
Section One: Introduction

The purpose of these guidelines is to outline how hybrid working will support the phased return to campus, whilst social distancing remains in place. The guidelines are intended to support managers in planning and implementing the return to campus activities within their teams.

Section Two: Background

The extended period where many employees have been working remotely has prompted consideration as to how the University works in the future. For many employees, managers and teams, remote working in many situations has been successful, despite the challenging circumstances. It has demonstrated that a significant amount of what many of us do can be delivered remotely, effectively and efficiently. Whilst also recognising that some staff have been on campus the whole time and will continue to work in this way.

To enable us to build on the learning, benefits and opportunities identified through this period a project called Agile Working is underway, which will capture these and create a framework for our future ways of working. There are several factors to carefully consider, including the potential impacts as to how we manage performance, productivity, wellbeing and engagement under new ways of working. More information about this will be shared in due course, however the principle of Agile working gives increased flexibility over where, when and how, work is undertaken but an employee's contractual base remains on campus. These locations may include at home, a range of buildings on campus, or in some cases a third-party site. Employees will still need to observe the operational hours of their role, and if employees are required on campus for a meeting, event or duty they are expected to attend. It is also expected that staff will spend a proportion of their working week on campus. Whilst agile working gives the potential for increased flexibility over where, when and how work is undertaken, the operational requirements of different roles will mean that some of these aspects may be more relevant for some roles than others including some roles where they may not apply.

These guidelines are intended to be a ‘stepping stone’ to Agile Working to support planning and preparing for the transition further back to campus as outlined in the Managing the Return to Campus: Schedule, Principles and Approach.

Planned phased return to campus

The University is planning a phased return to campus for all teams and services when the current restrictions allow and when Government guidance confirms that people should return to the workplace rather than working from home.

The health, safety and wellbeing of the University community is, and remains at the heart of decision-making. A phased return forms just one part of extensive measures that have been introduced to keep people safe.
It is anticipated that we will still need to maintain social distancing when we begin to transition further staff back to campus and potentially for a period thereafter. The consequence of this is that there will be insufficient office space across all campuses to enable everyone to return 100% of the time whilst also meeting social distancing requirements. It is anticipated that this will be limited to up to 50% of normal occupancy by way of office space, which may be less where identified by individual office risk assessments and/or where 2m social distancing is required.

**New ways of working model – ‘hybrid working’**

These 'hybrid working' guidelines have been prepared to help managers plan for a return to campus, balancing operational requirements and social distancing restrictions. These guidelines are applicable to all job families whilst will continue to limit the amount of time spent on campus for roles where it is not essential to be on campus all the time. For these staff, it is therefore likely to be necessary to continue to spend part of their week working remotely.

Continuing to limit the numbers on campus at any one time will also:

1. Ease the burden on facilities (eg public transport, catering, toilets) and maximise the available space and services for student-facing and research related activities and services
2. Allow the Covid-secure procedures to continue to operate effectively
3. Continue to support the wellbeing of our staff and students
4. Further reduce the opportunity for transmission of the infection from the external environment

Please see the 'Managing the Return to Campus: Schedule, Principles and Approach' for more information.

**What is hybrid working**

By hybrid, we mean a blend of both on campus and remote working. This term refers to a blended approach of working location that we will be using during the interim phase (expected to be fully in place by 1 September 2021). Staff will be expected to spend some time on campus following national lockdowns (whilst still observing social distancing that uphold safety and minimise the spread of Covid-19) and some time working remotely.

Under hybrid working, the terms and conditions of employment remain the same. It is the location where work is carried out that will be different to the pre-pandemic base, due to the circumstances described above.

The University prides itself on its campus experience for students and staff and is one of our unique selling points. This experience is underpinned by having an active community of employees, students and associates working collaboratively in the campus environment. The importance of being a campus university should underpin plans for hybrid working, so the expectation will be that all employees will spend some of their working week on campus. One of the values which underpins the University Strategy is ‘Inclusivity – We are a community where everyone can contribute and be appreciated for who they are’. Being present on campus and collaborating with teams and other colleagues is an essential element of this value.

**Key principles of hybrid working**

- Hybrid working is an interim measure intended to support the return to campus whilst Covid-19 restrictions remain in place. It will enable us to continue to limit the amount of time spent on campus for roles where it is not essential to be on campus all the time and is a stepping-stone to agile working.
- The overriding requirement is to ensure the safety of our University community.
- Leaders and teams are empowered to take responsibility for managing their work and the working patterns of their staff in an appropriate way, with due consideration for individual
preferences. Arrangements should be viewed as a stepping-stone for agile working, which include being outcome focused to ensure that any core business/service hours and/or functions are covered.

- Where any employee wishes to work fully from campus, this will be considered, office space will be dependent on the social distancing requirements/maximum office capacity being met. Employees may therefore be offered a working location, which is not their normal/pre-pandemic office environment.
- There may be ad-hoc circumstances (eg to cover a period of sickness absence or annual leave) where hybrid-working arrangements may need to be altered (eg for another colleague to be in the office more often) at short notice.
- Adopting hybrid working will not change employees’ formal/contractual place of work to being at home. Travel to and from the office at any time will not be part of the working day nor will employees be able to claim expenses associated with travel to campus from home.
- It is not necessary for employees to work from only one location each working day. For example, they might work from home in the morning and attend campus in the afternoon. Such arrangements should be agreed as part of the operational requirements. However, for clarity, any time spent travelling to/from campus to/from home that breaks up the working day will not be classed as working time.
- All remote working must be carried out within the UK; this is to satisfy HMRC’s tax regulations relating to residency and to avoid any liability for tax under other national taxation requirements.
- Formal meetings, including University Committee, Board, School or team meetings should remain virtual for the foreseeable future and until UEB has approved a change to this format. The format of smaller or informal meetings should be a matter for local discretion and within health and safety guidelines. Managers should consider the best way to engage their teams as to how meetings will be conducted (ie via O365 Teams regardless of where a team member is working).
- The wellbeing of all employees, regardless of where they are working, is paramount and staff should have access to the support they require in order to look after their mental health. This includes the support that a line manager can offer by establishing/continuing regular contact and wellbeing discussions. Managers will need to balance the potentially different support they offer to employees who are working on campus and those that are working elsewhere.
- Leaders and managers should consider any particular EDI impacts and provide support for individuals who are particularly anxious about returning to campus (see Section Three – Considering Individual Employees).

**Section Three: Management Considerations – Planning New Ways of Working**

Managers are encouraged to review this section, which will help answer any questions, and support in planning hybrid working. Managers should refer to the Managing the Return to Campus: Schedule, Principles and Approach and the Return to Teaching Guidelines (where appropriate). The overarching principle for managers to consider is where home working as part of the hybrid working model is appropriate for certain employees. There are several factors, which may mean that some staff should be prioritised to work on campus more than others. This could include for example; their home working environment, their internet connectivity or their mental wellbeing.

**Considering job role categories**

Job roles should be taken into account to identify staff who should be asked/permitted to work on campus once a building is deemed Covid-secure on a phased basis (please refer to the Health and Safety Covid-19 Recovery pages for further information). There may be circumstances/operational requirements, which mean it is not feasible for a staff member to adopt hybrid working.

In these cases, operational and service needs will take priority, however, the relevant management team should work to identify future opportunities to accommodate flexibility where possible.
**Considering individual employees**

Managers should determine how the service can be delivered as a blend of team members working on campus and remotely. In making these arrangements, you should consider the individual circumstances and job role of each employee and how they interact with the wider team. As the number of non-essential/non-student facing staff on campus on any day remains constrained in line with the latest Government guidelines and informed by local risk assessments, leaders are empowered to take responsibility for determining working patterns of their staff, balancing any preferences within the whole team and the need to deliver the service.

**Minimising impact of a Covid-19 outbreak**

Whilst there continues to be a presence of Covid-19, you may want to consider establishing ‘bubbles’ of team members who come onto campus at the same time. This would mean that should there be a case of Covid-19 that requires contacts to self-isolate, you will easily know who is in the bubble.

The requirement for this will depend on Government advice on returning to work and social distancing etc. Further advice on Covid Recovery, ‘Section 16 - Work Routine and Scheduling’ and ‘Section 20 - Open Plan and Communal Offices’ can be found on the Health and Safety - Covid Recovery workspace pages.

**Impact on contractual working arrangements**

Hybrid working is not intended to make permanent changes to any individual contractual working arrangements. These are expected to remain the same, except where formal changes to working hours have been approved via flexible working requests or via the Temporary Reduction in Hours/Temporary Unpaid Leave Scheme.

For part-time employees there will be specific working arrangements that will already be set out in their individual contract of employment and there is no expectation that hybrid working will change these. It is, however, recognised that in some teams, variations to normal working arrangements (whilst still working contracted hours of work) have already been made on an informal basis, including allowing flexibility at either end of the day and working outside the normal 9-5 working pattern. It is fine for these to continue during the period of hybrid working as long as operational requirements continue to be met.

**Flexible working**

If an individual wishes to vary their working arrangements, they may make a flexible working request, which will be considered under the Flexible Working policy. Any request under this policy to reduce/change contractual hours of work or working patterns can be considered in the normal way.

Staff may also wish to consider the Temporary Reduction in Hours/Temporary Unpaid Leave Scheme should a short-term change be requested. The Hybrid Working guidelines should be used to support interim arrangements, in the longer term the Agile Working Guidelines will address options for formal remote working.

**What equipment do employees need when working remotely?**

Adopting a hybrid working approach will require equipment both in the workplace and at home. It acknowledged that employees have already made arrangements to work at home effectively including equipment taken from campus or items of their own. In the interim, it may be agreed to
retain equipment at home that was taken from the office during the lockdown period, with employees ‘hot desking’ when they are working on campus (noting local cleaning protocols that will need to be in place to ensure this is a safe working practice).

The University will continue to operate a “click & collect” service for IT equipment that can be loaned to staff for use at home. Details of the “click & collect” service can be found here. Further advice and guidance can be provided by the IT Service Desk.

You can use the Homeworker Checklist to ensure that you have covered all the working environment aspects of working from home, refer to the DSE Equipment Set Up and DSE Equipment Request Process. If you need further assistance, please contact your DSE Assessor. Further information about creating an ergonomic workstation/supporting homeworking can be found in Appendix 3 and employees should be encouraged to utilise these resources to support them whilst working remotely. If employees have any questions or are not sure about their workstation they should refer to the Homeworker Checklist in the first instance.

The Addendum: Dual location working guidance for staff who need additional assistive support explains that is not intended that everyone working from home has the same kit as they have at work. The University will not provide an allowance for employees to purchase equipment, but will ensure that where an agreement for hybrid working has been agreed, the employee has a safe place of work in their remote location as well as in the workplace. Any issues about equipment needs should be raised by the employee and considered by the Manager.

Where disabled staff have had reasonable adjustments put in place within their working environment, consideration should be given to whether any adjustments are needed for them to work remotely. Following the guidance above, completing a DSE assessment will help to inform whether any particular equipment is needed at home as well as on campus for an individual. Please refer to the Addendum: Dual location working guidelines for staff who need additional assistive support for further advice.

Where employees are working in a hybrid way between campus and home, it is not unreasonable for them to transport light equipment such as a laptop between locations. By choice they may wish to bring in their own keyboard, wrist rests and mouse (if working across dual locations) to avoid using communal ones that are set up in the campus work area.

Does the employee have suitable/reliable internet access?

Any hybrid working arrangement must be supported by the individual having a sufficiently strong and reliable internet connection when they are working away from campus. It is the employee’s responsibility to set up and fund this connection. Sometimes internet connections fail, and if this happens the employee should wait until they are reconnected. However, if they live in an area with regularly poor connectivity or have an inherently unreliable internet provision then it is probably not suitable for them to work remotely due to lost productivity. In these circumstances, managers may need to work with employees to maximise the amount of time they are on campus bearing in mind it is likely that there will be sufficient workstations available for some people to work on campus full time.

Does the employee have a suitable confidential and protected working space?

Some work that is carried out remotely will be confidential. You need to be satisfied that the employee continues to understand what information is confidential and that there are controls in place to make sure that it is not shared and ensuring the requirements of GDPR are always met. There is a podcast on information security which employees should be familiar with, particularly to ensure that confidential and sensitive information (whether on laptops/other devices or hard copy information) is not unnecessarily transported to multiple locations and that any information is
stored securely. Employees should avoid leaving University laptops or other devices unattended in vehicles. Managers will need to remind employees that they must ensure they meet these confidentiality requirements and to ensure they have the right conditions to work from home effectively and productively. The employee must be able to work in a space where they are not distracted and can concentrate on their work. Not everyone will have a space that they can dedicate to remote working and that is not a pre-requisite. However, they must be able to satisfy you that there is somewhere they can set up their IT equipment (see the provision of equipment for remote working for more information) and where they can have ‘protected time’ without distractions to carry out their work.

Employees should ensure that they conduct O365 Teams conversations in appropriate environments when working remotely/in a shared space to ensure that any personal information is not inadvertently disclosed to others. Using headphones whilst working in a shared environment is encouraged and employees should ensure that any particularly confidential/sensitive conversations conducted on O365 Teams should be undertaken in a private environment. The employee will need to ensure that they can work in a way that they are not distracted by activities around them. For example, that they are not carrying out childcare duties whilst working (other than in circumstances of School Closures due to Covid – see below).

Where an employee is not able to identify a suitable working space, you should consider with them whether they need to work on campus instead.

**Considering where employees can work remotely**

Generally, employees will want to use their own home as the place in which they wish to be based whilst working remotely, and this is the normal expectation. However, some employees might want to work in various locations at different times, eg parents’ home, partner’s home, coffee shop etc. Providing the working conditions set out below can be met, there is no restriction on the location of remote work (although of course there may be restrictions in place around this in line with current Government guidelines and employees should be mindful of this to ensure any remote place of work is appropriate). Employees should avoid transporting sensitive and personal information (as described above) to multiple locations.

If an employee chooses to work remotely in a location, which is some distance from campus, they must be made aware that if they are asked to attend campus, they must be able to do so with minimal notice. For example, if they are required to cover for absence or to attend work in person at short notice. When making decisions about where to work, employees must bear this in mind and the University will not cover any additional costs incurred by the employee if they attend campus when they had not planned for it, nor will the time be covered as part of their working day.

**School closures/home schooling/caring responsibilities**

During emergency school closures or where school bubbles are sent home the requirement for protected working time ie working without distractions, is not intended to apply.

However, under normal circumstances, the employee will need to satisfy you that wherever they are working they are not distracted by other domestic activities, eg looking after children, including during the school holidays. It is expected that they will be able to concentrate on work activities for the agreed hours each day and that they can attend any on-line meetings without interruption.

Under the current Covid restrictions it may be that parents have children at home because they are unable to attend school, in which case discretion and flexibility should be extended to enable employees to complete work at home whilst also home-schooling.
During emergency school closures or where school bubbles are sent home, you should take a balanced approach and adopt flexibility for employees to manage their time ie a minor interruption to receive a delivery, take breaks away from their workstation/screen. It is not expected that employees would be taking responsibility for childcare whilst also working on an on-going basis or because their child is ill if a child is unwell and cannot attend school or childcare setting the Special Leave policy can be used.

These same principles apply if the employee has other caring responsibilities. Whilst some flexibility can be afforded for them to undertake caring duties, this must be minimal and not significantly interrupt their ability to concentrate on work during their contracted hours.

**Considerations for supporting employees**

For many employees the changes during the pandemic in the way they work have been significant, and many have enjoyed the flexibility of working remotely. However, as we move into longer-term arrangements, it is important to consider the psychological and social wellbeing of any employee who is working remotely for part of the working week.

When discussing hybrid working it is important that staff are supported:

- Look out for employees who may have become withdrawn during the pandemic-related working from home situation and, whilst respecting their privacy, consider if a continuation of working from home is the best for their mental and social wellbeing. You can gently explore this with them, whilst recognising that as restrictions ease and society begins to return more towards normality, hybrid working may become more of a suitable option.

- Where you may have concerns about employee performance/productivity, you need to be clear with all employees about expectations and outputs and how this will be monitored and measured.

- Look out for employees who appear to be reluctant to return to the workplace altogether. Try to understand what is behind this, whether it a genuine fear for their health or whether there are other factors, for example caring responsibilities, living in an abusive or controlling relationship, concerns about commuting, changes in their financial situation, or anxiety over returning to an office environment after spending many months working at home etc. The solutions to these underlying factors may not necessarily be to agree to the employee continuing to work remotely, but to help them resolve their anxieties. You might refer them to the University’s Employee Assistance Programme accessible via the Employee Hub or to counselling. Further guidance is available in the Staff Wellbeing Guide.

- As 'lockdown' restrictions ease across the country, employees will be able to participate in more social activities. If they are happy to be mixing with others socially, then there is no reason why they would not be able to work from campus, bearing in mind the Covid-secure environment that will be in place. It would therefore be necessary to make it clear to the employee that under these circumstances it is expected that they will begin to work in a hybrid way.

- Consider those employees who have limited space at home, co-habit with others who are also working at home or who may prefer to be on campus for other personal reasons. As part of considering how the team will operate, you may want to consider prioritising more ‘on campus’ working for staff who require/prefer this.

- There may be some exceptions to those who are not expected to return to campus even under a hybrid working arrangement. These are likely to be limited to those with significant underlying health concerns and who have clear medical advice that they must continue to self-isolate. These circumstances should be managed in accordance with the latest Government guidelines.
and advice in these circumstances should be sought from the Human Resource Employment Relations Team (hrer@nottingham.ac.uk). This may include making an Occupational Health referral for advice on whether working on campus is recommended.

**Considering best practice for working at home**

Employees should be reminded of the required good practices for working remotely and managers should:

- Encourage the continuation of social engagement i.e. catch-ups within teams
- Remind employees they should continue to review their workstations to ensure they are fit for purpose (further information and guidance on good ergonomic workstations can be found in Appendix 3)
- Remind employees to continue to create the right conditions to work remotely effectively and efficiently (i.e. away from distractions, the right heating and lighting etc)
- Emphasise the expectations that meeting etiquette should still apply in the same way as it would do in an office environment (i.e. not undertaking domestic tasks whilst in meetings, ensuring that appropriate clothing is worn and not undertaking other tasks during meetings i.e answering other calls/checking emails if avoidable)
- Remind employees that if informal meetings/calls take place e.g. ‘walking meetings’, employees should ensure they are aware of and protect their own safety

**Section Four: Preparing for Hybrid Working – Return to Campus**

As part of the ‘Return to Campus’ planning process, managers should familiarise themselves with their local plans and timeframes for returning to campus (as outlined within the Managing the Return to Campus: Schedule, Principles and Approach for their area before beginning to engage their teams in the approach to returning to campus and future ways of working.

Implementing the return to campus process once a building is deemed Covid-secure should be in line with the Return to Operations guidelines.

**Considering workspaces**

Within Faculties and Departments, work is underway to look at all workspaces and to set these out in a socially distanced way, ensuring that workspaces are Covid-secure in anticipation of the return to campus. Managers will be able to find out from operational support teams in your faculty/department what these arrangements will be. This information will help you to start to consider how you will bring your teams back onto campus and how to accommodate them during the reduced capacity whilst still delivering your services.

**Risk assessments and individual health declarations**

All staff attendance on campus is subject to risk assessment and individual health declarations and can take place only in Covid-19 secure environments. Further information about this process can be found in the Return to Operations guidelines.

**Considering new ways of working**

The changes of the past few months have brought about progressive thinking in the way that teaching, research and support services are delivered, and much more can be done remotely than previously thought possible. This is an opportunity for you and your team(s) to continue this thinking and look at how you can most effectively and efficiently work together to deliver the work of the team, whilst remembering the principle of being a campus-based university which should underpin our future approaches.
Consider options for remote delivery/hybrid approaches and what will work best for the University, students, customers, employees and teams, considering any overarching guidance that may apply (eg please see the Return to Teaching Guidelines for further information for teaching staff).

Equality, diversity and inclusivity

Managers should consider the impact that the transition back to campus may have on staff and the teams they manage, and any specific equality, diversity and inclusion (EDI) related considerations. Colleagues may have diverse needs during this period and confidential, honest conversations will help managers establish any areas of concern or anxiety so that support can be provided. Some individuals with protected characteristics or from minority groups may be particularly anxious and so may require additional support.

Engaging teams and individuals

You may also want to set up team discussions about how hybrid working would work in your operational context, allowing team members to review the benefits of hybrid working, the reasons for this and to develop the hybrid working model together. A template for noting these discussions is available in Appendix 1.

Provide time and space to talk to staff individually about how they are feeling about returning to campus, any concerns, worries or anxieties that they may have and any individual preferences for interim hybrid working arrangements. Managers should be mindful that the transition back to campus will represent a significant change process for some staff, recognising they have been working from home for many months and that the working environment will be different to the one they left. Managers may propose ideas such as a reorientation visit back to campus, either alone or with other team members, making a video of the new working area to share prior to returning, or starting the reintroduction to campus with social based activities.

If you have had new starters join during the period of working off campus, consider carefully how to introduce them to their team members and how to integrate them into campus life.

Section Five: Confirming Hybrid Working Arrangements

Any hybrid working arrangement that you agree with an individual/team is informal and temporary under the arrangements for returning to campus.

Once team and individual discussions regarding interim ways of working have taken place, any agreed ways of working should be noted and shared back with the team.

It may be useful to note down any individual hybrid working arrangements and confirm the arrangements via email so both the manager and employee have a record to refer to. A template form can be found in Appendix 2 where managers wish to use this.

Once the hybrid arrangements have been finalised and return to campus dates have been agreed, managers should follow Guide 2 in the Return to Work on Campus process, including the requirement for staff to complete an Individual Return to Campus form and undertake the relevant Health and Safety Training.

Section Six: Reviewing Hybrid Working Arrangements

Hybrid working is an interim arrangement, which will continue to take into account Government guidelines until the time that there can be a return to the workplace for employees without socially distancing constraints.
It is intended that we will replace the Hybrid Working Guidelines with Agile Working Guidelines and, therefore, any hybrid working arrangements will be temporary and subject to review. Managers are therefore encouraged to build in regular reviews with their teams to ensure they continue to meet operational, team and individual needs and working practices remain in line with the Government and University guidelines.

Employees should be aware that hybrid working arrangements may change and evolve during this interim period, either to meet changing operational requirements, changes to Government guidelines or if the arrangements are causing particular challenges to an individual or team. At any point, an employee or manager can request to make changes to the arrangement if it is not working effectively, the date for this change should be agreed between them with the over-riding consideration being the operational needs of the team.

Section Seven: Health and Wellbeing Considerations

Whilst hybrid working is a new way of working, it is important not to forget the usual wellbeing arrangements so it is particularly important for staff working part of the week remotely to ensure that they are aware of the various HR policies, which remain in place.

Annual Leave

You should encourage the employee to take annual leave regularly as they need a break from work even if working remotely and take steps to ensure they do not build up a large amount of untaken leave. Annual leave should be booked via normal local processes. The University rules about carryover of annual leave will continue to apply.

Sickness Absence

If an employee is unwell, they should report sickness absence through the normal procedures regardless of where they are working. There may be a temptation for an employee who feels unwell to continue to work remotely, where had they been working on campus they would have reported as sick.

Employees who are not well enough to work should not continue to try to work whilst unwell regardless of whether they are working on campus or remotely.

If it comes to your attention that an employee is unwell but still working, then you need to discuss your concerns with them directly and encourage them to report their sickness and to rest and recover.

Special Leave

The University’s Special Leave policy will continue to apply (up to 5 days paid leave to deal with domestic emergencies). If for example the employee’s child is unable to attend school through illness and requires care, the employee should request special leave to cover this. They should not try to continue to work whilst caring for an unwell child.

Under the current Covid restrictions it may be that parents have children at home because they are unable to attend school, in which case discretion and flexibility should be extended to enable employees to complete work at home whilst also home-schooling. Other domestic emergencies might also arise, such as care arrangements or illness of an older dependant. If the employee is unable to work effectively as a consequence, then the Special Leave policy may also be applicable.

Hybrid working also provides greater flexibility for attending hospital and GP appointments. The Special Leave Policy provides information about where time can be given if hospital or GP
appointment occur during the normal working day if it is not possible for the employee to make it up at another time.

**Work-life balance and workload**

Employees should be encouraged to ensure they separate their working time from home time. Resources on effective remote working can be found here (managing remote working/ working from home guidelines).

Where it is identified that an employee is regularly working long hours, or regularly working hours outside of their normal working pattern, managers should discuss this with their employees and explore what steps can be taken to manage this. Hybrid working should not assume a long hours working culture and therefore any concerns should be managed and addressed.

**Section Eight: Where Hybrid Working arrangements cannot be agreed**

There may be circumstances where an individual preference in their hybrid working arrangement is operationally unviable. Ultimately, managers will determine what the most appropriate hybrid-working arrangements will be for their teams and individuals. For example, it may not be possible to agree working at home on one particularly day each week for all the team, however agreement could be reached for either a rota or a different working at home pattern. In these circumstances, managers should discuss this with the employee with a view to reaching an agreement. The manager’s decision is final to ensure operational requirements can be delivered.
# Template for Noting Ways of Working Suggestions

<table>
<thead>
<tr>
<th>Team Name</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How will the service be delivered?</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>ie compared with now/pre-pandemic</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How will the customer/student experience be different (better)?</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>ie compared with now/pre-pandemic</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How will this impact the way your team operates?</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>eg communications, rotas, KPIs/objectives, development, technology, etc</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Are there any dependencies or assumptions in what you have proposed?</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>eg technology, systems, storage, other teams</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What would be the proposed working patterns within your team?</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>eg if hybrid, then days in office v working from home</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Completed by:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Review date:</th>
</tr>
</thead>
</table>
**Recording Hybrid-Working Arrangements Template**

<table>
<thead>
<tr>
<th>Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date arrangements start:</td>
<td></td>
</tr>
<tr>
<td>Review date and confirm this is not a permanent arrangement:</td>
<td></td>
</tr>
<tr>
<td>What days they will be expected to attend on campus - or if not specific days how many/when they should be on campus, this could be scenario based, depending on the work being undertaken:</td>
<td></td>
</tr>
<tr>
<td>‘Normal’ working hours:</td>
<td></td>
</tr>
<tr>
<td>Expected times of availability/contactable time:</td>
<td></td>
</tr>
<tr>
<td>What specific activities they will come on to campus for eg team meetings, ADCs, training and development, away days etc:</td>
<td></td>
</tr>
<tr>
<td>What keeping in touch arrangements are in place:</td>
<td></td>
</tr>
<tr>
<td>Any further information:</td>
<td></td>
</tr>
</tbody>
</table>
Ergonomic Resources – Supporting Employees who Work from Home

- NHS Guidelines - How to sit correctly
- Ergonomics - Infographic
- Carefirst Guidelines - Working at Home
- Carefirst Guidelines - Avoiding Eye Strain
- Carefirst Guidelines - Good Posture
- Working Comfortably at Home - A guide to using DSE at home
- UoN Health and Safety Guidelines - Working at Home Safely