of having Phil and Holly on the TV in the background or any other riveting day time TV!). This is crucial for your productivity and focus and creating an environment in which you can concentrate, free from distractions.

Regular catch-up phone call/Teams meeting with your manager: schedule these in where possible as they will give you the vital opportunity to discuss what's going on, what you've got on in terms of workload, any difficulties you may be having and what you are planning to achieve in the next few days. This also allows for a vital opportunity for you to get some much-needed feedback from your manager about how you are doing, what you are achieving and what's still to be done. This is important for your mental health and wellbeing in providing you with reassurance, information and advice and guidance whilst working from home.

Check in with your colleagues: schedule in some allocated times for regular catch ups with team members and colleagues. This will help with any feelings of isolation but also with productivity and work performance. Seek advice, share good practice, bounce some ideas, have a moan amongst colleagues (we all need that from time to time!). More excitingly, use it as an opportunity to learn more about "virtual working" – have you ever been part of a Teams meeting? Have you ever recorded one (with all attendees' consent) so you can go back and remind yourself what the actions were or to assist with minute taking? Have you ever used the instant chat facility? If you don't have access to the internet or to a laptop or Teams then ensure that you regularly phone your team members and colleagues, set it to hands free so you can write the actions/outcomes.

Self-care: take some time during the day for some "self-care" activities that help to refresh/relax/motivate you. This could be a walk at lunch time, some yoga, meditation, reading a book for 30 minutes or even if it's just time away from your screen. This is crucial for your mental health and wellbeing! Don't just have 5 minutes spent on your phone cruising social media and the news (this may cause you worry or anxiety). You must look after yourself – learn to recognise in yourself when you need some time out or a break. Working from home can lead to feelings of having to "prove" that you are working hard and accessible at every minute of every day and if you miss a phone call or don't respond to an email you may worry that people will think you're not working. Trust is imperative and you shouldn't feel guilty for taking 30 minutes or an hour out to look after your wellbeing. Having your clearly defined routine and workspace will help you to remain focused and to continue to be able to deliver whilst also looking after yourself.

Physical health: get up and move! It's so tempting to sit on the sofa all day laptop in lap but it's important you keep moving and remain active throughout the day. Here are some links to some videos that suggest some simple stretches and exercise you can do to keep you moving throughout the day:

- <https://www.youtube.com/watch?v=vE1idGTZOIY>
- <https://www.youtube.com/watch?v=eo5enlj9XfU>
- <https://www.youtube.com/watch?v=ZBbeNqXu7R0>
- <https://www.youtube.com/watch?v=YdAWmcbYuPU>

Go for a walk or jog or even just a stroll in the garden. If you're feeling energetic do some star jumps or push ups or, for the advanced, burpees!

Being at home it's also very tempting to raid the fridge or grab that packet of biscuits or cakes that are in the cupboard. Don't do it! An unhealthy diet will hinder your concentration and not to mention the impact on your waistline and your general health. Prepare your food like you would if you were going into the office – have your meals and snacks ready for the day and be strict with yourself.

Switch off for the day: be disciplined and stick to a start and finish time for your working day, just the same as you would if you were in the workplace! Outside of those hours switch your phone and laptop off and don't be tempted to just "check" your emails as we all know we can become engrossed in what we are doing and before you know it the 10 O'clock news is on, your kids have put themselves to bed (we wish!) and your partner has watched the new series on Netflix and you didn't notice! In all seriousness, this is an important discipline to have that can, if you don't get it right, have a huge detrimental impact on your family and home life.

Keep your mind in mind: Finally, it's ok to not be ok. It's ok and completely natural to be feeling anxious and worried during these strange and uncertain times. Please do not feel pressure to carry on "business as usual". Instead, you should try to resume business the best you can. Now, more than ever, you need to take care of yourself, mentally and physically so perhaps light a candle, have your much-loved dog at your feet, have photos of your loved ones near you and more importantly – reach out and ask for help should you feel you need it. There is so much support available to you from your colleagues, manager, leader, family, and friends and should you want to access impartial and confidential advice and guidance then there are routes for that too:

- **Our Employee Assistance Programme (EAP) helpline:**
0800 107 6585
www.employeecare.com
Access code and password to use the service is 72247
- **Education Support Partnership:**
<https://helplines.org/helplines/teacher-support-network/>
- **Mind:**
<https://www.mind.org.uk/information-support/coronavirus-and-your-wellbeing/>
- **NHS helplines:**
<https://www.nhs.uk/conditions/stress-anxiety-depression/mental-health-helplines/>
- **Anxiety UK:**
<https://www.anxietyuk.org.uk/>
- The **Head Space app** is a great source of support to help with mindfulness and is free for all staff:
<https://www.headspace.com/headspace-meditation-app>
<https://www.headspace.com/educators>