Hybrid and Remote Working Policy

Policy Category:	Human Resources
Subject:	Hybrid and remote working
Approving Authority:	University Executive
Responsible Officer:	Senior Vice-President (Operations)
Responsible Office:	Human Resources
Related Procedures:	Hybrid & Remote Working Guidance for Managers
Related College Policies:	Flexible Working Policy
	Global Staff Mobility Policy
	Bullying & Harassment Policy
	Our Principles in Action
	Policy on Consultancy, Fee for Service, Non-Standard Teaching
	Programmes and Outside Work
	Overseas Working Framework
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1.   **Purpose & Scope**

1.1.   King's is a campus-based university, with a vibrant community of staff and students. Experiencing meaningful connections in person across our diverse population is central to university life. It is therefore important for our staff to engage with life on campus to ensure the best possible staff and student experience. The approach to hybrid and remote working outlined in this policy recognises the need for our staff to be on campus to meet the needs of the university, our students and maintain our vibrant communities, while offering flexibility, where appropriate, in where they work.

1.2.   King's supports a hybrid approach to working, where possible, which means that staff may work a portion of their working week on campus and a portion of their working week from home. This gives employees and managers more options over where and when work is undertaken. When done well, hybrid working can enhance both the delivery of our roles and the employee and student experience. In addition, the development of a working culture which enables hybrid and remote working mutually supports a more progressive approach to work which focuses on outputs and outcomes. These will vary according to the nature of the role or service and, in addition to specific deliverables, will include a strong emphasis on collaboration, teamwork and community.

1.3.   The hybrid and remote working policy applies to all King's staff, including academic, researchers, teachers and professional services staff. It does not apply to consultants, self-employed contractors, individuals engaged through external recruitment agencies, casual workers and individuals engaged through King's Talent Bank or Cornwall-based King's Service Centre employees who are not paid via the King's payroll.

1.4.   Managers will be responsible for deciding on the suitability of hybrid working arrangements for roles within their area of responsibility and for determining the response to requests for defined periods of remote working under the scope of this policy. These decisions will be informed by the responsibilities and service requirements/provisions of the particular area, the potential impact on staff and the impact on the student experience. Decisions should be made in line with the Hybrid and Remote Working Manager's Guidance.

1.5.   The nature of academia means King's academic staff and researchers have always had more flexibility in how they work and **there is no requirement for academic staff to adopt hybrid working**. However, many staff can benefit from a hybrid approach in terms of where they work, so this policy seeks to provide clarity on hybrid and remote working for all staff. King's operates a

standard 35 hour working week for most full-time roles (exceptions apply to certain staff groups that need to be onsite at different times in the working day or at weekends, such as cleaners, security staff and staff based in King's Service Centre).

1.6. It is important to recognise that there can also be challenges associated with hybrid working and working remotely for periods of time. Working alone can sometimes result in staff feeling isolated and disconnected from colleagues. Others may not have a dedicated workspace at home. To enable the introduction and continued development of an effective culture that supports hybrid working and defined periods of remote working, King's will assess the work environment for staff on an ongoing basis, including a focus on the design of workspaces, staff health and wellbeing needs as well as ensuring the right technologies are in place to enable staff to work in a hybrid manner and/or remotely.

2. Definitions (see also, Appendix A – Glossary of Terms)

2.1 For the purposes of this policy, hybrid working, flexible working and remote working should be considered as distinct from one another.

2.1.1 **Hybrid working** constitutes a regular working pattern with a mix of on-site and home working from the individual's usual home address. Whilst hybrid working supports work-life balance, staff will not have a formally fixed pattern of 'working from home' days and may need to flex to meet operational needs. Staff therefore need to ensure that domestic arrangements (e.g. childcare), are in place that enable them to attend campus on any given day as required.

2.1.2 **Flexible working** refers to non-standard ('flexible') working arrangements that are pre-arranged and specifically agreed between individual employees and their managers; these include working set days of the week from home, moving to part-time hours, etc. Where an employee wishes to request a move to a flexible arrangement on an ongoing contractual basis, they should submit a request to their manager under the Statutory Flexible Working Policy which can be found on the Policy A – Z of the HR website.

2.1.3 **Remote working** for personal reasons involves a period of working entirely offsite and away from the individual's home address. It does not constitute a regular working pattern and cannot be used as a way to adapt hybrid working to suit an individual's preference (e.g. working one day a week remotely to avoid attending campus). When undertaking a defined period of fully 'remote working', the member of staff does not attend campus because they are working away from home, either overseas or from a location within the UK that may not be easily commutable to campus or their base location (e.g. Scotland, Wales, Northern Ireland).

2.2 **Personal reasons** can be defined for the purposes of this policy as personal circumstances which do not relate to the professional aspects of an individual's employment at King's and which are not a necessary part of an employee's role. Examples may include choosing to live/work overseas to be close to family members or friends or working remotely from an overseas country undertaking work that could be carried out in the UK.

2.3 **Business reasons** can be defined for the purposes of this policy as professional activities which are a necessary part of an employee's role and contribute to the King's mission to educate, to do research and to offer service. Examples may include secondments, fieldwork, sabbatical leave, conferences and other external scholarly activities as detailed in the [Policy on Consultancy, Fee for Service, Non-Standard Teaching Programmes and Outside Work](#).

3. Policy aims

3.1 This policy aims to:

    3.1.1 Set out how 'hybrid' and 'remote' working are distinct at King's;

    3.1.2 Set out the contractual position on hybrid and remote working;

    3.2.3 Set out the resources that we will make available to support an effective hybrid working environment and effective remote working;

    3.1.4 Set out what is expected of employees and managers to ensure a fair, equitable and safe working culture which supports hybrid working and periods of remote working and which optimises our efficiency and effectiveness;

    3.1.5 Clarify the parameters for staff in working remotely from within the UK and overseas;

    3.1.6 Provide guidance to managers about managing staff in a hybrid working environment and those who are working remotely for defined periods; and

    3.1.7 Clarify the difference between hybrid, flexible and remote working, as well as how they overlap.

3.2 King's will commit to achieving these aims over time, with the overall objective of a flexible and collaborative working environment which enables a greater sharing of skills, a more appropriate work-life balance for staff and improved spaces for collaborative and independent working.

3.3 The approach set out in this policy is designed to promote inclusivity for all staff and improve accessibility for staff with disabilities. Changes that are made to the working environment will proactively address accessibility requirements such as emergency evacuation procedures for those who need assistance. Reasonable adjustments will be made on a case-by-case basis based on staff's individual needs both on campus, when working at home and when working remotely for defined periods.

4. Contractual Position

4.1 Employees' place of work will remain as stated in their contracts of employment. No arrangements under this policy will vary any contract of employment.

4.2 Hybrid working provides optional flexibility and staff may choose to continue hybrid working or resume working on campus full-time if that is their preference.

5. Policy framework

5.1 It is acknowledged that there is no 'one size fits all' approach to implementing hybrid working or in accommodating requests for defined periods of remote working. Different areas will have different requirements, and an approach that supports hybrid and remote working can encompass a wide variety of different practices, depending on the requirements of their roles and the nature of the work. When considering how hybrid working and remote working applies to a particular work situation, the following should be kept in mind:

    5.1.1 King's recognises that an effective culture that supports hybrid working and defined periods of remote working can bring significant benefits to both employees and the institution, the most notable of which are set out in the benefits of hybrid and remote working section below.

    5.1.2 At the same time, hybrid working and periods of remote working should not be understood as an automatic 'right' for everyone. Arrangements made at a local level should be reviewed regularly to ensure that they continue to be appropriate. Similarly, no member of staff is required to undertake hybrid working if they prefer not to and/or do not have the required home working environment to do so and as such can work full-time on campus (or in the office).

5.1.3   Where agreed, King's will provide specific equipment to enable staff to undertake their roles effectively, whether from home, and where appropriate, working remotely for defined periods, or onsite, including making reasonable adjustments for staff with disabilities. In agreeing to work from home and in requesting to work for defined periods remotely, staff should ensure that they have the appropriate working set-up, whether at home or in the location they are using for a period of remote working to enable them to work effectively, e.g., efficient Wi-Fi connection, private/quiet space.

5.1.4   To create and sustain an effective working culture that supports hybrid working and defined periods of remote working, performance will be assessed by output. Objectives and development needs should be regularly discussed and agreed in line with the existing PDR arrangements, including objective setting through the PDR process.

5.1.5   A culture that supports hybrid and remote working is dependent on effective communication between staff. Employees should ensure that they remain contactable and accessible during working hours when working from home or remotely in line with agreed expectations with their manager and colleagues. Similarly, managers should be mindful of any varying working hours across the team. Managers of hybrid workers and those working remotely for defined periods should ensure that there is regular and effective communication between all team members (see Appendix 2 of the [Guidance for Managers](#)). The type and regularity of contact may vary depending on the nature of the role and the department, e.g., more immediate contact may be required for roles that involve fast-paced discussions and decision-making or a high level of customer service. To maintain transparency, open and frequent fora and channels of communication, including both formal and informal channels, should be used.

5.1.6   Hybrid working and periods of working remotely should enhance, not hinder, collaboration. Team delivery will continue to be an integral part of our success and teams will work together, and support each other, to deliver agreed outcomes. Technology will be used to promote connectivity and sense of belonging.

5.1.7   For those staff undertaking hybrid working or periods of remote working, the campus (or office) will continue to be the primary place of work., When hybrid working, work may be carried out at home, or in different locations on campus. Location will be driven by the needs of the activity being carried out and many employees should discuss their working preferences with line managers noting that any flexibility offered will be determined by the requirements of the role and the service being provided. Members of staff will take ownership for the delivery of their objectives – whether specific deliverables or community activities – both at a team and individual level.

5.1.8   Whilst hybrid working and periods of remote working may not apply to certain roles and activities, due to the need for regular physical attendance on campus, all staff, regardless of role, will be treated fairly and engaged in a positive team culture and campus experience.

5.1.9   Hybrid working and remote working must be carried out safely and employees will be required to take a more active role in their own health, safety and wellbeing and that of others.

6.   **The benefits and challenges of hybrid and remote working**

6.1   The benefits of a working culture that supports hybrid and remote working include:

6.1.1   Developing an innovative and forward-thinking, collaborative, work environment, including the use of more advanced technologies. We will also explore the creation and development of workspaces across King's to support hybrid working, that enhance cross-departmental and collaborative working (e.g., work hubs).

6.1.2   Maximising the efficiency of desk space (through flexi-desking, home working and similar initiatives) to reduce office accommodation and associated costs. In addition to shared desk space, King's will aim to provide workspaces appropriate to other types of working, such as quiet spaces, phone booths and 'coffee bar' type spaces.

6.1.3   Understanding the implications of hybrid and remote working for sustainability at King's, for example evaluating how carbon emissions from more remote working are balanced by any reductions in emissions from travel and from our campuses.

6.1.4   More motivated staff who feel trusted to manage their own workloads and have greater control over where they work. This can in turn contribute to an environment of mutual trust and support between managers and employees.

6.1.5   In part as a result of the expected boost to staff motivation, a corresponding improvement in staff retention as well as a positive impact on wellbeing is expected.

6.1.6   Being seen as a more attractive employer and widening King's appeal to different types of employees who may not have considered King's in the past, increasing our diversity.

6.1.7   Reducing the requirement for daily travel into central London or King's Service Centre will improve accessibility for some staff with disabilities.

6.2   There can also be challenges associated with a hybrid working culture and remote working:

6.2.1   Working alone for part of the week can sometimes result in staff feeling isolated and disconnected from colleagues. Our Wellbeing pages have advice on how you can stay connected with your colleagues. Ensure you have online interactions with colleagues when working from home and remotely through video calls and regular manager check-ins.

6.2.2   It can be difficult to maintain a healthy work-life balance when working from home or remotely. Set a schedule and stick to it as much as you can. Having clear guidelines for when to work and when to call it a day helps you maintain a healthy work-life balance. Try and establish a regular routine as it helps keep focus. Set boundaries to the workday to open and close the day. We encourage you to take breaks away from your workstation. Leave your desk for lunch. Make time for proper meals and drink water regularly.

6.2.3   Making sure your workspace home environment, or in the location from which you are working remotely for a period of time, is safe and suitable. You should complete a risk assessment before you do any home working or undertake a defined period of remote working. You should also follow relevant DSE good practice. Speak to your manager if you have concerns.

6.2.4   You may not have a dedicated workspace at home to support effective hybrid working. If you are struggling to work from home, you may be able to spend more time working on campus, either in your regular office space or in flexible touch-down space. Speak to your manager about the options available to you.

6.2.5   It can be challenging for managers to manage hybrid teams. If appropriate, try to set a regular (weekly or monthly) day when all team members are physically present on campus. Guidance for Managers is available to assist leaders and managers in considering how hybrid working could function in practice in their teams.

7.   Hybrid and remote working in practice

7.1   We anticipate that most staff who are given permission to work in a hybrid manner will operate with 40 to 60% of their time on campus. As a minimum, staff must be on campus for at least one day a week on average. Some staff may be required to spend more time than others working on campus due to operational requirements of their role. No permanent fully remote working or living and working outside of the UK is permissible.

7.2 Managers and employees should discuss how hybrid working can apply to their service area and individual roles. Managers and employees should discuss options focusing on the business requirements and personal preference of staff. Ultimately, it will be a management decision regarding the roles to which hybrid working will apply. In understanding business needs, it will be important to take into account EDI considerations as well the immediate work needs of the area. Hybrid working options will necessarily be more limited, or not possible for those that require a physical presence in a particular location, e.g., roles offering a face-to-face and frontline service or requiring particular campus-based technical software.

7.3 The feasibility of a particular hybrid working arrangement is also dependent on appropriate standards being in place including health and safety, information security and agreed expectations concerning communication and performance.

7.4 In setting up hybrid working arrangements, managers and employees should be particularly mindful of equality considerations and ensuring that they do not unintentionally cause a detriment to any employees, including those with protected characteristics. This can be managed by undertaking an Equality Analysis on a regular basis.

7.5 Managers and employees must be mindful that hybrid working arrangements are not fixed and may need to be varied at times to meet operational needs. Managers will give appropriate notice where possible.

7.6 We recognise that hybrid working can reduce the amount of time spent commuting and may allow an employee more time before and after work for caring responsibilities. We also recognise that periods of remote working for personal reasons may be to enable staff to spend time closer to family and loved ones. However, working from home or working remotely is not a substitute for childcare or care for other dependents, and those working from home or remotely for defined periods must ensure that they have caring arrangements in place during their working hours.

8. Working remotely

8.1 King's is a campus-based university, with a vibrant community of staff and students from the UK and around the world. Experiencing meaningful connections in person across our diverse population is core to university life. It is therefore important for our staff to engage with life on campus to ensure the best possible staff and student experience.

8.2 Unless a staff member's contract of employment states the contrary, a King's UK contract of employment requires staff to be resident in the UK. This means that the employee's main home is in the UK, that they live in the UK for the majority of the year, and that they are UK tax and social security resident.

8.3 King's does therefore not permit staff members to work remotely on a permanent basis, apart from by exception. For Professional Services staff, any permanently remote roles must be approved by both the Director of HR and the Senior Vice Principal, Operations.

8.4 However, we also understand the benefits of offering flexibility, where appropriate, in where staff work. The COVID-19 pandemic and feedback from staff, highlighted how important it is for staff to be able to spend time with family and friends, particularly those with loved ones based overseas.

8.5 With this in mind, King's employees may request to work remotely for up to 60 **workdays** in a rolling 12-month period for personal reasons.

8.6 Any requests to work remotely for personal reasons are subject to line manager permission. For academic/research/teaching staff, approval from the relevant Head of Department must be provided. For professional services staff, both line manager and Director of Operations/Head of Professional Services Directorate approval must always be provided. Requests should be made via an online form (Helix):

Remote Working Request Form

Automated requests will be sent to the employee's line manager/Head of Department for approval via RemedyForce. For professional services staff, automated RemedyForce requests will also be sent to the relevant Director of Operations/Head of Professional Services Directorate for approval.

8.7   While there are benefits associated with a period of remote working, it should be recognised that this can also create challenges. We recognise that for some staff, the nature of their role may mean that they are required to be physically present on campus, and unfortunately it is not possible to undertake their work remotely. Staff members and managers should carefully consider the following questions, which are considered in more detail in the [Hybrid and remote working guidance for managers](#). Managers should only provide approval if they are satisfied that any potentially negative impact on students and colleagues can be mitigated.

8.7.1   Does the staff member's role require a physical presence on campus for the period of time they are requesting to work remotely?

8.7.2   What impact will there be on the student experience and how can this be managed?

8.7.3   How will any impact on colleagues be managed, such as cover for activities which require a physical presence on campus?

8.7.4   Will there be any impact on contributions to the community and life within the department/school/faculty/directorate and if so, how could this be managed?

8.7.5   Can the proposed dates of remote working be accommodated?

8.7.6   How will any local time differences be managed?

8.7.7   Will the staff member have access to a safe and appropriate working environment?

8.7.8   Does the staff member have the right to work in the host country, if planning to work abroad?

8.7.9   Are there any concerns with the staff member's performance?

8.7.10   Would it be more appropriate for the staff member to use their annual leave allowance, rather than requesting a period of remote working, for some or all of the time they plan to be away from home?

8.7.11   Does the staff member line manage or supervise any staff?

8.8   The following points relate to the 60-workday threshold:

8.8.1   Agreement to work remotely for personal reasons for up to 60 workdays is not automatic and will be by discretion, rather than by right. Managers should refer to the [Hybrid and Remote Working Guidance for Managers](#) when considering requests.

8.8.2   The threshold has been set at 60 workdays for two reasons:

(a)   To align with our overseas working framework, which stipulates that staff wishing to work in a specific overseas country for more than 60 workdays for business reasons must complete a global staff mobility application form.

(b)   King's is a campus-based university and it is important that staff are regularly engaged with campus life for the majority of the year.

8.8.3   The 60 workdays do not need to be continuous (i.e., they may be taken in smaller blocks of time, rather than all at once).

8.8.4   Staff may not take two blocks of 60 workdays consecutively (i.e., 120 workdays in a single block) and there must be a gap of at least six months between the end of one 60-workday block and the beginning of another.

8.8.5   Staff will not be permitted to carry forward any 'unused' workdays to the following 12-month period.

8.8.6   There is no minimum period of remote working to enable maximum flexibility, but in line with the spirit of this policy, there is an expectation that staff would usually request a block of at least 5 days (pro-rata for part-time staff).

8.8.7   **Staff should be aware that the 60-workday threshold applies in totality across both the Hybrid and Remote Working Policy and the Staff and PGR Travel Policy.** Therefore, if a staff member works remotely from a specific overseas country for 60 workdays for personal reasons, any further work in that country for business reasons (for example, attend a conference or visit an overseas institution for work-related purposes) within a 12-month period will risk triggering social security and tax obligations for both the staff member and King's. Staff should therefore plan any overseas remote working periods carefully and consider whether they will potentially need to undertake any business-related work in a specific country later in the year. If plans change during the course of the 12-month period and staff do need to exceed the 60-workday threshold in a specific country for business reasons, they should contact the for advice. In such cases, it is likely that they will need to complete a global staff mobility application form.

8.8.8   The 60 workdays of remote working cannot be used as part of a regular overseas working pattern – for example, in enabling a full-time or part-time staff member to commute between the UK and an overseas country. The use of the 60-workday provision in this way may result in a tax and/or social security obligation for both the individual staff member and for King's. Any requests from staff members to commute between an overseas country and the UK, regardless of the duration of time, must be considered through the global staff mobility application process. This will only be approved in exceptional circumstances.

8.8.9   If you are resident in an overseas country, you must contact the Global Staff Mobility Team for advice if you wish to work remotely away from your home in that country, as this may have implications, e.g. social security/tax obligations, employment law.

8.8.10   For staff intending to undertake a period of extended paid leave overseas (e.g. maternity, parental, occupational sick leave), if you intend to request permission to work remotely from that overseas country in the period immediately before or after your extended paid leave, you should seek advice from the Global Staff Mobility Team before requesting the remote working period because this may have tax implications for your pay during the extended paid leave.

8.8.11   For advice on this in the meantime, please contact your HR People Partner or the Global Staff Mobility Team.

8.8.12   The 60-workday remote working allowance should also not be used as a mechanism to enable staff to spend a greater proportion of their time working from home. Remote working is distinct from hybrid working.

8.8.13   Working remotely for more than 60 workdays for personal reasons will only be considered in exceptional circumstances. In such cases where this relates to remote working from overseas, staff must refer to the Global Staff Mobility Policy and complete an application form before they begin working remotely from abroad. This will be considered by the relevant Executive Dean, Director of Operations or Head of Professional Services Directorate and only approved in exceptional circumstances. In the meantime, please seek advice from your HR People Partner or the Global Staff Mobility Team.

8.8.14   The implications of overseas working are varied, complex and potentially very costly, so staff must ensure they do not exceed the 60 working days threshold in a 12-month rolling period.

8.9   Staff should be encouraged to use their annual leave allowance where appropriate. Approval for the period of remote working must be provided before the staff member makes any travel arrangements.

8.10 Approval for working remotely may not be given if there are reasonable business reasons for it to be denied, such as the staff member being employed in an on-campus role.

8.11 Where a member of staff does not believe the remote working decision-making has been conducted fairly or consistently, the matter should be raised initially with their immediate manager. If the issue still cannot be resolved, then the concern should be escalated through the line management chain, up to Executive Dean/Director of Operations/Head of Professional Services Directorate (or equivalent) level. There is no university-level right of appeal or grievance process for decisions on whether staff may work remotely.

8.12 If staff wish to undertake other externally paid work overseas when working remotely, either as a full-time or part-time King's employee, they should seek advice from the Global Staff Mobility Team before doing so, even if they work for King's on a part-time basis. This is because of the complexity associated with overseas tax and social security regulations and employment law, which may have financial implications for both the individual staff member and for King's.

8.13 All staff working remotely, whether in the UK or abroad on a temporary basis, are covered by the university's Personal Accident, Employer's and Public Liability Insurance, subject to the terms and conditions of the policies in force. In relation to working abroad, this relates to employees of a UK-based company (in this case, King's) that does not have a legal entity in the specific overseas territory or country, and assumes that the employees are on a UK contract of employment and are permanently based in that particular territory or country. This does not replace the need for the overseas employee to arrange any mandatory covers that different territories may require as per the local laws of that territory, e.g., workers' compensation.

8.14 When working remotely from overseas for personal reasons, staff members are responsible for ensuring the following:

8.14.1 The staff member must proactively monitor how many workdays they spend working in any overseas country for both business and personal reasons and ensure the 60-workdays threshold is not exceeded.

8.14.2 Any costs associated with working overseas for personal reasons will need to be covered by the staff member (for example, travel, accommodation, roaming/internet charges, personal tax liabilities).

8.14.3 If the staff member works overseas for a mixture of business and personal reasons, they should cover any costs directly relating to the period of remote working for personal reasons (e.g. accommodation for the remote working days).The staff member must arrange and fund their own travel and/or health insurance.

8.14.4 The staff member must arrange and fund any necessary visa, work and residency permits.

8.14.5 That spending time working or living outside the UK does not affect their immigration/residency status in the UK (for example, spending a minimum number of days in the UK to satisfy a citizenship application).

8.14.6 The staff member must complete any mandatory training relating to working overseas.

8.14.7 The staff member must ensure they have access to secure wi-fi and take the necessary precautions to protect confidential data, particularly if working outside the EU.

8.14.8 The staff member is prohibited from undertaking duties that involve a key role in contract negotiations, signatory responsibilities, ratification, reviews and referrals, because of the potential legal and financial implications.

8.15 There may be countries where staff are not permitted to work remotely, due to the complexities with overseas legislation or a particular situation in that country. In such cases, a list of countries will be listed in this policy.

8.16 If staff work remotely without the necessary permission, they may be subject to disciplinary action and liable for any associated costs incurred by King's.

8.17   King's reserves the right to curtail any agreement to work remotely with reasonable notice. In most cases, this will usually be at least one week's notice.

9.   Financial and legal considerations

9.1   Whilst this policy aims to provide flexibility, King's still has a responsibility for health and safety, wellbeing and welfare. The university has a duty to consider implications associated with cybersecurity, intellectual property and permanent establishment risks, as well as complying with international regulations in relation to corporate tax, employment tax, social security and employment laws.

9.2   Employees' place of work will remain as stated in their contracts of employment. In the majority of cases, this means that the nominal normal place of work remains the relevant university campus or site. As per the financial procedures, expenses for travel between home and the normal workplace will not be allowed.

9.3   You do not usually have to pay business rates if you are working from home. For more information see https://www.gov.uk/introduction-to-business-rates/working-at-home.

9.4   The Government have recently simplified the process to enable employees who meet the relevant criteria to claim tax relief on the amount of £6 per week as a contribution towards additional expenses that they may be incurring by working from home where their employer has not paid those expenses. For further information see https://www.gov.uk/tax-relief-for-employees/working-at-home.

9.5   Staff are advised that working from home may affect the provisions of any home and contents insurance policy, although this should not affect your premium. It may also affect mortgage provisions. Employees should therefore inform their insurers/mortgage provider/landlord before working regularly from home. Any damage or theft of university property must be reported to the line manager immediately.

9.6   London Allowance continues to be payable in full for staff whose work location is in a London Borough. At this point, there are no current plans to adjust the London Allowance for staff adopting hybrid working or working remotely for up to 60 workdays, though this remains under review. London Allowance is not payable to staff who work on a permanent basis at a site which is outside of a London Borough.

10.   Resolving issues

10.1   Managers and staff are expected to work together to agree new hybrid working arrangements and the details of any agreement to work remotely for defined periods, balancing staff preferences and business needs. Where a member of staff does not believe this process has been conducted fairly or consistently, the matter should be raised initially with their immediate manager. If the issue still cannot be resolved, then the concern should be escalated through the line management chain.

11.   Developing a working environment that supports hybrid and remote working

11.1   King's will ensure that sufficient resources are available to support a working culture that supports hybrid working and periods of remote working. For professional services staff, this includes:

11.1.1   Unallocated desks: a practice of 'desk sharing 'can allow the most efficient use of available spaces when staff in hybrid roles are working from home for periods of time. Our expectation is that over time, staff in hybrid roles will adopt this practice, where employees do not have their own personal desk but are given access to a desk when needed, from

which they can set up their laptop and phone systems. Height adjustable desks will be available for staff in hot desking areas.

11.1.2   Allocated desks: some roles have specific requirements for an employee to have an assigned desk, and these employees should have access to an allocated desk. In addition to requirements driven by roles, reasonable adjustments will be made for employees with disabilities and considered, wherever possible, for employees with specific health and safety needs; this may include being allocated a preferred desk in a hot-desking environment.

11.1.3   Collaborative spaces: As hybrid working becomes more widely adopted an increasing proportion of work taking place on campus is likely to be collaborative, and potentially less desk based. As these new working patterns become established, where possible, we will adjust our office spaces to reflect how the balance of work has changed. This will probably drive the introduction of more furniture that supports informal meetings. In the shorter term to support collaboration desks will be in open plan spaces and where possible, the partitioning of desks and offices will be kept to a minimum.

11.1.4   Work hubs: over time some space can be used for shared "work hubs" – places on campus with IT connectivity where staff can work. These spaces will be open for anyone to book or use and will give opportunities for staff to interact with colleagues from other areas. The design of some hubs will also support meetings.

11.1.5   Meeting rooms: bookable meeting rooms are available across the campuses to complement the other shared workspaces and meet the operational needs of professional services areas. These should additionally be used for confidential discussions that would not be appropriate in an open plan collaborative space.

11.1.6   Attending Teams meeting: as many meetings are held online, headphones and workstations should be used to prevent meeting rooms been booked out for individuals to attend routine College meetings. Equally some meetings should be confidential or will need to take place without workplace distraction and require the use of a meeting room.

11.1.7   Storage spaces: Storage spaces are often inefficiently used, so opportunities to rationalise storage will be pursued. However, sufficient storage space will be provided to staff to ensure that they can store materials (both electronic and physical) which they require to carry out their role and responsibilities. This will include confidential storage where applicable. In addition, staff will have sufficient storage in which to store away necessary personal items during the working day where they do not have access to a specific desk. We have reduced our dependency on paper significantly and would ask that where appropriate paper files are correctly disposed or archived for retention in compliance with the relevant policy.

11.1.8   Cafes and other public spaces: there are several cafes and other spaces on campus that are open to both staff and students. These may be used as meeting places by staff, although appropriate care should be taken when discussing confidential or sensitive information. External locations near campus may also be used on occasion, with appropriate precautions. Such spaces should not be used for prolonged periods of work on laptops and other mobile IT.

11.1.9   Home working: staff will be able to work from home for a proportion of their time in accordance with their work-related activity as may be appropriate. Depending on the requirements of a role it may be possible to allocate this time over a month, rather than each week: for example, sometimes a staff member may come to campus every day in the first week in the month then less frequently in subsequent weeks; or they may come to campus for the same amount of time each week throughout the month. For a regular home/remote working arrangement, where an individual needs to agree a specific and fixed working pattern, this should be agreed under the documented [flexible working policy](#).

11.1.10   Holding meetings off campus: employees who need to meet face to face will normally be expected to return to campus. However, there may be times when meetings at an alternative location may be agreed, provided that the manager is aware of the arrangement.

12.   Technology support for hybrid and remote working

12.1.   In addition to relevant furniture (see Health and Safety section below), staff who work from home regularly will be provided with appropriate technology. This will include items such as monitor, detachable mouse and keyboard, webcam and headset to support working with their laptops. Full guidance to enable staff to work effectively from home, with support from IT, is available on the Digital Skills Hub.

12.2   Data encryption and cyber security: all staff are responsible for taking appropriate precautions when processing, sharing or accessing data remotely. Comprehensive computing equipment guidance and support is provided, including minimum standards for devices, how best to store and handle data, protect electronic devices, and identify malicious communications (e.g. phishing attempts). All staff (and students) are required to use Multi-factor Authentication for access to our systems. All staff must complete the GDPR online training.

12.3   All staff should ensure that they have appropriate broadband width to be able to support the above technology and their home/remote working activities; the cost of this will not be supported by King's.

13.   Managing in a hybrid/remote work environment

13.1   Most of the key management skills are the same in a working culture that supports hybrid and remote working as in a more static work environment, and managers should continue to manage workloads, supervise, motivate and manage performance in the usual way. At the same time, it is important that there is a common understanding of what is expected in terms of employee-manager interactions when an employee is working in a hybrid way or remotely. A wide range of different working arrangements are possible, provided that all parties are in mutual agreement about how those arrangements will work in practice.

13.2   Managers should assess the performance of employees who are able to work in a hybrid way, or are working remotely for defined periods, by output. Depending on the nature of the role, employees can be free to plan their own time when working in a hybrid way or remotely, if they meet their agreed performance development review (PDR) objectives, are still contactable in line with the expectations agreed with their manager and continue to contribute to the community as a whole.

13.3   In particular, the following points apply to managing in a hybrid work environment or managing staff who are working remotely for defined periods. Many of these apply regardless of where or when work is taking place, although at times managers may need to adjust how they interact with employees, for example if the manager is communicating with an employee less often than if they were physically in the office.

13.3.1   Managers and employees should agree clear objectives to be delivered within defined time periods. Where possible, it may help to consider the employee's workload in terms of defined pieces of work, e.g. writing a report, collaborating on a project group.

13.3.2   Managers should provide regular feedback on performance, including positive reinforcement of achievements; this should form part of the regular 1:1 conversations.

13.3.3   Expectations should be agreed about how and when an employee can be contacted if they are working in a hybrid or remote way. A pattern of regular communications should be established which includes one to ones and team meetings, as well as inclusion in any relevant correspondence.

13.3.4   Employees working in a hybrid or remote way should participate in performance reviews (including the annual PDR process) as normal to ensure that their development needs are discussed. Similarly, they should have access to learning and development opportunities, and consideration for promotion and other career progression, in the same way as if they were working in the office.

13.3.5   Managers should review any local hybrid working arrangements on an ongoing basis to ensure that they continue to function effectively. This includes providing regular feedback to (and receiving feedback from) employees who are working in a hybrid way. Any resourcing issues (e.g., ICT equipment for staff working remotely or the provision of meeting rooms and hubs for on-campus collaboration) should be raised promptly with line managers.

13.3.6   Managers should also be aware that hybrid working and periods of remote working may result in staff feeling isolated or lonely and have an impact on staff mental health. Operating hybrid working appropriately will help to minimise this by ensuring that all staff are involved in meetings (e.g. whether onsite or through videoconferencing) and making sure that communications include some personal or social content as well as strictly work-related matters. Managers should ensure that they maintain regular contact with staff, for example by arranging 'virtual coffee breaks' where the manager and employee agree to be available to speak over the phone or on MS Teams at a pre-arranged time. It is also important that employees understand that they should attend regular team meetings in person as well as participate in any performance reviews so that their ongoing development needs are discussed. Social events should be arranged that enable all staff to attend in person where possible.

14.   Health and Safety

14.1   Managers who identify that hybrid working is appropriate for their staff are responsible for ensuring that their hybrid working colleagues' home and office workstations are appropriate to the individual's need and the work activities. Hybrid and remote working staff are required to undertake the Agile Working E-learning course and complete a workstation self-assessment for their work environment. Managers should also ensure that staff follow relevant Display Screen Equipment (DSE) good practice. Staff working remotely should understand that they have a responsibility to ensure that the work they are undertaking remotely can be done safely.

14.2   Managers should discuss how any reasonable adjustments would be made for staff with disabilities.

14.3   All Faculties and Directorates should have sufficient appointed and trained Local DSE Assessors to advise and assist managers with resolving any issues raised in the self-assessments.

14.4   Hybrid working offices will be fitted with sufficiently and suitably adjustable workstations (and chairs) to accommodate the needs of hybrid working staff, including an agreed proportion of height adjustable desks. Hybrid working staff and those working remotely for periods of time should ensure that they adjust their chair and workstation layout (both at home, location for remote working and on site) to suit their needs in accordance with the guidance in the e-learning course and any advice provided to them by the local DSE Assessor. To avoid discomfort and fatigue, staff are encouraged to build micro breaks into any prolonged focussed work and adopt appropriate postures according to the task.

14.5   Given the fluid nature of hybrid offices it is important that all staff recognise the role they play in ensuring a healthy and safe work environment. Staff should promptly report any health and concerns they may have to their manager and complete an accident/incident report as necessary. Health and safety matters should be a periodic agenda item on departmental meetings to encourage a culture of proactive risk management. Staff are expected to show consideration for the colleagues by leaving flexi-desk workstations clean and tidy ready for the next person to use.

14.6 Managers whose departments share a hybrid office should cooperate and coordinate to ensure that there are suitable and adequate emergency arrangements in place. To facilitate this, all staff will be trained to act as fire evacuation marshals and staff appointed and trained as First-Aiders will be asked to keep their availability and contact details up-to-date using the First-Aider Update Details MSForm. A PowerBI will be published to provide information on first-aid provision across campuses.

14.7 Staff with disabilities should discuss with their manager any reasonable adjustments that are required in order to work safely and effectively both on campus, from home and from the location for periods of working remotely, this includes any assistance that may be necessary for emergency evacuation. Where appropriate, specialist advice may be sought from Occupational Health. More information can be found on the Disability Inclusion Hub. Information about assisted emergency evacuation and Personal Emergency Evacuation Plans (PEEP) can be found on SharePoint. An e-learning course is available for all staff who wish to understand more about assisted evacuation.

15. Wellbeing

15.1 Managers should regularly check in with staff on their wellbeing when they are working in a hybrid way or remotely, in particular to ensure that they are not working excessive hours. In particular, the improved communications made possible by improvements in IT provision should not result in staff feeling obliged to regularly respond to emails outside normal working hours or on weekends (some exceptions may apply to certain senior management positions).

15.2 Staff and managers should be aware of the increased temptation to work longer hours and the difficulties in being able to switch off when working at home and remotely. Staff should be encouraged to retain a structure to the working day/week and ensure that they 'leave' work in the same way as they would if they were in the office. This should be regularly monitored to support positive ways of working and this behaviour should be role modelled throughout the team.

15.3 Staff and managers should take regular breaks to ensure they are not sitting for too long. A lunch break should be taken every day and where possible no meetings should take place across the lunch periods.

15.4 The Employee Assistance Programme (EAP) is a confidential telephone line that can offer expert advice 24 hours a day, this is available to all staff and their immediate family members.

16. Equality considerations

16.1 We have a strong commitment to equality, diversity and inclusion and our commitment as Athena Swan Silver Award Holder means we are striving to benefit from the talents of all. We are particularly seeking to address the loss of women across the career pipeline. Supporting hybrid working is part of our commitment to making and mainstreaming sustainable structural and cultural changes to advance gender equality.

16.2 In applying this policy we all have a duty to have due regard to the need to ensure against unlawful discrimination, harassment and victimisation. We also have a duty to advance equality of opportunity for all staff. Managers must therefore be proactively mindful of equality considerations when considering introducing hybrid approaches to working and responding to requests for remote working. To assist with this, directorates and managers can use Equality Analysis tools to assist their decisions and monitor impact on an ongoing basis.

16.3 In addition, King's will periodically gather feedback from staff (including surveys) about their experience of hybrid and remote working, so that any potential issues in terms of staff access to hybrid working and responses to requests for remote working can be identified and addressed.

17. Dignity at Work

17.1 The arrangement of 'desk-sharing' will mean that staff are regularly working alongside different colleagues – both within and outside of their own team/division. It will, therefore, be essential that staff take care to always treat colleagues with dignity and respect. Further information can be found in the Bullying and Harassment Policy.

17.2 In particular, staff should ensure that they behave in a respectful way that embraces inclusivity and creates a welcoming and positive environment for all staff regardless of any protected characteristics. Our Principles in Action support an inclusive and support way to behave for all staff at Kings.

17.3 Managers should be aware that staff, particularly those with protected characteristics, might choose to work from home more frequently to avoid potentially uncomfortable situations. This could, in turn, lead to them becoming isolated from their team/colleagues. Where a manager is concerned that this might be the case, this should be raised with individuals in a supportive way to discuss and understand and facilitate a resolution, if appropriate.

18. Sustainability

18.1 All areas should take active steps to:

18.1.1 Use space as efficiently as possible, for instance by desk sharing, contributing to the delivery of our carbon reduction targets.

18.1.2 Minimise business travel, and in particular air travel, as a simple way to reduce our carbon emissions.

18.1.3 Reduce printing by embracing the transition from paper to electronic documents.

18.1.4 Switch to virtual phones, centralised printing and only buy approved equipment for demonstrated needs, to help reduce our environmental impacts.

18.1.5 Reduce the office and storage space we have to maintain, heat and cool: by digitally storing documents where possible in compliance with GDPR requirements.

18.1.6 Consider your energy consumption at home, when working remotely and when working on campus.

18.1.7 Dress for the weather/seasons: with increased fresh air ventilation, cooling and warming may not always be possible or as efficient as pre-pandemic conditions.

19. Reporting

19.1 An annual report on the implementation of this policy will be provided to the Senior Vice-President (Operations) with reference to the University Executive as warranted.

20. Review

20.1 This policy will normally be reviewed on a three-year cycle.

Appendix A – Glossary of Terms

Business reasons	Business reasons can be defined for the purposes of this document as professional activities which are a necessary part of an employee's role and contribute to the King's mission to educate, to do research and to offer service. Examples may include secondments, fieldwork, sabbatical leave, conferences and other external scholarly activities as detailed in the Policy on

	[Consultancy, Fee for Service, Non-Standard Teaching Programmes and Outside Work.](#)
Compressed hours	Reallocation of work into fewer and longer blocks during the week (for example, a working arrangement where five days' working hours are completed over four; or a 'nine day fortnight'.
Core hours	Provide flexibility for staff over their start and finish times, with the expectation that all staff are available during the core period (for example, 10.00-16.00). Staff are still expected to work their full contracted hours each week. King's does not have any institutionally defined core hours at present.
Extended paid leave	Includes but not limited to maternity, paternity, shared parental, adoption, sickness, sabbatical, voluntary work. Excludes annual leave.
Flexible working	Flexibility over times and/or location of work. Flexible working arrangements are intended to give staff a degree of choice over where, when and the hours they work and to help them achieve more of a satisfactory work life balance. Examples of flexible working have been compiled by Human Resources.
Flexible Working Policy	King's [Flexible Working Policies](#) set out the process by which staff can request flexible working arrangements (for example, to work part-time or compressed hours) that are pre-arranged and specifically agreed between individual employees and their managers. Requests granted under these policies may result in a contractual change. If a staff member has a requirement for a specific, fixed, working pattern, then requests for this it must be made through the [Flexible Working Policy](#).
Flexi-desk	A desk shared with others, who use it at different times, rather than a desk allocated for the sole use of one member of staff. A booking system may be used to support flexi-desking in some areas.
Home	The individual's primary residence. Second homes are excluded from this definition.
'Hybrid' working	A blended form of working that allows staff to split their time between attending the workplace (i.e. campus) and working remotely (typically from home).
'On campus' roles	Due to the tasks which are required, these roles can only be performed effectively by the staff member working on site for all of their contracted hours.
Overseas country	For the purposes of the Overseas Working Framework and Hybrid and Remote Working Policy, overseas countries are defined as non-UK countries (i.e. countries other than England, Northern Ireland, Scotland and Wales). The British Isles (Channel Islands, Isle of Man) and Ireland are included as overseas countries within this context.
Permanent Establishment (PE)	A permanent establishment is a fixed place of business that generally gives rise to income or a VAT liability in a particular jurisdiction. A PE can arise from a single individual working in an overseas country.
Personal reasons	Personal reasons can be defined for the purposes of this document as personal circumstances which do not relate to the professional aspects of an individual's employment at King's and which are not a necessary part of an employee's role. Examples may include choosing to live/work overseas to be close to family members or friends or working remotely from an overseas country undertaking work that could be carried out in the UK.

Remote Working	Remote working refers to temporarily working fully remotely for personal reasons, entirely offsite and away from the individual's home address. It does not constitute a regular working pattern and cannot be used as a way to adapt hybrid working to suit an individual's preference. When undertaking a defined period of fully 'remote working', the member of staff does not attend campus because they are working away from home, either overseas or from a location within the UK that may not be easily commutable to campus or their base location (e.g. Scotland, Wales, Northern Ireland). Staff may request to work fully remotely for up to 60 workdays in a rolling 12-month for personal reasons, subject to line manager permission and any local approval process. Fully remote roles for Professional Services staff in hybrid roles will be approved only in exceptional circumstances by the both the Director of HR and Senior Vice President (Operations).
Workday	It is difficult to provide a definition of what constitutes a working day, as this varies by country. However, in general, everyday activities (i.e. substantial duties, which are considered an integral part of a job role) will be considered as work, including when undertaken on weekends, public holidays or annual leave.
Workplace Adjustment	A workplace adjustment ('reasonable adjustment') is a modification made to enable equal participation by disabled people in our workforce or service provision. This may include alterations to the physical environment; the digital environment (e.g. assistive and adaptive technologies); or to policies and practices (e.g. changes to work hours, or the provision of additional aids, e.g. training).