



Hybrid Working Policy

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1. About this policy

- 1.1 As part of our commitment to flexible working, we believe that our staff members are our most valuable asset and we are committed to attracting and retaining the very best people and utilising all the talent and experience we have available. We recognise that hybrid working can bring about benefits to both individuals and the Association, as well as reinforcing positive work-life balance, mental health and wellbeing and foster a culture of creativity and productivity if used appropriately and in line with the policy.
- 1.2 This policy aims to ensure that those working under a hybrid working arrangement are treated equally to workers based in the workplace and that hybrid working is carried out safely and in accordance with our policies and current legislation. It sets out the conditions on which hybrid working will be considered and the rules that apply to all hybrid workers. If you are authorised to work under a hybrid working arrangement, you must comply with this policy.
- 1.3 Any reference to "workplace" in this policy is a reference to the place of work as specified in your contract of employment or, where not specified, your usual place of work when you attend our premises.
- 1.4 This policy has been approved by the Association's Board/HR Committee taking account of a variety of factors including business needs and staff survey results.
- 1.5 This policy does not form part of any contract of employment or other contract to provide services and we may amend it at any time following consultation with Board/HR Committee members.

2. Who does this policy apply to?

This policy applies to all directors, employees and trainees.

3. Who is responsible for this policy?

- 3.1 The Association's Board/HR Committee has overall responsibility for the effective operation of this policy. The Board/HR Committee has delegated responsibility for overseeing its implementation to the Director of Corporate Services.
- 3.2 Any questions you may have about the day-to-day application of this policy should be referred to your line manager in the first instance. If your line manager is unable to answer your query Corporate Services will assist.
- 3.3 This Policy will be reviewed every 3 years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines.

4. Hybrid working arrangements

- 4.1 A hybrid working arrangement is an informal flexible working arrangement which allows you to split your working time between the workplace and an agreed remote working location, such as your home.
- 4.2 Hybrid working arrangements will differ depending on the nature of your role, duties and responsibilities and so are discretionary and subject to agreement with your line manager.
- 4.3 The starting point is that staff attend the workplace for their full contractual week. Staff, in suitable roles, can request to work remotely (from home) for up to 2 days a week (maximum) or pro-rata equivalent for part-time staff. This does not mean that staff are guaranteed to work from home 2 days every week. There is no obligation on staff to request to work from home. Staff can, if they wish, attend the workplace for their full working week.
- 4.4 The days and times worked from your workplace and your remote working location are subject to agreement with your line manager and may vary from week to week to accommodate the needs of our business.

There will be no 'entitlement' to set days for working from home.

- 4.5 The Association will continue to operate its Flexi Time Procedure for staff members working from the workplace. For the avoidance of doubt this will not apply to staff whilst working remotely.
- 4.6 All hybrid working arrangements are subject to a requirement for you to attend the workplace on our reasonable request to accommodate the needs of our business, such as to attend meetings or training sessions.
- 4.7 Hybrid working is not a substitute for caring responsibilities, this includes adults, children or pets.
- 4.8 All hybrid working arrangements are subject to ongoing review and may be modified for reasons including a change in business needs or performance concerns.
- 4.9 If you have a flexible working arrangement that has been approved under a flexible working request, then it may not be possible for you to also work under a hybrid working arrangement.
- 4.10 Hybrid working arrangements agreed in accordance with this policy are discretionary and can be withdrawn by the Board/HR Committee at any time. If you want to permanently vary your contractual working arrangements so that you work from a remote working location for all or part of your working week, you will need to make a flexible working request in accordance with our Flexible Working Policy.

5. Conditions necessary for hybrid working

- 5.1 Not all roles and not all jobs are suitable for hybrid working. A hybrid working arrangement is unlikely to be agreed if:

- a) you need to be present in the workplace to perform your job (for example, because it involves a high degree of personal interaction with customers, colleagues or third parties or duties that can only be performed on site, or involves equipment that is only available in the workplace);
- b) there are any concerns related to your performance, for example, your line manager has advised you that your current standard of work or your productivity is unsatisfactory;
- c) you have an unexpired warning, whether relating to conduct or performance (see 7.3); or
- d) you need on-site training or supervision or you are responsible for the face to face training and supervision for another staff member

5.2 If you are working under a hybrid working arrangement you agree:

- a) to have a suitable working environment at your remote working location that enables you to carry out your role effectively;
- b) to continue to work the hours required by your contract of employment;
- c) to work independently, motivate yourself and use your own initiative;
- d) to manage your workload effectively and complete work to set deadlines; Please note; The manager will agree outputs to be completed with the staff member working remotely and will check outputs achieved with the staff member following any period of remote working.
- e) to identify and resolve any new pressures created by working from a remote working location;
- f) to adapt to new working practices, including maintaining daily contact with your line manager and colleagues at work;
- g) to attend the workplace as requested by your line manager, which may be at short notice, to meet the needs of our business;
- h) to determine any resulting tax implications for yourself;
- i) not to use the hybrid working for the provision of care, which includes adults, children and pets.
- j) to finance any travel and/or related expenses incurred when travelling to and from your remote working location and your workplace.
- k) to travel to and from your workplace during your own time. For half days this would require travel to be undertaken in your own time, for example, during your lunch break.

6. Location

- 6.1 Your primary remote working location should be agreed with your line manager in advance.
- 6.2 Your primary remote working location must be within your usual commuting distance.
- 6.3 If you wish to work from a different remote working location at any time during your hybrid working arrangement, this will need to be agreed with your line manager in advance and is subject to their written approval.
- 6.4 If you wish to work from a remote working location in a different country at any time during your hybrid working arrangement, this will require approval from your line manager and separate authorisation from the Chief Executive. Please note that there is no guarantee that this will be possible. Working remotely from a location abroad is not subject to this policy due to different compliance and legislative requirements including data protection rules.
- 6.5 If we agree to you working from a different remote working location at any time during your hybrid working arrangement, this will be subject to our right to require you to return to your primary remote working location.
- 6.6 If your internet connection is of poor quality or has been/or will be lost for a prolonged period of time and you have not agreed any suitable alternative work with your line manager, you will be required to attend the workplace.

7. Management, training and workplace attendance

- 7.1 Your line manager will:
 - a) remain responsible for supervising and assessing you in the same way as staff based in the workplace, and will agree with you the best way to appraise your performance and provide ongoing supervision in a remote way. This will include ensuring that the Staff Check-in process is followed.
 - b) regularly review your hybrid working arrangements and take steps to address any perceived problems; and
 - c) ensure that you are kept up to date with any changes to the workplace or information relevant to your work.
- 7.2 You will be subject to the same performance measures, processes and objectives that would apply if you worked permanently in the workplace.
- 7.3 If your performance becomes unsatisfactory or you are subject to a (verbal or written) warning for any reason, your hybrid working arrangements may be withdrawn immediately, in which case you will be expected to return to work in the workplace.
- 7.4 You will be provided with the same opportunities for training, development and promotion as staff based permanently in the workplace. If your hybrid working

arrangement will impact on your ability to apply for certain roles, your line manager will discuss this with you to ensure that you are not denied any opportunity unfairly.

- 7.5 You agree to attend the workplace or other reasonable location for meetings, training courses or other events which we require you to attend.

8. Health, safety and wellbeing

- 8.1 When working from your remote working location you have the same health and safety duties as other staff. You must take reasonable care of your own health and safety and that of anyone else who might be affected by your actions and omissions. You must attend our usual health and safety courses, read the Health and Safety policy and undertake to use equipment safely.

- 8.2 To identify any potential health and safety hazards at your remote working location and take appropriate steps to minimise risk, we retain the right to carry out a health and safety risk assessment (either remotely or by arranging a visit) before or shortly after you begin hybrid working. Where appropriate, we will contact you to arrange completion of the risk assessment. The need for these inspections will depend on the circumstances, including the nature of the work you undertake.

- 8.3 You are responsible for conducting a comprehensive Display Screen Equipment (DSE) assessment of your remote workplace. You will be provided with the guidance and template for completing this. In exceptional circumstances where you are unable to complete this we may need to arrange a visit to your remote working location to conduct the DSE assessment.

- 8.4 You must not have in-person meetings in your remote working location with customers and must not give customers the address or telephone number of your remote working location.

- 8.5 You must ensure that your working patterns and levels of work when working from your remote working location are not detrimental to your health and wellbeing. If you have concerns about your health or wellbeing arising as a result of your workload or working pattern, you should inform your line manager without delay so that we can discuss measures to deal with this.

- 8.6 You must use your knowledge, experience and training to identify and report any health and safety concerns to your line manager.

9. Equipment and suitable workspace

- 9.1 We will provide the equipment that we consider you reasonably require to work from your remote working location. We will make all necessary arrangements for and bear the cost of maintaining, repairing or replacing (where necessary) any of our equipment, at your remote working location. Where any equipment is provided, it remains our property and you must:

- a) ensure it is only used by you and only for the purposes for which we have provided it;

- b) take reasonable care of it and use it only in accordance with any operating instructions and our policies and procedures;
 - c) return it to us in good condition or make it available for collection by us or on our behalf when requested to do so; and
 - d) not use any personal device or computer for work.
- 9.2 To arrange installation or service of any equipment that we provide, you should contact your line manager who will advise our IT Support who can guide you through the process remotely. If this is not possible, we may need to arrange a visit to your remote working location.
- 9.3 When travelling between your remote working location and your workplace you agree to keep equipment provided by us safe and secure at all times.
- 9.4 On termination of your hybrid working arrangement or on termination of your employment you will return all equipment provided by us. Where necessary, we may need to arrange a visit to your remote working location to reclaim equipment.
- 9.5 It is your responsibility to ensure that you have a suitable workspace at your remote working location with adequate lighting for working.
- 9.6 If you have a disability, you should inform us of any equipment you require to work from your remote working location comfortably. The Association will bear the reasonable cost or reimburse you for the reasonable cost of providing the equipment.
- 9.7 You are responsible for meeting the associated costs of you working from your remote working location, including the costs of heating, lighting, electricity, broadband internet access, mobile or telephone line rental or calls.

10. Insurance requirements

- 10.1 The Association shall be responsible for taking out and maintaining a valid policy of insurance covering any equipment we provide against fire, theft, loss and damage throughout your employment. You must not do, cause or permit any act or omission which would invalidate the insurance policy.
- 10.2 We are not liable for any loss, injury or damage that may be caused from any equipment that is not provided by us when you are working from your remote working location.
- 10.3 If your remote working location is your home address, you are responsible for ensuring that working from home will not invalidate the terms of your home insurance. Before commencing hybrid working, you should ensure that you check your home insurance policy and inform your home and contents insurance provider of your working arrangements as required.
- 10.4 If your remote working location is your home address, before commencing working from home, you should check the terms of your mortgage, lease or rental agreement to ensure this does not breach any of the terms. It is your responsibility to inform your

mortgage provider or landlord that you are working from your home address and seek any necessary approval before commencing hybrid working.

- 10.5 When you are working from your remote working location you are covered by our employers' liability insurance policy. Any accidents must be reported immediately to your line manager in accordance with our Health and Safety Policy.

11. Data security and confidentiality

- 11.1 Your line manager must be satisfied that all reasonable precautions are being taken to maintain confidentiality in accordance with our requirements.

- 11.2 You are responsible for ensuring the security of confidential information in your remote working location and when travelling to and from your workplace. You must not use your personal phone or personal computer equipment for storing any confidential business information.

- 11.3 When working from your remote working location you undertake to:

- a) change your password as required and comply with any instructions provided by our IT Support relating to password security
- b) use our designated two/multi-factor authentication at all times, where required
- c) abide by all cyber security guidelines
- d) not use personal devices for work purposes
- e) comply with our instructions relating to software security and to implement all updates to equipment as soon as you are requested to do so
- f) send work-related emails and messages through our designated communication channels/facilities
- g) share data only through our designated secure systems following all guidelines
- h) make all work-related calls through our designated software – work laptops can log-in to Jabber and MS Teams
- i) maintain a private space for confidential work/business calls
- j) ensure that any display screen equipment is positioned so that only you can see it or a privacy screen is used
- k) lock your computer terminal whenever it is left unattended
- l) ensure no one else in your remote working location has access to confidential information stored on our equipment
- m) ensure any wireless network used is secure

- n) ensure that your wireless network router has software security updates applied
 - o) keep all papers containing confidential information in a secure place when not in use, and ensure that no one else in your remote working location has access to them; and
 - p) shred or otherwise dispose securely of confidential information when it is no longer required and at all times comply with our instructions on document retention.
- 11.4 To comply with data protection obligations, you will only store or process company data or personal data on equipment that has been provided by or authorised by us.
- 11.5 To comply with data protection legislation, we retain the right to conduct a data protection impact assessment (DPIA) to assess the risks involved with data processing in your remote working location. Where this is necessary, we will contact you to arrange the DPIA.
- 11.6 You confirm that you:
- a) have read and understood our Data Protection Policy, Cyber Security procedures, Acceptable Use, Data Retention Guidelines and any other relevant policies from time to time in force regarding the retention of personal data, electronic communications and data security
 - b) will regularly keep yourself informed of the most current version of these policies; and
 - c) will attend any training on data protection and confidentiality, cyber security or any other relevant subject whether online or in person when requested to do so.
- 11.7 If you discover or suspect that there has been a data breach or an incident involving the security of information relating to us, our clients, our customers, or anyone working with or for us, you must report it immediately to your line manager and IT Support.

12. Misconduct

Any breach of the rules set out within this policy or the operating procedures may be treated as a disciplinary matter in accordance with our Disciplinary Procedure. It may result in disciplinary action being taken against you. A serious breach of this policy may amount to gross misconduct resulting in dismissal.

13. Other Related Strategies, Policies or Procedures

- Flexible Working
- Data Protection
- Cyber Security
- Staff Code of Conduct

- Home Working
- Terms and Conditions of Employment
- Lone Working
- Acceptable Use
- Staff Check-in
- Openness, Accountability and Confidentiality
- Equality and Diversity
- Attendance and Absence Management
- Disciplinary and Grievance Procedures
- Health & Safety Manual
- Stress and Mental Wellbeing at Work
- Dignity at Work
- Customer Care
- Smoke Free
- Learning, Development and Further Education

14. UK General Data Protection Regulation 2021

The ng group will treat your personal data in line with our obligations under the UK General Data Protection Regulation 2021 (UK GDPR) and our own Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in our Fair Processing Notices.

15. Policy Review

This Policy will be reviewed every 3 years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines or in line with business needs.

16. Equality Impact Assessment

This Policy is equally applicable to all and has no impact on protected characteristic groups.

ng homes Hybrid Working Operating Procedures

Agreement to abide by the terms of the Policy.													
All staff members are asked to read the Policy. When staff make a request for hybrid working, they will be considered to have read the Policy and agree to the terms of the Policy.													
Policy Section Reference	Action												
Section 4. Hybrid working arrangements													
4.2/5.1, 5.1a) and 7.3 Who can request hybrid working?	<p>Not all roles are suitable for hybrid working. It is unlikely to be agreed if: You need to be present in the workplace to perform your job (for example, because it involves a high degree of personal interaction with customers, colleagues or third parties or if your job entails duties that can only be performed on site or involves using equipment that is only available in the workplace.).</p> <p>If the staff members performance becomes unsatisfactory or they are subject to a current warning for any reason the opportunity for hybrid working may be withdrawn immediately and the staff member will be required to work from the office / workplace for their full working week.</p>												
4.2 /4.3 What can staff request under this policy?	<p>The starting point is that staff attend the workplace for their full contractual week. Staff in suitable Staff, in suitable roles, can request to work remotely (from home) for up to 2 days per week maximum for staff working 5 days or pro-rata for staff working less than 5 days e.g. part-time. This can be requested as full days or half days. Any request for hybrid working must be accurately recorded on Ciphrr.</p> <p>Maximum/Pro-rata - Contracted hours split:</p> <table border="1"> <thead> <tr> <th>Contracted Working Days</th> <th>Potential Home Working Days</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>Up to 2 days</td> </tr> <tr> <td>4</td> <td>Up to 1.5 days</td> </tr> <tr> <td>3</td> <td>Up to 1 day</td> </tr> <tr> <td>2</td> <td>Up to 0.5 days</td> </tr> <tr> <td>1</td> <td>n/a</td> </tr> </tbody> </table> <p>*The table above also applies to job sharing staff in relation to their working week.</p>	Contracted Working Days	Potential Home Working Days	5	Up to 2 days	4	Up to 1.5 days	3	Up to 1 day	2	Up to 0.5 days	1	n/a
Contracted Working Days	Potential Home Working Days												
5	Up to 2 days												
4	Up to 1.5 days												
3	Up to 1 day												
2	Up to 0.5 days												
1	n/a												
4.2/4.3/4.4 When do staff request hybrid working?	Requests can be made on a weekly basis (looking a week ahead) this is the preferred process to allow for planning however requests can also be made												

	<p>and agreed at short notice as long as the Association's 'business needs' are met. It is expected that short notice request's e.g. the day before, should be a rare occurrence.</p>
<p>4.2/4.3/4.4 How do staff request hybrid working?</p>	<p>Through conversation and agreement between the staff member and the line manager. Please note the staff member initiates the conversation i.e. the staff member makes the request.</p> <p>Process:</p> <ol style="list-style-type: none"> 1. Staff member makes the request to their line manager and details what they will be working on whilst working remotely. 2. The line manager considers the request and assesses whether this meets business needs. 3. The line manager looks at whether this request clashes with any other request for hybrid working on the same day received from other staff members. 4. The line manager checks for any patterns emerging e.g. regular set days being requested - as per policy "there is no entitlement to set days working from home". <p>Please note; If a staff member wishes to work remotely on set days over a period of time – this would be covered under the Association's Flexible Working Policy (see 4.10).</p> <ol style="list-style-type: none"> 5. If all is ok, the line manager and the staff member agree the outputs for the hybrid working day and agree contact arrangements. 6. The staff member enters 'Working from Home' into Ciphhr. 7. The line manager approves the request on Ciphhr.
<p>4.5 Flexi-time</p>	<p>Flexi-time can only be accrued on days that staff are working in the office/workplace. It cannot be accrued when staff are working remotely however flexi-time can be used anytime, as per the Flexi Time procedure.</p> <p>Please note; Staff working remotely must work their contracted hours (5.2 c)) and core hours must be worked.</p>

Hybrid Working Hours Parameters		
Parameters	OFFICE	HOME
Contracted Hours	<p>Flexi-time can be accrued in the office / workplace and is recorded on the Kelio system.</p> <p><u>Core hours:</u> 10am to 12noon and 2pm to 4pm.</p> <p><u>Flexi-times:</u> 8:30am to 10am, 12noon to 2pm and 4pm to 5:30pm.</p> <p><u>Unpaid break:</u> The break can be 30 minutes (minimum) – to 2 hours (max) to be taken between 12 noon and 2pm.</p>	<p>Contracted hours must be worked for example 7 hours.</p> <p>Core hours to be worked.</p> <p>Flexi-time cannot be accrued whilst working at home / remotely.</p> <p>Employees are expected to take appropriate breaks and not to work excessive hours.</p>
4.6 and 5.2 g) Requirement for staff to attend the workplace	<p>Linked to 4.3 and 4.4 above. The days and times worked from your office / workplace and your remote working location are subject to agreement with your line manager and may vary from week to week to accommodate the needs of the business.</p>	

4.7 and 5.2 i) Hybrid working is not a substitute for caring responsibilities, this includes adults, children or pets.	Linked to 4.3 above.
Section 5. Conditions necessary for hybrid working	
5.1 (b), 5.1 (c) and 7.3 Concerns related to your conduct or performance	This will not be subjective; it will cover matters that are recorded e.g. through the Staff Check-in process or through a formal performance management process or formal disciplinary process (5.1 b) and c).
5.2 (d) Manage workload and complete work to deadlines	The manager and staff member agree outputs to be completed by the staff member working remotely and the manager will check the outputs achieved with the staff member following any period of remote working.
5.2 (f) Adapt to new working practices and maintain daily contact with your line manager and colleagues	Staff members should make regular contact with their line manager or depute each day when working remotely. Please note this is in line with our duty of care, health and safety, management support, guidance and direction (if required) and to guard against isolation.
5.2 (g) Request to attend the workplace at short notice	Managers have the right to manage, and staff are required to respond positively. Managers will only make such a request where there is a business need. Managers will not make unnecessary or unreasonable requests in this regard.
Section 6. Location	
6.1/6.2 Primary remote working location	This should be your home address registered with the Association through HR.
6.3 Alternative remote working location	A request to work from somewhere other than the staff members home address is expected to be an exceptional situation. In these rare occasions, the staff member must detail the reason for their request and the response must be agreed by the line manager and the relevant department director/depute director. The line manager will then provide the staff member with written approval (6.3). This can only be granted where there is an assurance provided that the alternative location meets all required compliance with the Hybrid Working Policy, in particular: Section 5. Conditions necessary for hybrid working; Section 6. Location;

	Section 8. Health, safety and wellbeing; Section 9. Equipment and suitable workspace; Section 10. Insurance requirements; Section 11. Data security and confidentiality
Section 7. Management, training and workplace attendance	
7.1 a), b) and c) Line manager responsibilities	As detailed in the policy.
7.3 Unsatisfactory performance	If the staff member's performance becomes unsatisfactory or they are subject to a warning for any reason the opportunity for hybrid working may be withdrawn immediately and the staff member will be required to work from the office / workplace for their full working week.
7.5 Attendance at the workplace	Staff agree to attend the workplace or other reasonable location for meetings, training courses or other events they are required to attend.
Section 8. Health, safety and wellbeing	
	Staff working remotely are responsible for complying with all requirements of the Hybrid Working Policy.
Section 9. Equipment and suitable workspace	
	Staff working remotely are responsible for complying with all requirements of the Hybrid Working Policy. Staff working from home must connect to Jabber through their laptop to ensure calls are not missed.
Section 11. Data security and confidentiality	
	Staff working remotely are responsible for complying with all requirements of the Hybrid Working Policy. Please note 11.3(h) in the policy includes a work mobile phone.
Section 12. Misconduct	
12.1 Breach of the rules	A breach of the Hybrid Working Policy rules will be treated as a disciplinary matter.

Guidance Note

What would constitute 'business needs'?

The following list provides examples of situations that would constitute business needs.

Please note that this list is not exhaustive and other situations/scenarios may fall into this category.

- Reacting to a scenario that was not foreseen and needs immediate action, e.g. dealing with an emergency situation.
- The job role in question requires you to use facilities/equipment only available in the office / workplace location or to complete a task or tasks that can only be carried out in the office / workplace location.
- Attending scheduled team meetings, strategy days, live events and training.
- Short notice meetings that are time sensitive, where you are a key staff member and virtual meetings would not be appropriate.
- Receiving or providing on the job training / shadowing.
- Involvement in the induction of a new staff member.
- To attend any HR related meetings regarding absence, conduct or performance, health and wellbeing etc.
- To provide a presence in the office e.g. to serve internal and external customers, allow colleagues to utilise the hybrid policy or to cover annual leave or other absences.
- Where attendance in-person will improve the effectiveness of a meeting.
- To ensure members of the team are not isolated and to ensure continued positive relationships / communication and knowledge sharing, e.g. a regular day may be set where all the team will be in office / workplace at same time.