

Hybrid Working Policy

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Hybrid Working Policy

1. Introduction: London Met's approach

At London Met our outstanding academic and professional services staff are at the heart of what we do. We are an ambitious, inclusive, collaborative and creative university, making a significant contribution to our city, socially, culturally, environmentally and economically, whilst continuously improving the quality of our services, as set out in [our Strategic Plan](#).

We understand that the health and wellbeing of our people is key to our success and offer a hybrid model of work which allows autonomy and flexibility, empowering staff to work to their strengths whilst balancing work and home life.

As a University, campus life is a very important part of the student and staff experience and our belief is that for the majority of London Met staff, a balance of onsite and remote work promotes productivity, efficiency and wellbeing.

Within this, it is important to recognise that there are some roles and tasks for which onsite work is essential. In cases where the majority of the role is carried out from a set location, wherever possible, we encourage consideration as to whether there are aspects of the role which could be carried out in a more flexible way.

2. Purpose

2.1 The purpose of this Policy is to:

- Define our approach to Hybrid Working.
- Formalise how many areas of our University are now working in a hybrid way and to continue to support a progressive approach to work and a positive work-life balance for staff.
- Supplement our hybrid working guidance and our [hybrid working etiquette](#), which provide guidance to staff and managers on the University's approach to hybrid working.
- Provide a framework for enabling work to be carried out in a range of suitable locations where possible, whether on campus, off campus or combining both in a hybrid arrangement.
- Provide a framework to help managers plan and manage hybrid working locally, so that it is consistent, fair and meets the needs of our students and the University, whilst allowing staff the flexibility to meet their needs, where possible.
- Help optimise the effective performance of teams and individuals.

- Enable and support a range of different modes of working, including attendance in person on campus, remote working, a combination of remote and on campus working, and flexible working.
- Help overcome barriers to accessing work.
- Improve staff wellbeing through increased flexibility and work-life balance.
- Support our sustainability targets, reducing our impact on the environment and our carbon footprint by reducing unnecessary staff travel.

3. Scope

3.1 This Policy applies to all University staff and should be read in conjunction with our [Employment Framework](#) and in particular our provisions for [flexible working](#) and [equality and diversity](#).

4. Definitions

4.1 Hybrid working is defined as working in flexible ways across different UK locations, rather than working solely on campus, as appropriate to the duties and responsibilities of the job.

4.2 Hybrid is an approach to working that encourages staff to work in a location appropriate to the task that they are undertaking, be that on campus, at home, or another suitable location.

4.3 Hybrid working is about where staff work. It is normally a local agreement and does not constitute a contractual change.

4.4 Hybrid working can also mean working flexibly across different desks or bookable meeting rooms or other workspaces within the University.

4.5 Hybrid working is different from formal flexible working requests and changes which deal with fixed term or permanent requests for changes to the number of hours worked or the dispersion of those hours over the typical working week or longer periods. These requests and changes are covered by our [Flexible Working Policy and Procedure](#).

4.6 Normal working hours are the normal operating or office hours for a team, which will be during normal building opening hours. These might be between 9am and 5pm Monday to Friday for some back offices or between 8am and 9 pm for some front facing teaching and support services, for example. Default working patterns for teams are set by senior managers and apply to team members. Changes to normal working hours can be varied on a temporary basis by line manager agreement or can be requested on a longer-term basis through our [Flexible Working Policy and Procedure](#).

- 4.7 London Metropolitan University defines three types of role, as set out below.

Category A – Hybrid

This category applies to roles in which staff are able to effectively carry out large amounts of work remotely and also deliver services and activities on campus. It is expected that these roles will spend a balance of their time working on campus and remotely according to activity-based needs.

The vast majority of posts at the University will fall into this category since there will be some activities which require physical presence e.g. delivery of lectures and tutorials; and carrying out workshop or laboratory-based research; collaborative team or project meetings and others where remote work is equally or more appropriate e.g. focused tasks.

When considering hybrid roles, managers should be particularly mindful of setting clear expectations to staff around time, activities and work which require on campus presence, to allow staff to effectively manage their time at work and practical arrangements such as travel and childcare.

Category B - Campus first

This category applies to roles in which staff are normally required to spend all or most of their time working on campus.

These roles do not normally work remotely and are mostly involved in the delivery of student-facing or in-person work which requires on campus presence.

While we recognise that, for these roles, on campus work is essential, we encourage managers of the staff in this category to give careful and creative consideration to offering some degree of flexibility where this is possible.

Category C - Remote first

This category applies to roles in which staff normally spend most of their time working remotely (defined broadly as 80% + of the postholder's total working time).

Remote first posts are roles that lend themselves to working effectively remotely, where there are few or no particular operational / service needs that require an on campus presence.

Remote first arrangements may also be individually negotiated agreements as part of a job offer (for hard to recruit to posts). In such cases managers should be careful to consider existing arrangements for other team members undertaking comparable posts.

In all cases, role categories should be agreed at senior manager level.

It should be noted that there may be some individuals who work fully or wholly on campus for reasons that are not linked to the work itself e.g. due to lack of space to work at home or the mental health benefits of social interaction with work colleagues etc. If a post is categorised as hybrid or remote first and a post holder wishes to work on campus for the majority of their time, this will be accommodated.

5. Principles

- We value staff health and wellbeing and recognise that carefully managed flexibility can be beneficial to staff.
- We acknowledge the benefits of both in-person and remote working and recognise that hybrid working can enable staff to optimise their time.
- We value dignity at work and ask staff to adhere to our Hybrid working etiquette.
- Hybrid working is underpinned by a culture of trust focused on measuring productivity by our results and outcomes, rather than our physical presence.

This policy will:

- Allow staff as much flexibility as possible within the limits of the needs of the work.
- Enable the management of hybrid working arrangements for teams fairly and consistently.
- Help accommodate individual staff needs where possible.

In operation:

- Hybrid working will be managed within schools and departments.
- Remote working is voluntary and staff are not expected or required to work remotely.
- Our campus is the normal place of work.
- Staff who do not wish to work away from the university for any of their working hours, can book a desk on site each day.
- Staff who have approval to work remotely are expected to come onto campus periodically to maintain good connections with their team, and for effective line management.
- Regular face to face connection with colleagues is recommended and encouraged to avoid feelings of isolation and to maintain positive wellbeing.
- Staff are expected to use the flexible workspaces and booking systems to book and check in to a workspace for each occasion they are on site.
- Working on campus does not mean staff are guaranteed or allocated a regular desk.

6. Responsibilities

6.1 Senior manager responsibilities

- Plan, manage and approve hybrid working arrangements that are transparent, fair and meet the needs of our students and the University.
- Allow staff the flexibility to meet their needs where possible.
- Determine the normal working hours for their teams.
- Encourage the development of team agreements around ways of working (see Hybrid Working Guidance).
- Ensure hybrid working arrangements allow responsiveness to business needs.
- Respect and support hybrid arrangements by enabling remote working participation wherever possible, as a matter of routine
- Ensure that all staff are aware of our [Display Screen Equipment \(DSE\) Policy](#) and related [Guidance](#) on working remotely
- Ensure that all staff complete our [working with computers mandatory training](#).

6.2 Line manager responsibilities

- Contribute to the planning of hybrid working so that it is fair and meets the needs of our students and the University
- Consider tasks and duties that require in-person and on campus attendance and that might be more or equally effectively performed remotely
- Allow line reports the flexibility to meet their needs where possible.
- Manage hybrid working arrangements for teams fairly and consistently, by regular communication with team members, monitoring and review.
- Respect and support hybrid arrangements by enabling remote working participation wherever possible, as a matter of routine
- Ensure the needs of our students and our operations are met before agreeing to individual hybrid or flexible working changes.
- Be considerate to specific groups who might be adversely impacted by inconsistent arrangements and varying campus days, for example, carers, who might need to change their care provision to commute to campus on varying days of the week.
- Establish regular work patterns where possible, for example by using set days of the week, to offer a degree of consistency and a planned approach.
- Consider whether hybrid working might be a reasonable adjustment for staff. Advice on reasonable adjustments for disabled staff can be provided by our [Occupational Health Service](#).
- Support staff to encourage and enable good performance of the team and individuals.
- Manage the day-to-day hybrid working arrangements for their teams.
- Maintain regular contact with their line reports.

- Look after the health and wellbeing of their staff including managing and monitoring workloads and support and encourage the wellbeing of other colleagues.
- Respect and support hybrid arrangements by enabling remote working participation wherever possible as a matter of routine. This includes responding positively to reasonable ad hoc requests for remote working where operationally possible.
- Ensure that all staff are aware of and apply our [Display Screen Equipment \(DSE\) Policy](#) and related [Guidance](#) on working remotely
- Ensure that all staff complete our [working with computers mandatory training](#).
- To be proactive in seeking further advice or training as appropriate to assist with the effective management of their team.

6.2 Staff responsibilities

- Hybrid working provides our staff with flexibility and, likewise, we ask our staff to be flexible.
- Work in accordance with the hybrid working arrangements set by their line manager, noting that where reasonable notice is given, patterns might be subject to change and they might be asked to attend campus on any of their working days.
- Attending campus to work as directed to complete tasks and responsibilities that their manager advises need to be undertaken on campus.
- Discuss with their line manager if they experience any difficulties booking desks or attending site.
- Keep in regular contact with their line manager.
- Comply with our [Hybrid working etiquette](#).
- Remain contactable during their working hours and attend team meetings when invited or let their manager know the reason why they are unable to attend.
- Look after their own health and wellbeing including completing mandatory and other relevant training and taking appropriate breaks.
- Follow all University policies in the same way as if they were working on campus including the established IT policies and procedures and IT security practices.
- Adhere to the General Data Protection Regulations at all times and particularly when accessing and processing confidential and sensitive data.
- Complete all required cyber security training.
- Read and apply our [DSE Policy and Guidance](#).
- Complete our [working with computers mandatory training](#).
- Seek further advice or training if needed to enable them to set up and use their display screen equipment, including laptops, screens and keyboard and other devices to maintain a healthy workspace and healthy system of remote and on campus working.
- To be proactive in seeking further advice as appropriate, read the health and wellbeing advice and guidance and complete the People Management Essentials and Health and Wellbeing staff development modules.

7. Monitoring and review

- 7.1 This policy will be reviewed at least every two years and initially after twelve months to ensure that this policy is meeting the University's needs.