**RETURN TO WORK TOOKLIT FOR MANAGERS**

*Noting that this might be after many weeks of working remotely or perhaps not being able to work, then it is important to support staff during this transition, in the same way that you might facilitate a return to work conversation following a pro-longed sickness absence.*

**Some staff might be anxious about safety and returning to the workplace.**

***Others may be keen to get back ‘to normal’ and struggle to understand why this may not be appropriate.***

It is important to highlight to the member of staff that the workplace is likely to have a very different feel to the one they left, noting the various health and safety measures that have been put in place, **but** that we want them to feel welcome and comfortable on their return.

Line Managers should have open and honest conversations with staff to talk to them about any concerns and try and resolve them together. Having a discussion before making a decision / putting plans in place for their return can help the staff member to understand the changes to expect and feel included in the decision.

The focus should be health & safety **and** well-being. *Consider any practical concerns i.e. travel to work, childcare or other care commitments, as well as concerns specific to the workplace.*

**Suggested discussion points:**

* date when the member of staff might return to the workplace
* what days of the week the member of staff could be in the workplace
  + i.e. some staff may need to work on a rotational basis in order to avoid overcrowding of the workplace / accommodate continued caring needs
* any adjustments to start / finish times in order to accommodate any temporary changes to operational times/ avoid overcrowding i.e. staggered shift times
* health & safety adjustments to the workplace, for example
  + additional hand washing facilities / ability to maintain hand hygiene
  + temperature checks on arrival *where appropriate to service*
  + what social distancing measures that are in place >2m
  + changes to workplace entrance and / or exit (if applicable)
  + changes to work environment such as red/green zones (or hot/cold zones)
  + any appropriate PPE necessary for their role
* any changes to their specific work duties/tasks in light of temporary workplace adjustments /staff & patient safety protocols in place
* how the member staff will travel to and from work *noting that if they need to use public transport this will increase risk* and any changes to parking arrangements
* how health and safety is being reviewed and managed –
* discuss / review the latest risk assessment
* discuss / review the staff safety framework toolkit
  + - any concerns the staff member has regarding childcare / care commitments and how to manage these i.e. a ‘phased’ return on a rotational basis to the physical workplace alongside of continued remote working
    - *if appropriate agree continued remote working arrangements with a date for a review­­*

**To conclude the conversation check:**

* Do they feel comfortable / safe about coming back?
* Do they know who to expect to see on their first day back?
* Do they know who to talk with if any concerns /questions crop up?

**Important**

Remember, we want every employee to feel they are returning to a supportive and caring environment. The pandemic has had an unequal impact across the workforce in many ways, as different groups of employees, and individuals, will have been affected in diverse ways according to their specific job role and individual circumstances.

Now more than ever it is important to continue to ‘Be Kind’, noting that the unequal nature of people’s experience, challenging nature of the pandemic and ongoing situation is affecting individual’s psychological health in different ways. *Look out for any feelings of ‘unease’ in your team during this next phase.*

**Consider:**

* Who will be in the Workplace on the staff member’s return?
* Is there a member of your team (or you) who will be around to make them feel welcome?
* Do you need to let anyone else know to expect them back in the Workplace? It will also be ‘strange’ for individuals who have not been remote working to have additional colleagues within the workplace.

**Moving Forward**

* ***Plan who will (if not you) do the Induction checklist with your staff member on their first day back – see separate Induction Checklist***
* ***Try to find time to help them feel welcome so it is not all H&S ! i.e. a distanced ‘coffee-break’ / catch-up time***
* ***Ensure ongoing dialogue and regular contact following the return to work***
* ***Ensure everyone in your Team is aware of the plan, noting that this will continue to be different for individual staff members, but it is important everyone knows what to expect.***
* ***Agree within your team how you will continue to keep in touch, noting that you don’t want those staff who continue to work remotely / shield feel ‘left out’ during this time.*** *Be mindful of any feelings of ‘disquiet’ in your team as things once again change, remember everyone will be affected in different ways.*
* ***Remember to signpost staff to the Health & Well Being Hub for extra support (and that the Hub and Workforce Team are there for you too!)***

**If someone does not want to return**

Some staff members might feel they do not want to go back to work, or be unable to return yet i.e. they remain:

* shielding (at high risk of getting a severe illness if they catch coronavirus)
* caring for children / others i.e. living with someone who is 'shielding'

If you feel a staff member should be in a position to return to the workplace, and have considered all the health and safety adjustments but the employee remains nervous /anxious please link in with a member of the Workforce Team to discuss.