Hybrid Working Benchmarking Excerise

Policy Element

Organisation	Part-time staff	Managing Disageements	Reasonable Adjustments	Flexible working Stat Requests	Impact on Sickness	Recruitment of Homeworkers	International Remote Working	Environmental Issues	Compressed Hours
Irish Civil Service	**Terms & Conditions / Working Arrangements.** There should be no change to the terms & conditions of employmentas part of a blended working arrangement, save that the employee will be allowed to work remotely on specific days.	Staff should meet with their Manager (recommender) to see if the issues can be resolved. If not, a Review Officer (who had no part in the orginal decision making process) will be appointed. The Review Officer will communicate the decision in writing to applicant, recommender, approver & HR usually within 10 days.	Requests for a blended working arrangement as a reasonable adjustment should be dealt with under the usual process for seeking reasonable accomodation and not under the Blended Working policy.	**Terms & Conditions / Working Arrangements.** There should be no change to the terms & conditions of employmentas part of a blended working arrangement, save that the employee will be allowed to work remotely on specific days.	All leave entitlements, including sick leave arrangements and thresholds remain the same. Employees who become ill while working remotely should report that they are ill through the normal sick leave procedures (i.e. their manager).	Employees residing in Northern Ireland, in some situations,taxing rights of their employment income may arise in Northern Ireland. Such employees may be exposed to double taxation where employment duties are also performed in the State. Relief for any double taxation may be available under the Ireland/ UK Double Tax Treaty. .	**No Information**	**No Information**	**Terms & Conditions / Working Arrangements.** There should be no change to the terms & conditions of employmentas part of a blended working arrangement, save that the employee will be allowed to work remotely on specific days.
Ministry of Justice (GB)	Hybrid Working is the 'place' element of smarter working and blends working from a base location with working from different offices or home. Hybrid Working arrangements are a form of informal flexible working. They have no impact on your pay, terms and conditions, or base location	Line manager to send email to employee summaarising; the proposed arrangement, reason for not being approved and whether alternatives were considered. The manager must explain objectively why this is , rather than merely stating 'business needs' . Should indicate what type of arrangement may be suported snd considersation given to future proposals. If the employee has an issues or concerns, these should be handled in accordance with normal departmental policies.	Workplace adjustments should be provided in the workplace and at home. Managers should enure that ant desk allocation scheme priortises employees who require workplace adjustments in the office. Homeworking may not suit all those with a disability. Managers should support requests form employees to work continuiously in the office, if this feels the best option to them.	Hybrid Working is the 'place' element of smarter working and blends working from a base location with working from different offices or home. Hybrid Working arrangements are a form of informal flexible working. They have no impact on your pay, terms and conditions, or base location	No impact on the management of sick absence procedures. Sick, employees should not be encouraged or persuaded to work, where it could damage their well-being or prospects of recovery. However a temporary workplace adaptation, such as working from home may help the employee to continue working. Home working may be suggested by the manager, employee, their TU representative, Occupational Health provider or GP (via a fit note). If the manager and employee agree working at home for a short period, the manager should ensure the employee undertakes meaningful and substantial work for all or part of the day.	Hybrid Working is a form of informal, non-contractual flexible working and, as such, is available to new starters from appointment where their role allows it. As with all flexible working arrangements, the prime consideration for hybrid working arrangements must be business need along with being a modern inclusive employer.	The MoJ allow employees, subject to approval, to undertake international remote working for short-term, fixed periods. It must only be used in exceptional, personal circumstances and will be considered on a case-by-case basis. Examples of exceptional circumstances; **funeral** of a close family member, **receiving urgent** and serious **medical attention**, **or accompanying** a **family member** requiring urgent and serious medical attention, comply with **urgent legal responsibilities** overseas, **supporting a family member overseas** who needs **urgent and immediate** help	**No Information**	Hybrid Working is the 'place' element of smarter working and blends working from a base location with working from different offices or home. Hybrid Working arrangements are a form of informal flexible working. They have no impact on your pay, terms and conditions, or base location
Scottish Civil Service	**No Information**	There may be work required that cannot be done from home and is therefore not suited to hybrid working. Local leadership should discuss and agree with colleagues what, if any, flexibility can be offered, and how often this will be reviewed.	The needs of colleagues who have adjustments in place under equality legislation, or where adaptations are agreed via the employee passport process. If colleagues wish to be office based all the time, this should be accommodated.	**No Information**	**No Information**	**No Information**	Working from abroad for very short-term periods may be possible, where an application form is completed and approved. All compliance measures must be met and there can't be any cost to the public purse. The maximum period that can be supported in these circumstances is four weeks in a rolling twelve-month period. If you live overseas and successfully apply for a Scottish Government position, you must become resident in Scotland, or be within commuting distance of your contractual work location. These conditions are in line with the position agreed across the UK Civil Service.	The analysis aims to understand how the trend of increased working from home may impact greenhouse gas emissions. The work has found that if post pandemic trends result in a higher proportion of people working from home across all types of houses and commuting behaviours the overall impact on emissions will be small. The full report is available on CM **FI1/23/684572**	**No Information**
Belfast City Council	The remote working arrangement, as set out in the policy will not impact on an employee's contractual terms and conditions of employment in respect of hours of work or normal working location. The informal arrangement may be changed from time to time based on service, departmental or organisational need.	**No Information**	The arrangements set out in the policy can be adapted as needed should they pose a challenge for disabled people in terms of access, participation or support required. Belfast City Council is committed to the promotion of equality of opportunity in all its policies and procedures.	The remote working arrangement, as set out in the policy will not impact on an employee's contractual terms and conditions of employment in respect of hours of work or normal working location. The informal arrangement may be changed from time to time based on service, departmental or organisational need.	Individuals should not work if they are unwell / unfit. Regardless of working location, if an individual is unwell / unfit for work they should follow the absence reporting procedure in accordance with the Attendance Policy and Booklet.	**No Information**	It is not expected that individuals will work outside of Northern Ireland. In addition to the potential impact on tax and national insurance, there are a number of HR, technical and digital issues to be considered. Given this, a request to work outside of NI will need to be considered on its own merit.	**No Information**	The remote working arrangement, as set out in the policy will not impact on an employee's contractual terms and conditions of employment in respect of hours of work or normal working location. The informal arrangement may be changed from time to time based on service, departmental or organisational need.
CO-OP	If you want to make a more permanent change to your hours, location, place of work and/or hours of work/working pattern, you will need to request this separately through our Flexible Working policy.	We will always try to support your interest in working in this way if it does not impact the business. If your manager has a justifiable reason that means it would not be possible then your request may be refused. You won't be able to make an appeal as hybrid working is an informal arrangement	If you have a disability and need any reasonable adjustments to be made to your workstation whether in the office or in another location, please let us know. We have a separate guide for Reasonable Adjustments.	If you want to make a more permanent change to your hours, location, place of work and/or hours of work/working pattern, you will need to request this separately through our Flexible Working policy.	Hybrid working should not be used as a way of carrying on working when you are sick. If you are ill, then you would need to take time off until you have recovered and follow our Absence Policy.	It is open to everyone who has a suitable role regardless of how long they have worked for Co-op. This also includes contractors and temporary agency workers who are working for us.	We are unable to support colleagues working from outside the UK unless it's necessary for specific roles. This includes both short- and long-term arrangements and requests for permanent relocations outside the UK. This is due to the potential for complex legal and tax implications, associated potential risks and costs that this	**No Information**	If you want to make a more permanent change to your hours, location, place of work and/or hours of work/working pattern, you will need to request this separately through our Flexible Working policy.
Cambridge University	The University's Flexible Working Policy sets out the procedure to be followed when staff ask to work flexibly to achieve a better work/life balance. The range of flexible working practices that may be requested and, depending on the circumstances, may be appropriate include; **part-time or term-time working. The University also operates a non-contractual Hybrid Working Policy, which sets out the informal arrangements for hybrid working across the University. Discussions and agreements in connection with this particular way of working will normally be managed under the Hybrid Working Policy rather than the Flexible Working Policy, except where requests for flexible working: cannot be informally agreed under the Hybrid Working Policy or exceed the hybrid working arrangements available under the Hybrid Working Policy; are for changes other than or in addition to the location of work; or are for a permanent contractual change.**	In the situation where an individual disagrees with a decision concerning hybrid working arrangements attempts should be made where possible to resolve the disagreement informally. Should the staff member continue to dispute the decision, eligible staff members may wish to consider submitting their request formally as a flexible working request under the provisions of the University's Flexible Working Policy. An appeal process is also available under this policy. Where the individual is requesting a higher proportion of time working from their remote working environment than is agreed by the department, faculty or institution, or wishes to combine it with another form of flexible working, such as a change in working hours, a request should be submitted under the Flexible Working Policy rather than managed under the Hybrid Working Policy.	A reasonable adjustment is a change that must be made to remove or reduce a disadvantage related to a staff member's or job applicant's disability. Where reasonable adjustments have been agreed, these will take precedence where there is any conflict between the terms of this Policy and the agreed adjustments.	The University's Flexible Working Policy sets out the procedure to be followed when staff ask to work flexibly to achieve a better work/life balance. The range of flexible working practices that may be requested and, depending on the circumstances, may be appropriate include **staggered hours or flexitime.** The University also operates a non-contractual Hybrid Working Policy, which sets out the informal arrangements for hybrid working across the University. Discussions and agreements in connection with this particular way of working will normally be managed under the Hybrid Working Policy rather than the Flexible Working Policy, except where requests for flexible working: **cannot be informally agreed under the Hybrid Working Policy or exceed the hybrid working arrangements available under the Hybrid Working Policy; are for changes other than or in addition to the location of work; or are for a permanent contractual change.**	For the avoidance of doubt, the University's policies continue to apply when working in a remote working environment. In particular, individuals are expected to report absences in line with the relevant processes and adhere to the University's policies relating to conduct.		This Policy does not extend to working in part or entirely from a remote working environment outside of the UK. The University's **Global Mobility Policy** and associated guidance should be consulted instead for the conditions relating to temporary and permanent working arrangements outside of the UK.	**No Information**	The University's Flexible Working Policy sets out the procedure to be followed when staff ask to work flexibly to achieve a better work/life balance. The range of flexible working practices that may be requested and, depending on the circumstances, may be appropriate include **compressed or annual hours.** The University also operates a non-contractual Hybrid Working Policy, which sets out the informal arrangements for hybrid working across the University. Discussions and agreements in connection with this particular way of working will normally be managed under the Hybrid Working Policy rather than the Flexible Working Policy, except where requests for flexible working: cannot be informally agreed under the Hybrid Working Policy or exceed the hybrid working arrangements available under the Hybrid Working Policy; **are for changes other than or in addition to the location of work; or are for a permanent contractual change.**
Greater Glasgow & Clyde (NHS)	The Flexible working Policy details the procedure for requesting flexible working, and describes three types of flexible working: • Flexi-time; • Self-rostering; • Annualised Hours Other types of flexible working that may be used (but not referred to in this policy) include voluntary hours and the compressed working week. To be eligible to make a request, the employee must: • have been continuously employed by the NHS for at least 26 weeks at the date of application; not be an agency/bank worker; and • not have made any application to work flexibly under the right during the previous 12 months. The Home working / flexible working policy will provide a framework to support organisations and employees to consider and agree options for flexible work locations.	The employee will have a right to appeal within 14 calendar days against the decision to refuse the request. When exercising this right, the employee must identify the reason for their appeal. The appeal panel Chair, in accordance with the scheme of delegation, will be responsible for identifying membership of the appeal hearing panel. The Chair will also be responsible for ensuring that all parties are advised in writing of the arrangements, no later than 14 calendar days prior to the hearing.	It is important that advice is sought from OH when determining whether any reasonable adjustments or modifications can be made to the existing workplace and/or duties. A risk assessment should be carried out as appropriate. Some examples include; * allowing an employee time off to attend medical appointments *modifying a job description to take away tasks that cause particular difficulty *offering flexibility in working hours/patterns, i.e. reduced hours, **working from home.** The Home working / flexible working policy will provide a framework to support organisations and employees to consider and agree options for flexible work locations.	The Flexible working Policy details the procedure for requesting flexible working, and describes three types of flexible working: • Flexi-time; • Self-rostering; • Annualised Hours Other types of flexible working that may be used (but not referred to in this policy) include voluntary hours and the compressed working week. To be eligible to make a request, the employee must: • have been continuously employed by the NHS for at least 26 weeks at the date of application; not be an agency/bank worker; and • not have made any application to work flexibly under the right during the previous 12 months.	When an employee notifies their managerof their sick absence Depending on the nature of the illness, your manager may wish to explore whether there are any interventions that they can offer - for example, if you are fit to work but physically unable to travel to your workplace, is there another location in the workplace that you can work in **or could you work at home**	Working from home" and "working at home" have specific definitions in the policy and operate in different ways. These options are desirable because they can provide greater flexibility for our staff and increase the scope to meet the Board's commitment to equal opportunities and broaden the traditional recruitment market and gain access to alternative labour markets allowing us to attract and retain staff.	NHSGGC has benefitted from overseas recruitment and from health professionals coming from other countries to live and work in the Greater Glasgow and Clyde area. Recruitment from outside of the UK continues to feature as an important part of the workforce supply strategy for NHSGGC, in line with our Workforce Strategy. The Workforce Strategy set out the ambitions for NHSGGC until 2025, identifying ethical international recruitment as a workforce priority. ***N.B. - No information available regarding the ability to work remotely outside the UK.***	The availability of home, flexible or agile working is beneficial and can be demonstrated against the UN Sustainable Developments Goals (SDG's) which all Scottish NHS Boards report on annually on their overall sustainability performance and makes up part of the national performance framework, of which NHS Chief Executives signed off in June 2019. By the Board embracing this revised policy it will be working towards achieving the following UN Sustainable Development Goals. Reducing the Boards carbon footprint by reducing staff commuting and business miles Scope 3 emissions. Lowering our overall carbon emissions from buildings due to lower occupancy levels (scopes 1 & 2) and reducing waste production (scope 3). Adaptation to climate change and resilience will also increase by having staff with the ability to work from home during extreme weather events.	The Flexible working Policy details the procedure for requesting flexible working, and describes three types of flexible working: • Flexi-time; • Self-rostering; • Annualised Hours Other types of flexible working that may be used (but not referred to in this policy) include voluntary hours and the compressed working week. To be eligible to make a request, the employee must: • have been continuously employed by the NHS for at least 26 weeks at the date of application; not be an agency/bank worker; and • not have made any application to work flexibly under the right during the previous 12 months. 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