

## HYBRID WORKING FRAMEWORK

Starting 1 January 2023 on an ongoing basis, hybrid working arrangements are available for all eligible Professional Support Services colleagues. An annual review will take place to determine the continued effectiveness and feasibility of the principles of hybrid working.

Hybrid working is informal and built on trust. It is decided at a local level within Schools and Services and is a mix of on campus and off campus working and is not constrained by one specific location, for example an office or home workplace.

Our university community is one where our people, their engagement and wellbeing are key. Hybrid working will allow Professional Support Services colleagues the opportunity, where the needs of the business and their role allows, to informally agree with their managers where and when they work within our University Principles whilst still ensuring the campus remains a vibrant community for all and students and business needs are met.

### University Principles

1. The University considers it a key priority that campus retains a sense of community and belonging for our staff and students and, as such, this framework seeks to support agile working as well as facilitating a level of attendance on campus which contributes to a welcoming, vibrant atmosphere that supports our students and business needs.
2. This framework is relevant to all Professional Support Services colleagues where the nature and scope of their role means that hybrid working is possible. It aims to strike an appropriate balance between on and off campus working and is based on a minimum level of on-campus attendance of 60% of their working time on campus.
3. When determining whether, and to what extent, a role can be carried out remotely, the overriding consideration will be whether such arrangements serve to support the operational needs of the University and decisions will be tested against the principle that hybrid working must not have a negative impact on students, service provision, delivery and other team members.
4. By facilitating hybrid working in line with the principles and parameters set out above, the University's aim is to enhance employee engagement and wellbeing and support high

performance. In that context, performance should be measured via outputs against clear and agreed objectives as agreed in PDPRs.

### Status of Arrangements

5. Hybrid working applies to all Professional Support Services colleagues on a permanent, indefinite and fixed term contract: however, it is accepted that not all roles are suited to hybrid working and that some activities cannot be delivered effectively via remote working. For example, but not limited to: catering, cleaning, grounds and building maintenance, service desk provision, student facing roles and on-site specialist support or delivery.
6. Hybrid working arrangements should remain under regular review at a local level and can be amended or discontinued with immediate effect by a manager if it is deemed they no longer support service delivery, student needs, or where performance or conduct issues have been identified, or where there is a negative impact on an individual's wellbeing. Colleagues can stop hybrid working at any time. Where agreement on hybrid working arrangements cannot be reached the default position will be 100% working on campus.
7. Hybrid working arrangements are informal arrangements for each individual and do not alter terms and conditions. Hybrid working arrangements do not guarantee a pattern of work and can be changed and withdrawn at any time at the discretion of the manager. Unless the operational needs require an immediate withdrawal or change of arrangements, notice should be given of a minimum of 2 days where possible.
8. Guaranteed work patterns, changes to hours worked etc. can only be agreed if a formal flexible working request is submitted and agreed, thereby leading to a permanent contractual change.
9. Colleagues are not required to engage in hybrid working arrangements. It is an option available to those who are employed in roles where hybrid working can be reasonably carried out.
10. All duties and responsibilities of a role and all University policies and procedures remain applicable and unchanged regardless of whether work is undertaken remotely or on campus.
11. It is recognised that hybrid working, in the main, is likely to be in the form of home working, however, where the home environment is not conducive, alternative safe, secure and confidential working environments may also be used if they meet the requirements of this framework.
12. Permanent hybrid working arrangements (within the UK or overseas) are not currently permitted.

## Manager Commitments

13. Managers will make decisions on hybrid working at a local department/team level after discussions with all colleagues and their Director of Service or School Manager, operating with mutual trust and recognising the potential need for compromise.
14. All areas will lead by example on hybrid working and ensure that there is visibility of senior colleagues on campus.
15. In making decisions managers must consider the impact of hybrid working on service provision, accessibility to service users and other team members; how it can be fairly facilitated within their teams, where duties are similar and taking into account those colleagues not wishing to work off campus.
16. Hybrid working should be confirmed to colleagues by email, no additional paperwork is necessary.
17. Managers must ensure clear communications in their teams and parity of opportunity for all colleagues regardless of whether they are working on or off campus.
18. Managers must set clear expectations about how performance can be effectively managed across individuals and the team overall.

## Colleague Commitments

19. All staff engaged in hybrid working must ensure they are available to attend campus at very short notice, including the same day if requested. Such requests may be made for example to cover sickness absence, workload pressures etc.
20. When working away from campus contractual working hours must be applied as a general rule. It is expected that the vast majority of roles will work within the 'office hours' of 8.30am to 5.00pm or as appropriate to the service or role responsibility needs.
21. Colleagues must be mindful of the health and wellbeing of others and must respect 'office hours', by for example, avoiding sending email correspondence and meeting requests outside normal office working hours.
22. Colleagues should not work excessive hours as a consequence of working remotely. They are required to ensure that working patterns and levels of work both long-term and during shorter periods of time are not detrimental to their health and wellbeing and are in line with their contractual hours.

23. To ensure safe working practice, colleagues are responsible for ensuring they take adequate rest breaks, including a lunch break and additional short breaks from their laptop/screen. They should also be mindful of the number of hours they are working. If a colleague has any concerns about their working hours, they should discuss this with their line manager in the usual way.
24. All colleagues must maintain accurate and up to date electronic and/or Teams diaries, accessible by appropriate team members. It is expected that staff identify their place of work on a daily basis or as agreed with the manager and ensure their availability is clearly and easily identified. This is also vital in the event of fire evacuation to ensure all colleagues are accounted for.
25. Where flexitime is available to an individual this is applied to working both on and off campus and the usual procedures must be followed.
26. To enable individuals and teams to engage in hybrid working it may be necessary for some teams to share desk spaces on campus. A paperless and non-personalised approach should therefore be adopted, agreed through your line manager whilst working on campus so that others may utilise the space easily should this be necessary.
27. Whilst working remotely, employees have the same health and safety responsibilities as when they are on campus and should continue to take reasonable care of their own health, safety and wellbeing and that of anyone else who might be affected by their actions.
28. Employees must complete a workstation self-assessment in accordance with the University's procedures, as well as completing the associated training.
29. Colleagues must present a professional impression to call participants at all times, be properly organised without disruption/distraction from animals, other people, building works etc.
30. Colleagues should manage their workload effectively and complete work in accordance with deadlines, working independently and ensuring they remain motivated and use their own initiative.
31. When unwell and unable to work, colleagues must report their absence in the usual way regardless of whether they are planning to work on or off campus.
32. Colleagues must ensure all care arrangements for dependents are in place. Dependents must be cared for by someone other than the individual during working hours.

## Equipment

33. To work off campus, colleagues are responsible for ensuring they have a reliable and suitable level of internet access.

34. Colleagues are responsible for ensuring they have the appropriate IT equipment to carry out their job off campus. This will be at their own expense and will not be maintained, replaced, or repaired by the University. Any such equipment must meet the minimum requirements set out in the Computing Services regulations relating to 'Using your own Device'. The University does not accept any liability in the event of any loss or damage to personal equipment used for the purposes of work.
35. The University will not automatically provide any IT equipment to enable hybrid working. However, Schools and Services at their discretion and based on availability and cost may be able to provide some equipment to include a laptop or tablet, headset, mouse and keyboard. The provision of such equipment may be on a temporary basis and/or in lieu of a fixed PC in the office and therefore on that basis, colleagues would be expected to safely and securely transport any equipment between different working environments.
36. The University will not provide other equipment (such as a chair and desk etc.) for the purposes of working off campus. Workstations (either designated or shared) to include a chair and desk will be provided at the colleague's contractual place of work i.e. on campus only.
37. Should a colleague require further equipment for a specific health reason to enable hybrid working, they should discuss this with their line manager. Colleagues may be referred to Occupational Health so that advice can be sought on the feasibility of hybrid working and potential adjustments or equipment, with associated costs to inform decisions as to whether hybrid working is reasonably practicable.
38. In exceptional circumstances, likely to be primarily linked to a health condition as confirmed through an occupational health assessment and on receipt of formal confirmation from Human Resources, it may be agreed that additional equipment can be purchased. This must be agreed in advance of any costs being incurred. Where equipment is bought by the University, it remains the property of the University.
39. Should any University equipment be damaged, stolen or develop a fault, this should be reported to the line manager and IT Helpdesk immediately so that appropriate repairs or replacements can be arranged. The Data Protection Officer must also be advised immediately on the case of stolen equipment and this must also be reported to the Police to get a crime reference number. In the case of theft or damage, employees should also contact the University's finance team so that they can consider whether a claim can be made under the University's insurance policy.

### Confidentiality and Data Security

40. To ensure privacy and security is maintained, colleagues should conduct meetings via MS Teams and telephone calls should also be made via MS Teams. It is not expected that individuals conduct face-to-face meetings in their home (unless agreed in advance with their line manager) and should not give third parties their home address for work purposes.

41. All University equipment and data must be stored securely, and employees must take the necessary steps to ensure that private and confidential University material is always kept secure. Please refer to the University IT Security Policy and Using Your Own Device Policy.
42. The use of paper-based documentation when working remotely should be minimal and only where it presents no data security risks i.e., does not include contact data protected by the Data Protection regulations. Where it is essential to use such documentation in hard copy, then this work should be undertaken on campus.
43. All colleagues must complete all mandatory online training in the context of data protection, cyber security etc., including regular refresher training at required intervals.
44. Where a colleague proposes to work remotely in an environment outside of their home, they are responsible for ensuring this is a suitable, confidential and safe location. For example, it must be suitable for holding confidential meetings and making and receiving confidential calls, must not require paper or hard documentation for working and equipment must be able to be securely left unattended if required etc. Headsets should be worn in this environment and all devices must be locked if left unattended.

#### Associated costs for hybrid working

45. The University will not make financial contributions such as household expenses under any circumstances for colleagues choosing to work in a hybrid way. However, colleagues may be able to claim income tax relief for employment expenses through the Government's scheme.

#### Access to hybrid working locations

46. The University may have an unavoidable reason to access colleagues' hybrid working locations to install, inspect, replace, repair, maintain, service or retrieve University property during the course of employment, where it is not possible or appropriate to do so on campus. This may also apply in the case where significant health and safety concerns are raised.
47. By taking the opportunity to work on a hybrid basis, colleagues' consent to the University or its representatives, at reasonable times and on reasonable notice, accessing individual hybrid workplaces. The University will only do so where it deems it absolutely essential, and where there are no suitable alternative methods of achieving the required outcomes.

#### Insurance

48. Colleagues working in a hybrid way are responsible for assessing the personal implications of working in their own home in respect of insurance, taxation, mortgage, utilities provision and any leasing and landlord agreement.
49. The University holds liability insurance that provides cover for legal liabilities of the University and its members of staff whenever they are engaged in University business. This

cover applies to activities that take place away from campus however a risk assessment must be conducted for any activity where there are any potential health and safety ramifications and, in any activity, involved significant risk the University's Insurance Team should be alerted.