



Putting People 1st

Hybrid Working Policy

S.26

New Policy Date

19 February 2025

Date next due for review:

February 2028

This policy document can be produced in various formats, for instance, in larger print or audio-format; and it can also be translated into other languages, as appropriate.

Our equality and diversity policy statement describes our key equality commitments that we use to develop all organisational services; this includes employment services and services to tenants and other customers.

Our core values include providing a fair and equal service for all people and this is detailed in our Equality and Diversity Policy. Our approach to implementing this policy will reflect that commitment.

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1. Introduction

- 1.1. At Pineview Housing Association we know that hybrid working brings many benefits to both the organisation and to the staff team, helping staff to lead happy, healthy lives. We also understand that for hybrid working to be a success at Pineview, it is important to provide greater clarity about the expectations for staff who are eligible to work in a hybrid way.
- 1.2. This policy sets out the conditions for hybrid working for the staff team within Pineview. It is recognised that some staff roles are more suited to hybrid working than others so eligibility and specific requirements may vary across roles. For example, due to the nature of the roles, customer facing staff team members will require to work from our office and our estates more than non-customer facing staff team members.
- 1.3. This policy has been developed to help provide clarity to the staff team about arrangements for hybrid working and to support your understanding of this policy, we have also included a section covering, 'frequently asked questions' in Appendix 1 at the end of this document.
- 1.4. This policy does not form any part of any employee's contract of employment, and we may amend it at any time.
- 1.5. Any reference to workplace in this policy is a reference to your normal place of employment as detailed in your contract of employment.

2. Background

- 2.1. The policy was developed with experience after the staff team at Pineview had implemented and adjusted hybrid working over a period of time following the Covid-19 pandemic. The Committee of Management at Pineview have delegated hybrid working arrangements to the staff team, with the condition that any arrangements prioritise outcomes in the following order:
 - **Customer service**
 - **Performance outcomes**
 - **Staff flexibility**
- 2.2. The staff team have embraced this delegation, fully respect the priorities set by Committee and have developed hybrid working arrangements to achieve this. The arrangements developed allow us to both support our customers and our staff team and meet our overarching aim of Putting People First. Pineview Staff across all teams have been involved in the development of this policy.
- 2.3. This policy should be read in conjunction with other policies, including:
 - Flexible Working Policy
 - Flexitime and TOIL Policy
 - Behaviours Framework
 - Code of Conduct
 - Personal Safety Policy
 - Dignity at Work Policy
 - Equality and Diversity Policy
 - Smoke Free Policy
 - Financial Regulations and Procedures
 - Health and Safety Control Manual (HSCM)
 - ICT Acceptable Use
 - Data Protection

- Access to Information
- Records Management
- Customer Care Policy and Charter
- Lone Working Policy
- Attendance and Absence Management Policy
- Expenses Policy

All policies are accessible from the ICT file system [R:\Policies](#).

3. Eligibility

- 3.1. All staff, except for Estate Caretaking staff due to the nature of their role, can use hybrid working subject to the arrangements set out in this policy.
- 3.2. However, it should be noted that hybrid working is just one form of flexible working so this does not prevent all staff, irrespective of their role to make a statutory flexible working request as set out in the Flexible Working Policy.
- 3.3. All staff also have the opportunity to utilise and benefit from the Flexitime/TOIL Policy.

4. Responsibilities

- 4.1. All staff are responsible for following this policy and acting within the spirit in which it was intended, which is to support our customers whilst balancing staff members life and work commitments.
- 4.2. In addition, all staff will continue to uphold our values and behaviours when working in a hybrid way namely:
 - Community - engaging, collaborating,
 - Resilience - continuously learning, developing, and adapting
 - Integrity - being open, honest and fair
 - Diligence - working conscientiously and to a high standard
 - Dignity - treating everyone with respect and compassion
- 4.3. Supervisors and Managers, are responsible for actively:
 - Managing their team's hybrid working arrangements in line with this policy.
 - Ensuring hybrid working arrangements are implemented fairly and equitably.
 - Ensuring that standards of performance and service delivery are maintained.

5. Hybrid Working Arrangements

- 5.1. A hybrid working arrangement is flexible working that allows you to split your working time between the workplace and an agreed remote working location, such as your home.
- 5.2. Hybrid working arrangements will differ depending on the nature of your role, duties and responsibilities, not all roles and jobs are suitable for hybrid working. For example, the Estate Caretaking Staff are not eligible for hybrid working because it requires onsite attendance to carry out key responsibilities that cannot be performed remotely.

- 5.3. To ensure there is clarity, equity and fairness for the staff team at Pineview the following arrangements will apply when working in a hybrid way. These have been agreed to ensure fairness and equity across the staff team and to ensure customer service standards are maintained.
- 5.4. If you are eligible to work in a hybrid way, there is no requirement to work part of your working week remotely and you may choose to work entirely in the office, other than for external meetings and visits.
- 5.5. Even if you do wish to take advantage of hybrid working at Pineview, your contracted place of work will remain your normal place of employment as detailed in your contract of employment.
- 5.6. Communication and collaboration are key to effective hybrid working at Pineview, so these arrangements are in place to underpin this.

6. Workplace Attendance

- 6.1. To ensure consistency for staff working in a hybrid way at Pineview the following office working requirements have been agreed.
- 6.2. To help support effective team-working, communication and collaboration, there will be a requirement for all staff to attend the office to undertake the following activities:
 - 1-2-1 meetings.
 - Staff Development and Performance Review meetings (Appraisals).
 - Committee meeting attendance.
 - Tenant/customer meetings.
 - Contractor liaison meetings.
 - Contract meetings, where an in-person meeting is specified.
 - Planned all staff meetings.
 - Section team meetings
 - Group staff training

Quarterly in person staff meetings will also be 'in-person' although these will normally be hosted off site.

- 6.3. All staff eligible¹ for hybrid working will be required to spend a minimum amount of your working time each working in the office, with some team members on occasions working a little more due to the requirements of the team and business requirements.
- 6.4. All staff will work from the office **every working Wednesday** to ensure that we all come together weekly and remain connected as a full staff team.

¹ These are standard arrangements for full time non estate caretaking staff. Part time staff or staff with a formal approved flexible working arrangement in place, will have different requirements that relate directly to their working arrangements. Arrangements will also differ initially for new staff who will require to spend at least their first 4 – 6 weeks of employment working from the office – for effective onboarding, to learn systems, networking with colleagues in-person etc.

6.5. There will be some specific team requirements which are as follows:

6.5.1. Housing Services Team

- Will have the option to work 40% of each working week flexibly, subject to cover arrangements². So a minimum of 60% of their working week will be spent in the office. Effectively full-time staff should be working from the office **a minimum of 3 days** per week to ensure customer service for tenants is maintained, and to ensure sufficient in-person team working.

6.5.2. Finance and Corporate Services Team (FCS):

- Will have the option to work 50% of each working fortnight flexibly, subject to cover arrangements³. So a minimum of 50% of their working fortnight in the office. FCS team will maintain a 60% presence in the office on a weekly basis, that is, a FCS colleague (not necessarily the same member of staff) will be available in the office 3 days each working week.

6.5.3. Director, Housing Services Manager (HSM), Senior Housing Officer (SHO), Senior Finance and Corporate Services Officer SFCSO:

- Will normally ensure at least one senior staff member will work from the office each day. Exceptions may apply, for example when all are required to attend a work-related event out with the office. They will be permitted to work consecutive days from home as required (reflecting the nature of some of the tasks being undertaken).

6.6. For all staff, hybrid working should not facilitate a member of staff setting a specific day(s) each week to work from home – this would be a flexible working request. Consecutive days at home should also be avoided.

6.7. These arrangements will be kept under review to see how they are working for customers, the organisation, teams and individual staff.

7. Remote Working

7.1. It is expected that when staff are working remotely, this will normally be from home to ensure data safety, security and customer confidentiality are maintained. There may be occasions where staff may need to work remotely from another secure location, for example, at a family member's home. The location should always be a secure environment that promotes confidentiality and data protection, where the individual cannot be overheard, and their work cannot be seen by others.

7.2. For these reasons, staff are not permitted to work remotely in a public space, like a café or public co-working space to comply with data protection and privacy requirements.

7.3. Staff may also be required to come to the office at short notice on a day originally planned to be working remotely, if there is a business requirement.

² (2 x HAs; 1 x AHO; 1 X HSO /THSO – 2 outwith day release term time; 1 x MO /HSO currently specialising in maintenance contract works).

³ 1 FCSA a minimum of three days per week.

8. Communication and Keeping in Touch

- 8.1. Effective communication is key when working remotely to support both good team working and service to our customers and stakeholders. It is important that staff feel connected with their colleagues to support positive mental health and wellbeing and for supervisors and managers to be aware of team members work location (from a welfare perspective).
- 8.2. To support good communication Kelio time and attendance system will be used by all staff when working at home or in the office. This is important to ensure staff are aware of where colleagues are working on a daily basis. Kelio clocking system with home working indicator should be always used and populated three months in advance.
- 8.3. Staff are also expected to keep outlook diaries (their own and the shared office diary) up to date as well as giving diary access to colleagues to support effective working and collaboration.

9. Equipment

- 9.1. Pineview will ensure all employees have the required equipment and IT tools to carry out their job role effectively whether they are working in the office or remotely. Therefore, additional equipment needed to work effectively remotely will be provided in line with DSE risk assessments.
- 9.2. Requests for new and/or replacement equipment should be submitted to the Finance and Corporate Services team when identified.
- 9.3. On the termination of your hybrid working arrangement or on termination of your employment or on our reasonable request at any time 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 and will contact you to make the appropriate arrangements.
- 9.4. We are not responsible for the associated costs of you working from your remote working location, including the costs of heating, lighting, electricity, broadband internet access, personal mobile or telephone line rental or calls. In the event of any loss or damage to any personal equipment used by you when working for us, we are not responsible for the cost of any maintenance, repair or replacement of such equipment.

10. Insurance Requirements

- 10.1. We are not liable for any loss, injury or damage that may be caused from any equipment that is not provided by us but used by you to work from your remote working location.
- 10.2. If your remote working location is your home address, you are responsible for ensuring that working from home will not potentially invalidate the terms of your home insurance. You should ensure that you check your home insurance policy before commencing hybrid working and inform your home and contents insurance provider of your working arrangements as required.

- 10.3. When you are working from your remote working location you are covered by our employer's liability insurance policy. Any accidents must be reported immediately to your line manager.

11. Travel Expenses and Travel Time

- 11.1. Pineview's registered office remains the contracted place of work for all staff who are working in a hybrid way. Therefore journeys between home and the office will count as normal commuting. You will not be able to claim expense or time back for travelling from home to office or from office to home.
- 11.2. Any business travel starting at home, will be managed as set out in the Expenses Policy. If the employee travels directly to and/or from home, then the number of miles between their home and normal place of work should be deducted from the mileage claimed.
- 11.3. All staff should ensure they clock out of Kelio for any normal commuting, e.g. if working flexibly from home and then commute to Pineview's area of operation to carry out visits, this would be counted as normal commuting time which is not eligible for expenses or count towards your contracted hours of work.

12. Health and Safety

- 12.1. 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, be familiar with the Health and Safety Control Manual and undertake to use equipment safely.
- 12.2. All staff should ensure that they follow appropriate DSE requirements and guidance when working either in the office or remotely. Work should be undertaken sitting or standing appropriately at a desk area. Work should never be undertaken from areas such as sofas, beds etc. even for online meetings, training or events.
- 12.3. To identify any potential health and safety hazards at your remote working location and to take appropriate steps to minimise risk, we retain the right to carry out a health and safety risk assessment remotely or by arranging a home visit. We will contact you to arrange completion of the risk assessment. The need and frequency for such inspections will depend on the circumstances, including the nature of the work undertaken.
- 12.4. 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.
- 12.5. 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.

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

13. Staff Sickness

If staff are unwell, it is important to take time to recover. Staff are not expected to work just because they could work from home so staff should contact their line manager in the first instance.

There may be circumstances when staff may feel well enough to continue working but do not want to risk passing anything to colleagues in the office. Again, staff should contact their line manager in the first instance to discuss and agree a way forward in line with Pineview's Attendance and Absence Management Policy.

- 13.1. It is important, that if staff are expected to be working (and have not 'clocked in') then attendance management procedures are followed to ensure the safety and welfare of all staff.

14. Caring for Dependents or Family Members

14.1. There may be times when staff may need to provide last minute emergency care for a dependant or family member. Whether staff can continue working remotely and combine this with providing the appropriate level of care, will very much depend on individual circumstances like the age and capacity of the family member who is being cared for. Staff should contact their departmental manager in the first instance to discuss their individual circumstances.

14.2. Apart from in exceptional circumstances, it is expected that staff, in line with terms and conditions of employment, will normally make alternative caring arrangements or take annual leave, TOIL/flexi or unpaid leave to care for their family member or dependant.

15. Termination of Hybrid Arrangements

15.1. This hybrid working policy does not form part of any employee's contract terms and may be amended or withdrawn at any time, at our discretion. If we consider that the hybrid working arrangement is not working for any individual, for example, due to a change in business needs, performance concerns or if your role changes such that hybrid working is no longer suitable, we may require you to return to working in the workplace for all of your working hours

16. Monitoring and Review

16.1. Responsibility for monitoring the application of this policy will rest with the Director of the Association, with delegation within the senior staff team. This policy will be reviewed every three years to ensure it continues to meet legislative and organisational needs. Any amendments will be communicated to all staff and relevant stakeholders.

Appendix 1: Frequently Asked Questions (FAQs)

Q1. Is my role suitable for hybrid working?

As outlined in section 4, some roles are more suited to hybrid working (a mix of office and remote/home working) than others. You should speak to your line manager if you are unsure if this applies to your team.

Q2: I would like to change my working hours permanently or compress my hours to work 4 days per week or a 9-day fortnight – how do I go about this

If you would like to make a change to your working hours, please refer to the Flexible Working Policy.

Q3: Can I work remotely outside the UK?

Working outside the UK can create a number of risks and issues in relation to tax and social security, data protection, employment law, health and safety law, employer liability and insurance, and immigration law. As we are a small organisation with limited resource the administrative burden of resolving these issues would simply be too great. We have therefore made the decision not to allow working outside the UK. Further information about the legal complexities around working outside the UK is available from the Management/Senior Team

Q4: I share a house/flat with friends/flat mates who are not family – can I still work at home if they are too?

Yes, if you have a private space to work from and can ensure security requirements are maintained when having confidential conversations. Remember to always ensure you lock your laptop when you are not using it. Everyone should always ensure compliance with ICT Policy.

Q5. How much time per week do I need to spend in the office?

It very much depends on your role and the requirements for your team. Section 5.5 outlines the expectations for different teams or speak to your line manager about the agreed requirements.

Q6. Can I claim expenses for commuting into the office?

As your contracted place of work is Pineview's office, you cannot claim for commuting costs from home to the office or office to home.

Q7. Can I claim for expenses when travelling for a business meeting when my journey starts from home?

If you travel directly to and/or from home to your business meeting (outside of the Pineview office), then the number of miles between your home and normal place of work should be deducted from the mileage claimed.

Further details can be found in the Expenses Policy.

Q8. Can I claim for additional costs like Wi-Fi or heating when working from home?

The office is always open for business and if you want to work from home this is on a voluntary basis and will not attract any additional payment. Therefore you will not be recompensed for home costs like home insurance, heating and Wi-Fi.

Q9: I would like to work part of my time at home, but I don't have a suitable desk or chair, will Pineview provide this for me?

You will be required to undertake a Display Screen Assessment if you wish to work part of your working week at home. If you require additional equipment to ensure you can work safely at home, this will be provided by Pineview. Requests for new or replacement equipment should be submitted to the FCS team.

Q10. I am feeling a bit unwell. Can I just work from home?

Yes, if appropriate, however, we want to ensure that you rest and recover if you are unwell, so it is important you discuss this with your /line manager first before any decision is made.

Q11: Do I need to give everybody access to view my work calendar?

To support hybrid working, we need everybody to work on an open diary basis. This is purely a practical requirement to ensure we maintain good communication and collaboration. Kelio and your calendar in Outlook therefore need to be up to date and shared as they relate to your work. They should not be used for non-work purposes or information.

Q12: Do I need to ask permission to take a long lunchbreak or to go for a walk during the day if I'm working remotely?

We want all staff to feel comfortable taking time out to attend to personal issues during their working day or get some fresh air. We trust you do this as long as you have checked Kelio and the office calendar and with immediate colleagues to ensure there is sufficient cover for taking a longer break, and you have advised your supervisor/manager in advance. This is required whether working from the office or working remotely for safe working purposes.

Core time within the flexi policy are 10.00 – 12.00 and 2.00 – 4.00. Any breaks within these core times should be discussed and agreed with your supervisor or manager in advance.

Always remembering prioritised outcomes in the following order:

- Customer service
- Performance outcomes
- Staff flexibility

Q13. I have a medical appointment during the week. Do I need permission to attend, and do I need to take leave?

In line with Terms and Conditions of Employment, you should make every effort to arrange medical and related appointments out with normal working hours.

If it is not possible, you should request time off from your supervisor/line manager.

Arrangements could include using annual leave, TOIL/flexi or unpaid leave.

Q14. My child is ill and off school, or I have unforeseen caring responsibilities. Can I carry on working whilst providing care at home?

Please refer to Section 12 within this policy. We know it's difficult to balance caring for a loved one and continuing to work so please phone your departmental manager in the first instance to discuss your specific circumstances. It will very much depend on various factors including your specific circumstances, the safety of child, and ability to work effectively following discussion and agreement with your line manager.