



Hybrid Working: A Guide for Managers

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SECTION 1:

What you need
to do and things
to think about



About this guide

The first thing to say is that we take the business case for flexible working as read. And we hope you do too. But if you need evidence, whether to convince yourself or other colleagues, click [here](#) for our Managers Guide to Flexible Working, which will equip you with everything you need to know.

This guide will provide information about how to approach **hybrid working** in your organisation. It sets out the steps you need to follow, to take you from feeling that hybrid is something you have to know more about, to planning and then to implementation. It will help you establish a hybrid working framework, rather than provide you with an off-the-shelf policy – although we do provide examples of what a policy should include and how you might word it, based on the various examples we have seen from other employers.

Remember – importantly – that what you do now is not necessarily your 'forever plan'. In fact, it may be better for it not to be. Your people and your teams will want to try things out. Some will work, and some will not. You will want to build in lots of review points, so that in the end you do establish a new, flexible way of working that is truly suited to your organisation and to its people.

And we are confident that, once you start considering how to make hybrid work for your organisation, you will soon starting thinking about flexible working more broadly.



Why is Hybrid Working important?

Everybody's talking about hybrid working. But what does it mean and why is it important that, as you bring your workforce back from pandemic-imposed remote working, you take the opportunity to reconsider how work is organised?

First and most simply, because it's what people want. Surveys ever since the first lockdown have consistently shown that between 60% and 70% of people who have been working from home, would like to be able to continue to do so, at least a few days a week. In other words, they want hybrid working – to be able to work sometimes on your premises and sometimes at home.

“ I'm really thankful that I work for a great business. I'm just getting much more of a work life balance now I work more flexibly. I'll never go back to how it was before.”

Senior Manager, Finance Sector

“ It's more appealing if employers have [flex on] offer. It's just so much more modern. Before lockdown I worked five days a week in the office, now I work from home on a Wednesday. I absolutely cherish that, it helps me out financially for travel costs, it's just a bit more of a work-life balance.”

Office Manager, Construction Sector

If hybrid working isn't now on offer, people are prepared to leave your organisation.

And they can. The post-pandemic, Brexit-influenced jobs market is characterised by the lowest unemployment rate for many years. People can pick and choose. And flexible working is desired by **75%+ of workers in Scotland**. Why would you put barriers in the way of your potential hires? Being serious about hybrid working and doing it well is going to be a real differentiator this year and beyond.

“ I don't think people will want to come and work for you unless they can [work flexibly], because why would they? We need to entice people to come to work for us and they need to be able to have that right balance I think. It's really important.”

Senior Manager, Plant hire sector

“ If we can't give flexibility to people, how do we remain attractive as an employer? We will have to start now thinking about answers before we have retention issues in future years. Unless we start to get into the depth of this and understand it better, it will catch up on us before we know it.”

HR Director, Large public sector employer

What is hybrid working? Is it the same as flexible working?

It sometimes feels as though, before the pandemic, people talked about **flexible working**, and now they talk about **hybrid working**. They are different things; **hybrid working is a subcategory of flex.**

Flexible working

Essentially flexible working means that a job is not Monday-Friday, 9-5, on the employer's premises. It enables the employee to have a better work life harmony and to have a little more control and autonomy. It aligns with the needs of the organisation, and also with the needs and preferences of the employee.

The arrangement may be formal (in other words, contractual), informal, or a blend of the two (for example, a part-time office-based contract, with the ability to work from home at times).

Working from home or remotely is only relevant for some roles, and is only one form of flexibility – **where** the work is done. When you think about the **when** and **how long** people work, it becomes clear that some flexibility is likely to be available for all roles but it may look and feel different depending on the role. For example, some people may work part time in one location, or have the possibility to adjust start and finish times. For shift workers, flexibility or different ways of working may look like: input to rotas, having greater predictability of shifts, shift swapping and perhaps longer but fewer shifts per week.





Hybrid working

Hybrid working varies the where only. The notion being that jobs that have worked well from home over the past year are likely – to some degree at least – still be workable offsite in the future. This could be different from the way your organisation engaged with flexibility pre-pandemic. It is now about integrating and normalising locational flex across the whole organisation (depending on business needs of course). It is not simply about an individual requesting flexibility as an accommodation to help in particular personal circumstances.

It won't be a quick fix; it is going to need thought. Government advice to work at home has meant that office-based teams and their managers have grown used to working this way. Everyone has lived via Teams or Zoom – it's been a great equaliser for many people.

Hybrid moves us on as it means that some people will be at home or remote, and some on the premises, at different points in the week. And some roles will be suitable for hybrid, others will require full time presence on site.

There will be lots of questions about how to manage such dispersed teams, around, for example: communication, collaboration, team cohesion and company culture. And there will be practical questions around IT, insurance, health and safety, travel and expenses. They are all solve-able; many organisations have been working on a hybrid model for years, but calling it flexible or agile or intelligent working. Flexibility Works has helped many of them develop and introduce new ways of working, and we draw on this experience for this short guide.

Flexible working: where, when and how long may be varied

Hybrid working: it is only the where that is varied

What to do next?

Guidance & Your Planning Checklists

Here are the **three key areas** we believe you should be thinking about to establish a solid hybrid working plan, and implement it well.

Evaluate and consult

- What's worked since March 2020?
What issues have arisen?
- What do your people want,
and what are their worries?

Being able to answer these questions will help you understand your starting point.

You can build on what has gone well. You will know either to avoid what has gone less well, or what you have already done to mitigate past problems. Or that there are one or two issues that cannot be ducked as you develop your plans.

Understanding what your people want or worry about is really important and will also help you. If you do not already have this information, consider carrying out a

staff survey and focus groups and/ or 1-2-1 interviews. Sometimes managers worry that, simply by asking a question, they set up an expectation that the organisation may not be able to meet. You are likely to find that, as long as you frame your enquiry as an honest request for information to help the organisation reset post-pandemic, and you are clear that at this stage you do not have long-term, permanent answers, your people will appreciate your open approach.

Assess the business, its functions, teams and roles for remote potential

All planning is about getting yourself on the front foot. This is about doing the groundwork, by ensuring that you and your fellow managers have honestly considered the potential for hybrid working within your organisation. This step ensures that you are well-prepared for any future request to vary

“ Make time to really think about how hybrid working could work for your organisation, and ask your staff what they want and need. We're all learning how hybrid working is going to pan out in the long term. Don't be afraid to introduce new ways of working, you can adapt as you learn what works best for your organisation. ”

Caroline Christie, HR Manger SCVO

working patterns. Think about and discuss, at the very least from the perspective of WHERE work is carried out (but we'd recommend taking this opportunity to consider WHEN and HOW LONG as well):

- Your business as a whole.
- Each business function or operational area
- Each team
- Each role within each team

Keep as open a mind as possible. Start by asking 'why not?' and then challenge and test your response.

Consider the needs of external and internal customers or clients; and cross organisational dependencies.

Depending on the size of your organisation, you may not personally tackle each of these aspects. Delegate the review to the appropriate leader(s).

Bonus! Should any role that has been reviewed for its flex potential fall vacant in the future, you will immediately be able to promote it, to internal and external candidates, by highlighting what flex is available.

Establish your principles

Hybrid is a particular form of flex, so if you already have a flexible working policy and/or framework in place, you may need only develop a statement of principle for hybrid working (see section 2), with supporting guidelines or FAQs to cover any additional aspects of the following checklist that are not already covered.

If you do not have an existing flexible working policy or framework, or if your organisation prefers to put in place a discrete policy for hybrid working, you should incorporate all the points in this checklist.

A framework for hybrid working sets out your overarching principles and supporting guidelines, within which your people, managers and staff, will have discretion to manage their work.

A policy for hybrid working puts in place the detail which your people, managers and staff, will be expected to follow in order to work in a hybrid way.

Whether you're creating a hybrid working policy or a light touch framework, we'd encourage you to create some overarching principles. The following questions can guide you through what to include:

WHAT does hybrid mean in our organisation?

- Define what you mean by hybrid working.
 - Hybrid working is a particular kind of flexible working, that varies **where** work is carried out. It means that your organisation supports a mix of home working, office working and/or working off-site in another location.
- For your organisation, does it also incorporate the other forms of flexible working, enabling your people to vary their working hours?

WHO can work in a hybrid way?

- We recommend that hybrid working should be open to all staff, as long as their role is suitable and that business requirements are met

WHAT ROLES are suitable for hybrid working?

- We recommend that in principle *all roles* should be considered within the scope of hybrid working *as long as the role is suitable for remote working, at least occasionally;*
- *the role holder's home is suitable, or some other remote site is suitable; and,*
- *remote working will meet your organisation's needs as well as the role holder's*
- **Note!** If you wish to restrict eligibility in any way, you should make it clear that anyone may nevertheless request flexibility around where they work as a reasonable adjustment.
 - Some organisations choose to consider **length of service**, although we do not recommend this. If you have particular requirements around onboarding, for example, it is more effective to make those explicit so that new staff can still choose how to manage their working patterns.
 - We recommend that you are cautious about restricting use of hybrid by **performance**. If there are performance concerns about a staff member, it is better to tackle these via your performance management processes.

Performance issues are not caused by where a person works, although they may be highlighted by their choices.

- Essentially, hybrid working should not be seen as a benefit. To be most effective, it should become simply how everyone in the organisation is supported to work at their best.

HOW MUCH TIME must be worked in the office/on your premises?

- Some organisations are choosing to prescribe a basic work pattern or expectation around a minimum number of days each week or month staff will work on the premises.
- We suggest that this prescriptive approach does not deliver the kind of autonomy that will contribute most to improved employee engagement. We see many organisations we work with listening to what their employees want and being very open to the choices they make.
- If you take this open approach, you will want to think carefully about the times when you do encourage people to work on the premises, for team meetings, client meetings, Town Halls, etc. Taking a team by team approach to this can be very empowering and effective.

HOW can hybrid working be accessed?

- Will you require a formal process to manage and sign off requests for hybrid working?
 - The process for accessing remote working should be as light touch as possible. Your aim is to enable your employees to think for themselves and take responsibility for how they deliver their best work. You also want to avoid burdening your managers with additional micro-level decision-making.
 - The role of the manager is to set out clearly the core operational requirements for the team, and for each individual they manage what they have to do, by when, and to what standard.
 - Developing team protocols can help here, so that everyone approaches hybrid with a shared understanding. [See our guide to flex working protocols](#)
 - You may set out that managing hybrid working should become a routine employee responsibility, after initial discussion with their line manager – employee autonomy is the aim.

Hybrid working practicalities

Review existing policies

We would recommend you review your existing policies and guidelines to ensure that everything is up to date and applies to regular remote working in accordance with your hybrid working arrangement. For example, you should review policies around flexible working, home working, data protection, health and safety, expenses.

In particular, you should consider whether you need to develop a policy specifically for regular or frequent homeworking in accordance with your hybrid working arrangement.

Specific practical questions to review within your policies may include:

IT

- What equipment will your organisation provide to support working away from your premises that is not contractually required by you? Any at all?
- Must the employee have reliable broadband at home?
- What are your requirements around security and data protection?
- Do you have the tech in place to support good hybrid meetings?

Place of work and expenses

- Your employees' contractual place of work will continue to be your premises unless you state otherwise in their contracts. If you are considering any change to terms and conditions, we advise that you seek legal advice.

- Consider what expenses, if any, employees can claim for their home office:
 - Heating, lighting, wear and tear at home?
 - Home office equipment?
 - Home office consumables – printer ink, paper, postage?
 - Broadband and telephony costs?
 - You should remind them too that it is their responsibility to check that working from home does not invalidate their home insurance policy and/or mortgage/tenancy agreements
- What will your policy be about travel expenses between home and office? Will this be on the employee's time (as is likely to be the case for anyone whose contractual place of work is your premises)? Are there any circumstances in which you would meet the costs of travel to your premises?
- You may also wish to seek further advice on employees who request to work outside of the UK as there may be tax and social security implications.

“ For successful hybrid working, it's essential to provide a consistent set of guidelines for leaders concerning the types of work which are best done where, in order to 'equalise' the employee experience as much as possible; The importance of leadership creating an environment of psychological safety, connection and belonging, regardless of place. ”

Katrina Wright, Senior Consultant, People Directorate, Scottish Water

This section and those that follow cover elements that do not require a formal policy, but which you will find useful in your hybrid framework and for your communications.

Set and manage expectations

Trial and review will support everyone to adjust to the new working practice and will reassure those who are hesitant (especially among your managers). It will also ensure that your organisation is not committed to long-term arrangements that may – in their first iterations at least – be suboptimal.

- Consider parameters and expectations
- Set timescales
- Schedule review points

Think about what supporting materials you will need, to help employees and managers successfully to adopt the new way of working. You might consider developing guidelines, FAQs, case studies, for example.

- The second section of this guide provides examples and sample wording that you can adapt

Engage and support line managers

Not every manager will be keen on hybrid working becoming the organisational norm. As with all employees, some managers will not have enjoyed working from home and will very much be looking forward to getting back to the office full time. Others may have concerns about managing their teams on a remote or dispersed basis longer term.

Think about what support and training you can put in place for your managers, and communicate that this will be provided to support the roll out of hybrid.

- Communicate this to staff as well. It will reassure everyone that the organisation is invested in making hybrid a success, and also those individuals who may worry about their own manager's willingness to support hybrid working.

There are particular risks that may arise from hybrid working, if your managers are not fully on board and well trained.

- “Out of sight, out of mind”: remote and part-time workers can suffer from being overlooked, or from being thought less committed than those full-time on the premises
 - Make sure you have processes in place to track work allocation, performance appraisal outcomes and promotions against working patterns and use of hybrid
- Women in particular may choose to make more use of hybrid working than the men you employ – because women tend still to be the primary carer in any family. There is thus also a gendered “out of sight” risk.
 - Make sure that you record and monitor work allocation, performance appraisal outcomes and promotions against gender and use of hybrid working

“ We operate from a position of trust. Talk to employees and see what works best for them and the team as to where they work. Some meetings are best in person – for collaboration, idea sharing, talking about development. When people are on remote calls, working on spreadsheets, powerpoints or a project that requires deep thinking, then working from home may be the best place to avoid a commute and office distractions. Meeting facilitation is key to ensure that meetings with a mixture of attendees in person and remote, we need to ensure all voices are heard, pre-reads may help to facilitate the conversation and we try to avoid side conversations in the room. Work is based on output and not on time served at a desk and we appreciate that people have family demands and need flexibility in their working hours. ”

Maria Rooney, Human Resources Director, Glenmorangie

Engage your teams

Put communication at the heart of your new hybrid approach

- A good comms plan will be essential, so that everyone in your organisation understands how hybrid working will be introduced, trialled and evaluated; and to manage and assuage worries and uncertainties.
- However, do not be afraid to share your own current uncertainties. Lockdown experience showed that employees preferred to have regular, developing updates than to wait for the “perfect” answer.
- Include all colleagues in your communications about hybrid working. It is important that those who may not be able to work remotely understand what elements of flexibility may be possible in their roles, and to be confident that your organisation has a fair approach to flexible working across all roles. Good communication about what flexible working means helps to eliminate misunderstandings and resentment.

Team protocols help deal with concerns and establish a common understanding of what

flexible working means and how it will work for each team.

- Team members address core operational requirements, communication and boundaries, team issues and working together.
- You will find our guidance about how to establish team protocols [here](#)

Managing hybrid meetings

Hybrid meetings can be challenging, because it is hard for everyone to participate on an equal footing when some are together round the table, and some are online. Hybrid meetings require a different style of chairing that encourages inclusivity and participation.

If someone can unavoidably no longer take part in what was planned as an in-person

meeting, you might patch them in via Zoom, but this is not something to encourage as regular behaviour. It is unfair on those in the office if they can no longer meet in person, because one colleague has chosen to work at home that day, having previously agreed to an in-person meeting.

It is possible that for some kinds of meetings, hybrid will work fine – teams can discuss and agree this among themselves. For example, an exchange of notes on project progress and touch-base on plans, may not need everyone to be in person.

Think about regular meetings and their timing and location. For example, what worked well remotely (eg a 9am Monday get-the-week-started meeting) may be difficult for colleagues with young children if it requires in-person participation, but still work perfectly for the team at 11am.

“ If you asked us for a top tip on hybrid working, I think I would sum up our approach in one word, which is trust. You must show trust in your employees that they will work as productively at home as in the office/branch. Also, you have to trust your managers to manage their teams effectively but also fairly in relation to co-ordinating the in work / home rota. ”

Graham Sloan, Group Head of Employee Engagement, Arnold Clark

SECTION 2:

Sample wording
for policies or for
employee guidance



Policies and frameworks

If you already have a flexible working policy and/or framework and a remote/ home working policy (which may be a discrete policy, or incorporated within the flex policy), we recommend that you do not need to create an additional hybrid working policy.

Make sure that the remote working policy is fully fit for purpose; and then reissue and communicate both within an overarching hybrid framework. This framework could be a statement of support for hybrid working, a definition of what hybrid means for your organisation, who is eligible and what criteria apply. The focus will be on the practicalities of remote working and of comms when teams are no longer on site all the time, and when employees have been given the autonomy to decide where they will do their best work at a particular time.

You can pick and mix from the sections below to update your existing policies.

You can also use these sample guidelines to establish a full, stand-alone hybrid working policy. In that case, please note that these guidelines are intended to provide general information only and should not be treated as a definitive guide or relied upon as legal advice.



Your hybrid working policy

Purpose

- Our aim is to have a flexible approach to working that ensures everyone feels included, that supports staff wellbeing and work life balance, and also meets business and operational needs.
- Our hybrid working policy will enable you (in consultation with your manager and your team) to have greater control over where you work; and to be able to choose the most appropriate place to work in order to deliver your best work.
- This policy explains how to agree remote working with your manager, and the things they and you should take into account when considering your arrangement. It also covers the safeguards that need to be put in place and the practical arrangements that make remote working a success.

Definition of hybrid working

- Hybrid working at [your organisation] means you can vary where you work. This may be a mix of home working, office working and/or working off-site at another location.
- As a hybrid worker, you may work occasionally or more regularly from home, or you may be mobile and connected to our premises from other locations.
- Unless your contract of employment states that your home is your main place of work, our premises remain your main place of work.
- **Optional explanation of how hybrid and flexible working interrelate:**
Our flexible working policy enables you also to vary your working hours, using [flexitime or TOIL or ad hoc flex, as appropriate] or by requesting a permanent change to your working hours/ location/ pattern.

It is essential that business requirements are met

- For most roles, we envisage it will be possible for there to be flexibility on where, [when and how] work is delivered and for you to have a degree of personal choice, subject to business and operational requirements being met.
- **Optional:** This document cannot include a precise list, but the following are examples of business needs that might require you to be in the office or other workplace...[draw up what applies to your organisation]



Scope

- This policy covers both ad hoc and regular remote working that does not require a change to your contract of employment.
- All contractual obligations, including your core working hours, continue to apply
- If you wish to make a contractual change to your employment, so that you work permanently from home, please refer to our flexible working policy for details of how to make a formal request and of our process for considering such a request.

Exceptions to this policy

- You should note that there are some roles, or some requirements of some roles, that will mean that you do have to come to our premises, or to a specific location or at a specific time. If this applies to your role, there may be limited options open to you in terms of where, when or how you carry out your work.
- If your role is one where we require you to work from home on a permanent basis, this hybrid working policy will not apply, and you should refer to our home-working policy for guidance.

Organisational commitment to hybrid working

- [Organisation] supports hybrid and flexible working
- Hybrid working is part of our commitment to flexibility, and plays an important part in making it possible for [our organisation] to attract and retain the best people regardless of personal circumstances; and supports our commitment to making our organisation inclusive of all our people.
- We are also committed to accommodating your wish or need to work remotely on a temporary or permanent basis; or as an adjustment if you have a disability, should this be reasonable and required

Setting up hybrid working

Who is eligible

- All our employees are eligible to use hybrid working, as long as you have a role in which at least some activities are suitable for being carried out away from our premises.

Or

- You are eligible to use hybrid working if:
 - You have a role in which at least some activities are suitable for being carried out away from our premises, AND
 - You are requesting it as a reasonable adjustment AND/OR
 - You have completed [a certain length of service] AND/OR
 - You have satisfactorily completed your training/ probationary period AND/OR
 - You have achieved [a satisfactory grading] in your most recent performance review

Criteria for hybrid working

- To access hybrid working, you will need to identify which elements of your role suit working offsite, and be able to show that where you intend to work instead is suitable. You and your manager should be confident that remote working will not be negative for [our organisation] or for you personally.
- Whether you are working from home, [our organisation's] office or another location, the following applies:
 - You agree a blend of home/office/other off-site work location with your team(s) and line manager
 - You commit to joining staff away days, team meetings and 1:1 meetings in person, as agreed with your manager
 - You have shared responsibility with [the organisation] for your Health & Safety
 - You do not work for another employer during your work time with [the organisation]
 - You have childcare or other care arrangements in place

- Working from another location other than your regular place of work including abroad will be agreed in advance with your line manager [and HR]
- Any permanent change to your work location will be agreed in a flexible working request (for example if you plan to relocate to another area).

Trial periods and review

- You, your manager and your team are best placed to make decisions on how, where and when your work can be done, based on your shared understanding of business needs and expectations.
- **Optional:** We will not set any fixed ratios between how many days can be worked at home and how many days must be worked on [the organisation's] premises. That will be a matter for local decision making and agreement subject to meeting business requirements.

- Your manager will build in regular reviews with you [and/or your team], to ensure that the arrangement continues to work well or to consider whether it needs to be changed in any way
- **Optional:** [The organisation] intends a full review of this hybrid working policy and arrangements [when].

Employee checklist/guidance for remote working role assessment

- Think about what the **business needs** first, and then about **your role, your home setting**, and **yourself**
- Will remote or home working meet our **business needs**?
 - Are you clear about the business needs?
 - Are you confident that working remotely will not cause problems for the people you work with, in your team or within the organisation; and that you will still be able to meet the needs and expectations of clients/customers/the public.
- Is **your role** suitable for remote working?

- Think about the activities you carry out. Are some more suited to remote working? Are some better suited to being on our premises? Do any require you to be on our premises?
 - Now think about how you will plan your time and location in order to carry out those activities. What working pattern will best enable you to do so? Will the pattern involve regular work from home, or a pattern that is more ad hoc and responsive to changing work priorities?
 - Think too about your role within your team, and talk to colleagues about their plans
 - Encourage your manager to introduce *team protocols* to establish a shared framework to support everyone in the team to use flexible working to its greatest effect.
- Is **your home** suitable for remote working?
 - Even if you intend to work only occasionally from home, you will need a safe and private place to work, where you will not be interrupted. Ideally, this should be a separate room, and the work setting (your desk, chair, lighting etc) should meet our health and safety standards.
 - You will also need a reliable internet

connection, and to be able to access our work systems. Please note that if your system is unreliable, we are likely to require you to work from our premises, even if you have been regularly working from home in the past.

- What about **you**? Remote working requires you to work without direct supervision, and without day to day informal contact with your colleagues. How do you rate your own:
 - Self-motivation?
 - Ability to meet deadlines?
 - Enjoyment of your own company?
 - Willingness to “interrupt” colleagues remotely?

Working remotely

Keeping in touch

- Successful remote working depends on everyone being as available and contactable to their colleagues as they would be on our premises. Your manager will set out/you will share responsibility with your manager and your team to agree expectations in terms of your contactability, reporting, communications and attendance at key meetings.
- Your manager will agree with you how often you will meet by phone, video call and in face-to-face meetings. You are required wherever possible to join all-staff events [and other examples]
- [The organisation] will provide you with the communication tools you need to do your job and stay in contact with your line manager, team and colleagues.

- **Optional additional wording, which you may not need if your managers implement team protocols around keeping in touch:**

When you are working away from our premises, you must be available by telephone or video conferencing should there be the need to check or clarify issues relating to your work, and be available should external stakeholders or partners wish to make contact with you directly. Exceptions to this will be:

- during authorised periods of annual leave, maternity/adoption/paternity/parental leave and compassionate leave, or at other times agreed in writing by your manager;
- sickness which has been notified to [the organisation] in accordance with our normal processes.

Attendance at main office/base

- When you are remote working, our premises remain your main place of work. On request, you may be required to attend the workplace for purposes such as [management/team meetings/briefings, training, performance assessment, disciplinary, grievance hearings and/or operational reasons etc].
- You must be flexible in attending our premises when requested.
- The dates and times of such attendance will normally be agreed in advance, and where possible with no less than xx days notice.
- If your remote working arrangement is based on a pattern of regular or semi-regular days away from our premises, your manager will set out for you our minimum requirements around when and how often you will be expected to work on our premises

Boundaries and wellbeing/ hours of work

- We take your wellbeing very seriously, and will provide you with support and guidance to help you set clear boundaries around your remote working day and avoid being “always on”.
- The regular working week is [Monday to Friday]
- You will agree with your manager and team (core) times when team members are expected to be available to join meetings and answer calls, emails and other communications.
- If you find that your working hours are exceeding your normal pattern, you should discuss this immediately with your manager.
- **Optional** In particular, remember that Regulation 4(1) of the Working Time Regulations 1998 provides that a worker's average working time, including overtime, shall not exceed 48 hours for each seven-day period (to be averaged over a period of 17 weeks). If your working hours are likely to exceed this when working remotely/from home, you must discuss this immediately with your manager

Time off/annual leave

- When you are working remotely, you will use annual leave/TOIL or flexitime as normal if you need to take time off during your working day/week

Sickness absence reporting

- If you are unwell on a day when you are working remotely, you should not try to work. Please report and record your sickness absence as usual.

Care responsibilities

- Although we recognise that working from home can bring benefits to carers and those with children, as it enables employees to work around their caring role, nevertheless working from home is not a substitute for childcare or other care, unless in exceptional circumstances. If such a case arises, you should discuss your situation with your manager and agree a short-term and, if necessary, long-term plan of action

- [The organisation] will not meet childcare or other care costs for days you may need to work on our premises.
- **Optional:** Childcare expenses can only be paid in exceptional unavoidable circumstances, for example [add as applicable]

Employee performance

- Employees who access hybrid working are subject to the same rules, procedures and expected standard of conduct and performance as all other employees. Contractual obligations, duties and responsibilities remain in place, as do our workplace policies.
- We are committed to ensuring that if you access hybrid working, you will be managed consistently with our employees who work permanently on our premises, and you will be given the same opportunities for training, development and promotion.
- If at any point you feel that your hybrid working arrangement makes you feel isolated, left out, or lacking guidance or support you should discuss this with your manager

Practical considerations

Health and safety

- Wherever you work, you have a duty to ensure that you work in a safe and responsible manner and follow all health and safety guidance issued by [the organisation].
- Equally, we have a duty of care to our employees and so we may require you to agree to a Health and Safety Risk Assessment being carried out at your home to identify any adjustments or equipment that may be necessary for you to carry out the work in a safe environment.
- We may ask you to take responsibility for carrying out this Risk Assessment, in which case we will provide advice and guidance to assist you.
- If required to, you must attend the usual office health and safety courses, read all relevant material and undertake to use equipment safely. We reserve the right to check home working areas for health and safety purposes.

- If the Risk Assessment identifies concerns, we reserve the right to require you to return to working on our premises. Alternatively, we will agree with you a schedule of changes that must be carried out, and a timetable for doing so. Before costs are incurred, we will agree with you who will be responsible for paying for necessary improvements. If we require you to meet any of these costs, you will have the option instead to return to working at our premises.
- When you are remote working, you must make sure that you use equipment correctly and that you take reasonable care of your own health and safety. You must also be aware of the risks your work poses to other people, such as family members (including children).
- [The organisation], will ensure that all equipment is safe when you receive it. You are responsible for reporting equipment faults to [xxx].
- **Optional:** include additional information about your organisation's health and safety requirements and the support you provide

Security

- You are responsible for keeping all communication, documents and information associated with your work for [organisation] secure wherever you work.
- Specifically, you have a duty to:
 - use a unique password for your work computer and any other digital devices.
 - keep sensitive and/or confidential documentation secure at all times
 - complete cyber security training every year
 - complete GDPR training every year
 - only use approved systems and software in line with the IT and Security policy.
- Computers and other equipment provided by [the organisation] should be used for work-related purposes only.
- You must make sure your screen is not overlooked and that calls can't be overheard if you are working on something confidential or sensitive. You should not work on anything sensitive on public or insecure wifi.

Equipment and IT

- Your guidance should set out:
 - what equipment the employee is expected to provide; and what your organisation will provide
 - Who will pay for kit and/or installation; if the employee, how they should claim it back
 - Who equipment that your organisation has paid for belongs to, and who is responsible for maintaining it
- We will provide equipment and materials to support you in hybrid working. You must make sure that proper care is taken of anything we provide.

Or depending on what your organisation is prepared to provide:

- We will provide IT equipment to support you in hybrid working
 - To enable you to work away from our premises, we will provide a laptop with access to our systems and software
- **Optional:** You may also ask us to provide (*for example*):
 - An additional screen or monitor
 - Laptop riser
 - Keyboard and mouse

IT

- For remote working, you may only use IT equipment provided by us or that we have approved.
- If you wish to use any personal equipment such as a computer for remote working you must check with us first. We will need to make sure that it's suitable. Any personal equipment that we agree to you using remains your responsibility, so you will cover the cost of any repairs, upkeep or replacement. [The organisation] shall not be responsible for the provision, maintenance, replacement or repair of any personal equipment used by you when working remotely for us.
- Any IT equipment supplied by us should be used for our work only. You must ensure you take reasonable care of it. This is particularly important because of the risk of introducing computer viruses [because our computer equipment set up in your home is fully interactive with our office systems].
- You may not load non-standard applications and other software on to our PCs or laptops. You should not download any application or software without specific advance permission.

- In all instances, repairs and servicing to equipment that we own must be carried out only by persons authorised by us.

Other equipment

- *For example*
 - We will [provide/support you to buy] a suitable
 - Desk
 - chair
 - footstool
 - [up to the value of £xxx if your employee chooses and arranges the purchase]
 - [include information about how you will recoup this sum, if it is a loan or part-loan to the employee]
- If you have an injury or physical condition that means you need a specialist desk to be able to work from home, [organisation] will provide this. (*It would be a breach of Equalities legislation were your employees to be prevented from accessing hybrid working because suitable equipment is available to them only on your premises*)

Returning our equipment

- If your employment with us ends [optional or if you are about to begin long term leave, such as maternity/shared parental leave/sabbatical wording as appropriate to your organisation], you must return your laptop/desktop (and any other equipment that belongs to us) to [organisation] if we ask you to do so. We will arrange to visit your home or send a courier at an agreed time to collect it. When you return from long-term leave, you will be re-issued with the equipment you need.

Home office running costs and expenses

- If you choose to work from home as part of a hybrid working arrangement, [organisation] will not make any contribution towards your normal household running costs and expenses. We will not cover or contribute towards costs such as house insurance, council tax, broadband, heating or lighting.

Telephone and internet

- You will cover the cost for all telephone and internet connections in your home

Office supplies and postage

- Please keep receipts for any stationery that you buy in the course of your work/ OR we will supply any stationery that you need, which you should collect from [insert appropriate information for your organisation]
- Please keep receipts for any items that you post in the course of your work
- You should keep printing to a minimum, both for practical and environmental reasons. If your work for us does entail significant use of printer ink [insert your process for authorisation and agreement of costs to be reclaimed]
- You may reclaim these expenses using [our usual expenses claim procedure].
- **Optional: Tax relief on home working expenses**
 - If you are currently working from home, you can claim tax relief on working from home expenses directly from HMRC. This is a tax relief that is applicable if you have to work from home, including because of Covid-19. You can do so via your own self-assessment return (if you do one) or using the HMRC online portal. See the tax relief guidance on gov.uk for more details.

- HMRC does not allow this tax relief if you **choose** to work from home on a regular basis, either for all or part of the week and so from tax year 2022/23 this tax relief will not be an option for those working under a hybrid working model.
- If you have a full-time contractual home-working arrangement, please refer to our home-working policy for information about allowances you may be eligible for.

Travel to work

- Your contractual place of work remains [our premises/insert as applicable], and it remains a contractual requirement that you work on our premises as needed and/or as agreed with your manager and your team to meet operational requirements.
- This means that travel to your contractual work location will be in your own time and at your own expense. Your commuting costs will not be paid by [organisation], regardless of how frequently or infrequently you make that journey.

Insurance, tax and mortgage/tenancy implications

Insurance

- You must take reasonable care of any equipment we have supplied to enable you to work from home. Our insurance scheme covers our equipment against fire, damage and theft, provided that you take reasonable precautions have been taken, for example, your house is reasonably secured when no-one is at home.
- If your actions render any insurance invalid, we may seek to recover any losses associated with your breach from you personally.
- You are responsible for checking that your home and contents insurance policies provide adequate cover to enable you to work from home. It is your responsibility to ensure that working from home does not invalidate your home insurance policy. We will not be responsible, in any circumstances, for any additional premiums requested by your Insurer as a result of any equipment provided to you to enable your remote working

Council tax/domestic rates

- Working from home will not affect your Council Tax or Domestic Rates. The Domestic Rate is affected only if you are carrying out a business from your home.

Mortgage/rental agreements/landlords

- It is your responsibility to let your mortgage company or landlord know you are working from home, and to ensure that working from home does not breach any of the terms of your mortgage, rental agreement or any other agreement governing your residence.

Employer's access to employee's home

- We may need access to your home for:
 - Initial set-up.
 - Maintenance of equipment.
 - Health and safety assessment
 - Electrical equipment testing
 - To reclaim equipment owned by us, if you leave our employment [or begin a period of extended leave]
- **Optional:** *if applicable*
- One-to-one meetings with managers/colleagues/ clients



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