

Blended Working Guidelines and Flexible Working Policy - HRSP39

This document is issued as a pilot and will be reviewed with the benefit of operational practice and experience during 2021/22. As a pilot, it remains subject to ongoing consultation with Faculties, Services and our recognised trade unions Unison and UCU. We will review the operation of the policy at the mid-point and end of the 2021/22 academic year.

Colleagues are asked to follow the guidelines during the pilot period and to provide feedback through their Head of Service, Head of Department or union.

1. Introduction

- 1.1 Middlesex University is committed to the provision of practices that support flexibility in the workplace and equal access to all staff. As part of this commitment we will, wherever operationally possible, support the adoption of blended working (allowing for a mix of both on-campus and off campus working) and other [flexible working practices](#), for example part-time working, job shares, and flexible start and finish times etc.
- 1.2 Blended working will not require a contractual change and in some circumstances due to business need it may not be possible to meet all individual preferences. The option of blended working should have benefits for individuals, teams and the University. Depending upon the circumstances, some of the benefits may include:
 - A mixture of on-campus and remote working can for many roles, lead to increased productivity and job satisfaction
 - More flexible use of space on campus can support collaborative and innovative working
 - Teams can have a more positive impact on the environment through reducing travel and carbon footprint
 - There are opportunities for reducing commuting time and costs for your team
 - Enhanced connectivity with our Global Middlesex family
 - A more flexible approach to working can help to ensure a good work life balance for staff and their managers, raising employee satisfaction and engagement
 - Promoting flexibility and trust in your team can reduce a focus on presentism and absenteeism, and have a positive impact on this
 - Opportunities to try doing things differently and to improve digital skills
 - Longer term, flexibility in ways of working will make Middlesex an even more attractive place to work
- 1.4 In addition to the opportunity to adopt a blended working arrangement, all of our staff have a legal entitlement to formally request to work flexible hours – see Annex A below. While there is

no automatic right for flexible working to be approved by employers, all applications will be considered seriously and permanent changes may be agreed.

- 1.5 Blended working arrangements will only be entered into on a voluntary basis, and all of our staff will continue to have the option of working on campus if this is their preference.

2. Scope and Aims

- 2.1 The purpose of these guidelines is to provide a framework within which staff and managers can discuss and agree arrangements for working in a blended way. The guidelines should be read in conjunction with our guidance on remote working where off campus work is being considered – see Annex B. The guidelines are not intended to be prescriptive; however there are certain principles which must apply and which should be understood by employees and their managers

- 2.2 The policy and guidelines apply to all employees of Middlesex University and Middlesex University Services Ltd. It is intended to:

- Provide a framework for enabling work to be carried out in the most appropriate location within the UK, whether on campus, off campus or a mixture of locations i.e. in a blended manner.
- Ensure all equality issues continue to be observed and understood in both on campus and remote working situations.
- Foster the development of a blended working approach, that is designed to be beneficial to the individual and the University, whilst recognising that the student experience and the efficiency of our services have to remain paramount.
- Provide staff and managers with guidance on blended working which meets the rapidly changing needs of stakeholders e.g. to provide online teaching, campus services and flexible support to students and staff
- Enables staff to find an improved balance between work and home commitments within the parameters of their contractual working hours. (See also the University's separate policies covering parental and associated leave)

- 2.3 It is recognised that the nature of the academic contract already provides for academic staff to work in a blended way, allowing for off-campus remote working when not delivering teaching or meeting with students. As with all other staff, where working off campus academic staff should confirm their ability to follow the University's requirements on data protection, cyber security and health and safety, see Annex B.

3. Blended Working in Practice

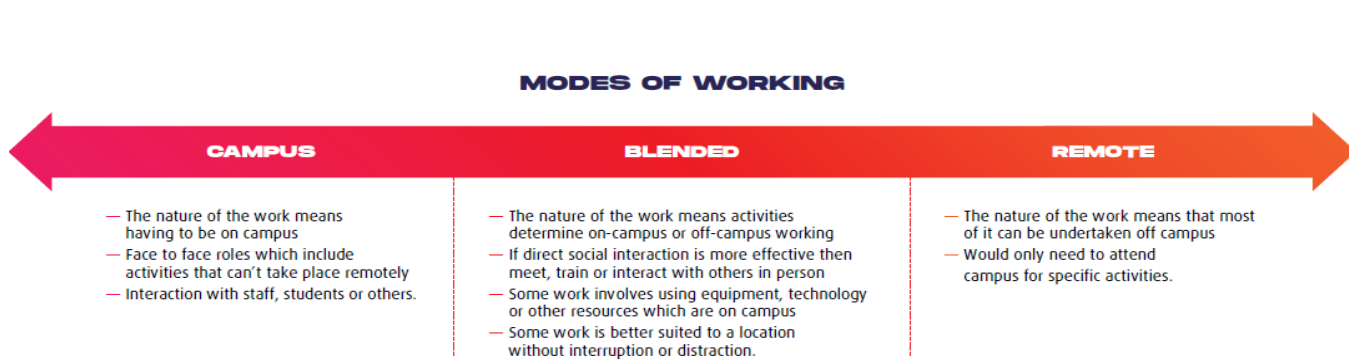
- 3.1 Our starting presumption will be to support blended working patterns wherever these do not negatively impact on the priorities of the University, our students or other employees.
- 3.2 Blended working will be open as an arrangement for all staff, unless their role cannot be carried out off campus – further guidance on the types of role (blended, on campus and remote) can be found in Section 4 below. A majority of our academic staff and many of our professional services staff already work in a blended way, attending campus where face-to-face contact with students, colleagues and external stakeholders is required, but otherwise

working remotely off-campus. Where on campus work is required, other opportunities to work flexibly may still be explored, for example compressed working hours or varied start and finish times etc.

- 3.3 Any decisions on blended working must take into account relevant, current guidance on the capacity of office spaces. The health and safety of our staff and students will remain of paramount importance. Where hot-desking is envisaged as part of a blended working arrangement, local management should ensure that protocols are discussed with team members, agreed and monitored for effectiveness, respecting the need for team work and efficient use of shared resources.
- 3.4 Our campus is the focal point of our University community and being part of that community will normally require colleagues to spend some time supporting our work on campus. Local management will consider activities before determining which duties and/or roles need to be delivered on-campus versus those where there is flexibility in the location or method of delivery. The University will continue to expect staff to be present on campus to interact with students, colleagues and others as needed, particularly when required to provide face-to-face services.
- 3.5 Given their non-contractual nature blended working arrangements will remain subject to ongoing local agreement, which may be altered over time. Guaranteed work patterns can only be agreed if a formal flexible working request is submitted and agreed – thereby leading to a change in contract – see flexible working at Annex A.
- 3.6 Where an employee is required to amend their blended working arrangements, for example they may be required to come onto campus more regularly, the reasons for the change should be explained, and alternatives explored if still desired.
- 3.7 No precedent will be set by any blended working arrangements which are put in place. All blended working arrangements should be reviewed regularly to ensure they are operating successfully for the staff member and the University. Staff will be encouraged to schedule such discussion using the University's [Your Review](#) system.
- 3.8 Support and advice in respect of adjustments required in respect of any long term health conditions and or disability may be requested through HRS and or the Health and Wellbeing Manager.

4. Types of Role

- 4.1 All University roles will be defined as one of three types. The determination of the relevant work type and the extent of the flexibility available will be agreed via discussion between a manager and individuals. The discussion will cover the types of activity which they would expect to be carried out on campus (and off). The three types:



- 4.2 **Blended Workers:** this type of work covers a majority of our University roles. This is a job type which permits flexibility in where and how the duties are carried out including on campus in a variety of locations. The way that work is carried out is dependent on the activity e.g. creative ideas discussed among a group will be most effectively carried out within a space enabled to do so. Focused planning time or writing of documentation, policies etc. are activities for which dedicated time away from campus is well suited.
- 4.3 The vast majority of academic and professional services roles will fall into this category since there will be some activities which require physical presence e.g. delivery of lectures and tutorials, carrying out workshop or practically based demonstration, research, collaborative team or project meetings. The role will also afford scope for work off campus e.g. marking, write up of research, writing guidance or policy documents, planning etc. Individuals will need to be available to attend on campus for work or meetings and so are expected to be fully contactable during contractual hours and willing and available to do so.
- 4.4 The University fully acknowledges that some individuals will have a preference to work almost fully or exclusively on campus for reasons that are not linked to the work itself e.g. due to lack of space to work at home, interruptions from family members, the mental health benefits of social interaction with colleagues etc. Our blended working approach will always allow for this as it should be mutually beneficial to the individual and the University.
- 4.5 **Campus Worker:** A role based exclusively or almost entirely on campus, whether from a fixed office or variety of locations on campus. Campus workers are defined by the purpose of the role e.g. to provide a face to face service to students or staff or where the role maintains campus facilities and buildings.
- 4.8 Campus Workers may still be able to work flexibly in terms of how they deliver their work for example through the operation of a different work pattern such as a compressed working week, flexible start and finish times, term-time working and or annualised hours.
- 4.9 **Permanent Remote Workers:** A very small number of individuals will be contracted to work fully off-campus in the UK (working overseas will only be accepted in rare and exceptional cases and always subject to formal approval by the University see our Overseas Work Policy and Procedure HRSP 40) where there is deemed to be a business requirement or benefit to do so). Permanent remote working arrangements are likely to occur infrequently and will be managed as part of the flexible working procedure – See Annex A.

5.0 Successful Blended Working

- 5.1 Blended working, to be at its most effective will require:
- team members understanding the overall University's Strategy and how that translates locally into service / departmental plans and ultimately their own individual targets.
 - Clear communication of job expectations, priorities and deliverables by a manager to their team at induction and on an ongoing basis. Managers need to ensure that expectations are deliverable within the contracted hours of the employee.
 - regular one to one conversations using [Your Review](#) will help to ensure staff are provided guidance, support and to ensure workload demands are achievable.

- An understanding of local team arrangements and available times to come into the office, this may be by an agreed rota or communicating clearly when team meetings may occur. Staff should book their attendance in work when they come in via this allows the university to know which spaces have been used and ensure that they continued to be cleaned adequately.
- managers trusting and empowering team members to deliver their work commitments and raise any issues which might prevent them from doing so.
- provision of training, guidance and relevant resources, particularly IT resources, to their team members on working more dynamically.
- in the short term, ensuring that they maintain regular one to one and team communications e.g. via virtual team meetings, phone calls as well as on-site meetings.
- the encouragement to use areas of campus for more creative collaboration
e.g. by giving permission for team members to join those in other departments to input their knowledge and experience to address a particular challenge.

5.2 While Blended Working will be operated on an informal basis, to be effective we will expect staff to understand that there will be times and specific duties when attendance on campus is required and they must attend as requested.

5.3 Staff should be encouraged to use Your Review to help them deliver the work needed engaging with and delivering the priorities and outputs agreed as a result of regular conversations with their manager or delegate.

5.4 Staff should agree expectations for communicating with managers and colleagues so that they are available to speak and/or meet with as needed. Ensuring that they are available for regular conversations with their manager. Alerting managers where there are barriers or other needs e.g. health, caring responsibilities, which mean they are unable to carry out their full duties.

5.5 In all cases working remotely offsite should be carried out in a way which continues to uphold the University's policies and procedures, particularly around keeping data confidential and secure as set out in our Remote Working Guidelines – see Annex B

5.6 It is important that staff wishing to work off campus have the appropriate space and work station set-up when they do so, especially where more frequent remote working is planned. In all cases managers should ensure that staff working off campus are familiar with the University's expectations concerning data and cyber security, health and safety and communications – See Remote Working Guidelines (Annex B). Where this is not achievable, work on campus will be required.

5.7 The University cannot agree to staff working from overseas other than in limited circumstances and prior permission must always be obtained before doing so. Working for Middlesex University from another country can create tax and social security liabilities for both the University and the individual as well as visa issues for those who have limited work permissions. It is essential that staff ensure that they discuss any such proposal with their manager in advance of making these arrangements.

Formal Flexible Working Requests

- 1.1 In some instances, employees may need to agree a set pattern of work in order to plan around other aspects of their life in a more definite way than an informal blended working approach allows. The University supports the consideration of formal flexible working applications from staff. Permanent work patterns are therefore only be agreed if a formal flexible working request is submitted and agreed.
- 1.2 This formal application process will be particularly relevant to those in campus based roles but equally could apply to individuals who have regular non-work commitments which would lead to periods of time when they would be unavailable and not contactable for work, even remotely. In these circumstances, a formal request for flexible working should be made via the Flexible Working Application Procedure.

2. Eligibility

- 2.1 To be eligible to make a formal request to work flexible hours, a member of staff must have
 - worked for the University continuously for 26 weeks at the date the application is made;
 - not have made another formal application during the past 12 months.
- 2.2 The University is positive about blended working and a member of staff who does not meet the above requirements may instead be able to agree to some flexibility in their working arrangement through discussions with their manager and by adopting a blended working pattern, which is by agreement. The approach will be explored separately with her/his manager in line with the guidelines and principles set out above.
- 2.3 Any such request will be given due consideration but the stages, time limits and the rights of appeal applicable to formal requests will not apply as blended working is intended to operate in mutually beneficial light touch way that may need to be altered should circumstances change.

3. Scope of the request

- 3.2 Eligible staff are able to request:
 - A change in the number of hours or days on which they are required to work;
 - To do their job as a job-share
 - A change to the times when they are required to work (e.g. their start or finish times);
 - To work remotely (including working from home) **staff must confirm that they have read and will comply with the University's remote working guidelines, especially with respect to cyber and data security, health and safety, and communication.**
- 3.3 Applications for a change in working pattern may not always require a significant alteration in working arrangements. For example, a parent may simply wish to start work half an hour later to take their child to school, nursery or crèche and make up the time later in the day.
- 3.4 If the application to work flexible hours is successful, this will be a **permanent** change to the member of staff's working pattern. Human Resources Shared Services will confirm the

contractual variation and update PAFIS accordingly on receipt of an [Employee Change Form](#) from the employee's line manager.

4. Examples of Flexible Working Patterns

- 4.1 Flexible working covers working patterns such as part-time hours, annualised hours, compressed hours, job-sharing, shift working, home-working such as a three days on campus two days off campus pattern, staggered hours or term-time working.

5. Procedure

- 5.1 As a formal request to work flexibly will mean a permanent change to terms and conditions of employment, it is important that a member of staff considers the following:
- Any financial implications it might have where the change in working pattern will involve a drop in salary;
 - Any change in entitlement to annual leave/bank holidays/university days see [Annual Leave policy](#)
 - Any effects it will have on other staff in the area and how these might be accommodated.
- 5.2 A qualifying member of staff who wishes to request a formal change of contract to work flexibly should complete the [Flexible Working Application Form](#) below.
- 5.3 The line manager must give serious consideration to any such application. They must arrange a meeting within 28 calendar days after the date the application is received if the line manager cannot approve the application as it stands. If there is a problem in accommodating the member of staff's preferred working pattern, the manager will be expected to explore alternative working patterns to assist the member of staff. An appropriate member of HR should be consulted for advice and must be consulted where the manager is considering rejecting the application.
- 5.4 The manager must email the member of staff, copying in HR, within 7 calendar days of the date of the meeting either to:
- agree to the new work pattern and a start date; or
 - explain the grounds on which the application cannot be accepted and why they apply.
- 5.5 The grounds may be one of the following (a member of HR will provide advice):
- Burden of additional costs;
 - Detrimental effect on the ability to meet customer demand;
 - Inability to re-organise work among existing staff;
 - Inability to recruit additional staff;
 - Detrimental impact on quality;
 - Detrimental impact on performance;
 - Insufficiency of work during the period the member of staff proposes to work;
 - Planned structural changes.
- 5.6 A member of staff whose request is not agreed may appeal against the decision within 14 calendar days of it being notified to them. Employees can appeal against the decision if the

information the manager used to make the decision was incorrect or incomplete. The appeal must be in writing to the Academic Dean or Director of Service. Where the original decision was taken by the Academic Dean or Service Director the employee may appeal to their Executive Lead. An appeal hearing will be held within 28 days. Another University employee or union representative may accompany the member of staff at the appeal meeting. A member of HR may be in attendance to advise on procedure. The manager chairing the appeal meeting must notify the member of staff in writing of her/his decision within 7 calendar days after the date of the appeal meeting. If the appeal is accepted, both the line manager and member of staff will need to consider what arrangements need to be made when the new working pattern takes effect.

FLEXIBLE WORKING APPLICATION FORM

Cut and paste the following template into an email, complete and email to your line manager:

FLEXIBLE WORKING APPLICATION FORM

1. To your Manager:

Dear

Date:

I would like to apply to work a flexible working pattern that is different to my current working pattern. I confirm that:

I have worked continuously for the University for the last 26 weeks.

I have not made a request to work flexibly during the past 12 months.

2. Working Patterns

(a) Describe your current working pattern (days/hours/times worked):

(b) Describe the working pattern you would like to work in future (days/hours/times worked):

(c) I would like this working pattern to commence from: Date:

3. Impact of the new working pattern

I think this change in my working pattern will affect the work of the Faculty/Department/Service and colleague(s) as follows:

4. Accommodating the new working pattern

I think the effect on my employer and colleagues can be dealt with as follows:

Name:

Date:

Remote Working Guidelines

1. Equipment

- 1.1 The line manager will discuss and agree with the employee prior to commencing remote working, what equipment and IT requirements will be needed to enable the individual to work effectively from home. Any equipment necessary will be provided by the University who will bear the full cost of delivery and installation. The equipment will remain the property of the University at all times.
- 1.2 With regard to the equipment, employees will be expected to:
 - Take reasonable care of the equipment;
 - Take all reasonable steps to minimize the risk of theft or damage to University property and paperwork whilst these items are away from University premises;
 - Use it only for work purposes and in accordance with any operating instructions as defined in the University Information Security Policy;
 - Comply with software licensing Terms and Conditions;
 - Return to the University, the equipment at the end of the Remote working arrangement.

2. *Cyber Security and Data Protection*

- 2.1 Cyber security, data protection and confidentiality rules continue to apply to all business conducted on behalf of the University, regardless of location. Remote workers must take extra precautions to ensure that the University's systems and data are not compromised.
- 2.2 **Cyber Security:** All staff must be fully conversant and compliant with the University's [IT Security Policy](#) and the University's [Computer Use Policy](#). All staff must have completed compulsory training on Cyber Security. To complete this training please log into [My UniHub](#)* and go to <http://mdx.mrooms.net/mod/scorm/view.php?id=601145> to access the module.
- 2.3 Staff are advised to use a Middlesex University issued laptop (if they have one) when working remotely as these are set up with encryption, and up to date anti-virus software. Personal mobile phones and other personal devices are particularly vulnerable to cyber-attack and should not be used for Middlesex business unless necessary and only if compliant with the section below entitled Security of personally owned devices.
- 2.4 Non-members of the University (including family and friends) must not make any use of Middlesex University devices. No unauthorised changes may be made to the supplied devices.
- 2.5 Staff must save all work and data to OneDrive or log in to the network using VPN and save work and data to the network drive (P drive).
- 2.6 **Transporting University data and documents:** University data or documents should not be stored on removable media devices such as a memory stick or external hard drive. Where this is absolutely necessary the removable media device must be encrypted with password protection. As soon as is practical, the data should be transferred from the removable media device back onto the O365 One Drive, or to a network drive (P drive).
- 2.7 Staff should avoid removing hard copies of documents or files from campus and transporting them elsewhere or to home. Where this is absolutely necessary the documents or files should

be carried securely and not left unattended and secured in a lockable cabinet at its destination.

- 2.8 Security of personally owned devices: Whilst the University does not require its staff to use their own personal devices for work purposes, it is recognised that this is often convenient and such use is permitted subject to the following requirements and guidelines:

3. Data Protection

- 3.1 All staff must read and understand the **Data Protection Policy** and must have completed compulsory training on Data Protection. To complete this training please log in at **https://mdx.learnupon.com/users/sign_in** to access the module.
- 3.2 Remote workers must ensure that laptops, data and documents removed from campus are either kept on their person while travelling or working and are locked away when not in use. All university and data must be saved to OneDrive or to the network drive (P drive)
- 3.3 Care should also be taken when printing confidential documents to prevent unauthorised disclosure.
- 3.4 Computer screens on which confidential or sensitive information is processed or viewed should be sited in such a way that they cannot be viewed by unauthorised persons and all computers should be locked while unattended.
- 3.5 Confidential information must not be accessible to others and confidential waste material must be shredded.
- 3.6 **Reporting losses and Data Breaches:** All members of the University have a duty to report the loss, suspected loss, unauthorised disclosure or suspected unauthorised disclosure of any University information asset to the CCSS and The Data Protection Officer within 24 hours. This includes the theft of university issued devices or personal devices which are used to access University data. Any theft of a university laptop, PC or mobile must be reported immediately according to the following procedure: <https://www.intra.mdx.ac.uk/tools-policies/it-one-stop-shop/it-policies/theft-and-damage>
- 3.7 Where the user becomes aware of the loss the device they should also change their University Network Account and other passwords.

4. Health and Safety

- 4.1 While the University has a reasonable duty of care towards an employee's health and safety, the employee undertaking remote working, is expected to take primary responsibility for ensuring safe and healthy working conditions whilst working offsite. Therefore, prior to commencing remote working on a regular basis, a [Workstation self-assessment](#) must be completed which can be found under the University Health and Safety web pages. Employees [requiring additional support or guidance](#) should contact the [University Health & Safety Unit](#).
- 4.2 It is the joint responsibility of the manager and employee to ensure that a thorough risk assessment is completed prior to starting regular remote working. In addition, a review of the risk assessment should be conducted on an annual basis as a minimum. The [Health and Safety checklist](#) and ensure that they can comply with requirements.
- 4.3 If in the event, further clarification or advice is needed, the manager and employee should ensure they consult with the Health and Safety or HRS respectively. The University has the right to refuse to allow remote working on grounds of Health and Safety.

- 4.4 **Accidents / Near Misses at work:** Employees who have an accident or a near-miss while working (whether on campus or remotely) are required to complete and submit an [Accident Report form](#).
- 4.5 **Personal Details and Safety:** Staff are advised not to release their home address and personal landline telephone number to non-members of staff. If a postal address needs to be given out, it should be that of the Faculty / Service on campus.
- 4.6 While working remotely staff can receive telephone calls to their Middlesex University telephone extensions by using the laptop telephone issued by CCSS and the Cisco Jabber client software. Information on the use of this software can be found here for [PC](#) or [MAC](#). In exceptional circumstances when staff are unable to access Cisco Jabber client, they may divert telephone calls from their Middlesex extension to another land line or mobile number. This should only be in exceptional circumstances as this is costly to the University.
- 4.7 Staff must meet students or other customers, external visitors etc. on campus or in a public venue.

5. Financial and legal considerations for remote working

- 5.1 **Business Rates:** In theory if a room in the house is used for business purposes only it could attract business rates and may attract capital gains tax on selling the property. Staff may wish to consider not using a room solely for home-working but to use the room when not working as a study, guest room etc. However, independent financial and tax advice should be sought on this.
- 5.2 **Insurance Cover:** Working from home may affect the provisions of a home and contents insurance policy. It may also affect mortgage provisions. Employees should therefore inform their insurers / mortgage providers / landlord before commencing home-working.
- 5.3 Employees should ensure that all University-owned property is insured under their own Contents Insurance Policy; used appropriately and responsibly and that all reasonable precautions are taken to prevent damage and theft. Any damage or theft of University property must be reported to the line manager immediately and CCSS. Any theft must also be reported to the University's Information Governance Officer.
- 5.4 All staff working remotely are covered by the University's Employer's Liability Insurance and Public Liability Insurance providing the rules of this policy have been followed.
- 5.5. **Travel Expenses:** The nominal "normal place of work" remains the University and all staff will be expected to meet the cost of travelling from their home to campus or claim the cost of travel to another location less the cost of travelling to campus. All additional travel costs for business use will be claimable as usual through PAFIS
- 5.6. **London Allowance**
- 5.7 Outer London Allowance continues to be payable for eligible staff (Grades 2 – 9) whose work location is in a London Borough. There are no current plans to adjust the London Allowance if staff work remotely some of the week. London Allowance is not payable to staff who work on a permanent basis at a site which is outside of a London Borough.

6. Working remotely from overseas

- 6.1 Unless your contract of employment states the contrary, your UK contract of employment requires you to be resident in the UK. This means that your main home is in the UK, that you live in the UK for the majority of the year, and that you pay income tax in the UK.
- 6.2 Middlesex University and Middlesex University Services Ltd will normally be unable to accommodate or comply with requests to work remotely while abroad. This is because working from abroad entails complex issues covering immigration; local employment law and health and safety law; local income tax and social security payments; some UK pension rules; corporate tax issues for MDX or MUSL; data protection and intellectual property issues.

7. Communication and Contact

- 7.1 Staff working remotely will be expected to be logged in to Middlesex systems and to be available during their agreed normal working hours on email and MS Teams. They should provide their line manager and colleagues with their mobile number for emergencies.
- 7.2 Staff can divert telephone calls from a University extension to their land line or mobile phone. Calls can also be made and accepted on the laptop by using Cisco Jabber and either a handset or a headset. Cut and paste link into browser:
https://www.intra.mdx.ac.uk/_media/_intranet/document-library/j-k-l/Cisco-Jabber-user-guide-for-Windows_v1-6.pdf
- 7.3 Staff must make use of their Outlook calendars showing their whereabouts and meetings on any given day and must give their line manager and immediate team colleagues access to that calendar.
- 7.4 Line managers should maintain regular contact with their members of staff who are working remotely, with regular video calls, and should consider whether one to one meetings, and team briefings would be best delivered in person on campus.
- 7.5 **Immigration:** Those working under an immigration visa have a legal obligation to ensure that their outlook calendar shows their whereabouts at any given time and this includes when they are working remotely. Sponsored migrants who are working from home part of the week must register their home address as an additional work address against their certificate of sponsorship.
- 7.6 **Wellbeing at Home:** Middlesex has collected together a number of resources to help those working remotely [see here](#). This site contains tools and information to support you and those around you to get the most from remote working.
- 7.7 **Reporting/booking Absence:** The usual rules for taking any kind of absence or reporting in sick still apply – [Sickness Absence and Ill Health Policy](#).

8. Care of dependents

- 8.1 Middlesex recognises that not having to commute to work allows an employee more time before and after work for caring responsibilities. However, working from home is not a long term substitute for childcare or care for other dependents, and those working from home must ensure that they have caring arrangements in place during their working hours.

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