



Hybrid working: guidance for managers and employees: Version 5

Introduction

The National Archives is committed to introducing smarter working. The key features of this approach are:

- a range of flexible working options
- work environments that enable the greatest flexibility
- technologies that support the practice and management of Smarter Working
- new forms of flexible collaboration that enable people to work together across locations
- culture change to enable greater organisational agility and innovation
- a trust-based culture that focuses on management by results rather than presence.

From 8 November 2021 The National Archives will introduce hybrid working as part of the *Smarter Working in a Modern Civil Service* agenda. Hybrid working enables employees to work partly in the workplace and partly at home.

We are committed to supporting as many employees as possible to take up hybrid working where this suits their personal circumstances and the role that they do. These will be informal arrangements and the ability to work from home will always be subject to business needs. Some roles may require employees to be in the workplace either full-time or at specific times. While managers will do their best to respect home working arrangements, they will retain the right to ask employees to come into the office on particular days or on a continuous basis where this is necessary to meet the needs of the business.

Flexible working covers a wide range of working patterns including hybrid working. This guidance is intended to help managers and employees who are implementing hybrid ways of working. It should be read alongside the [Flexible Working Policy](#).

It does not cover arrangements where the employee's role requires them to work from home and this is their contractual place of work, these arrangements are covered in the [Home Working Policy](#)

The National Archives is committed to supporting managers and employees to deliver a truly inclusive working environment whether in a workplace, remotely or a mixture of the two.

What is hybrid working?

Hybrid working is an informal flexible arrangement, blending workplace and home working. The arrangements described in this guidance do not involve contractual



change to employees' terms and conditions. Managers and employees will agree how to split the employees' working week between office and home. For example, employees may wish to work two or three days in the workplace and two or three days from home.

Employees are being given the choice to opt for hybrid working, subject to business needs. It will not suit everyone's home or personal circumstances, or every job role. The option remains to come into the workplace on a continuous basis. Where this option is chosen, employees will still have the flexibility, subject to business needs, to work from home on an occasional basis.

The National Archives' hybrid working principles

- Hybrid working is subject to business need, and mutual agreement between individuals and line managers
- A proportion of departments and teams have roles that require their presence in the building and it is accepted that these groups may not be able to take full advantage of hybrid working
- Home based contracts will be the exception and rare
- Existing employment contracts will remain in place, with Kew as the place of work. Employees will work in the building if asked to do so by their line manager – giving as much notice as reasonably practicable if the requirement is a change to their agreed working pattern
- The normal working pattern will be based on employees working 2 to 3 days per week at Kew and 2 to 3 days at home (or remotely)
- We will give Heads of Department and line managers as much autonomy as we can to work within these parameters. Directors will consider and approve any exceptions, based on guidance that will allow for fairness and a consistent approach taken across the organisation
- Department and team areas will remain, with fixed desks for those employees with Personal Evacuation Plans or other needs that benefit from a fixed position, along with employees that have agreed to work fulltime at Kew
- Other employees who enter into a mutual agreement to work a hybrid pattern will use a shared desk when they are in Kew
- Heads of Department and line managers will manage their areas and balance attendance over the week
- As part of the move to shared desks, we will implement a clear desk policy. Individual pedestals will be replaced by lockers for employees to store their personal and day to day work belongings
- We will continue to work flexibly, with line managers and employees able to agree TOIL for extra hours worked. We will produce guidance for managers and employees on how this will work so that a fair and consistent approach is adopted, whilst avoiding an over bureaucratic and outdated process
- Employees working remotely will have the 'right to disconnect' during the working day: to take breaks away from the laptop as they would in the normal



course of a day in the office; and to disengage from work-related communications outside their regular office hours

- In time, space created in office areas will be utilised to create an improved working environment with enhanced collaboration and breakout spaces.

Agreeing hybrid working

Managers should hold a discussion with existing employees and new joiners to consider if they wish to work on a hybrid basis and whether this can be accommodated within the business.

Managers and employees should consider the following in deciding whether an informal hybrid working arrangement is appropriate and what form it should take:

- whether the role or a part of the role requires employees to be in the workplace either continuously or on specific days e.g. to use equipment or to meet customers face-to-face
- whether homeworking is appropriate for the individual taking into account such issues as performance, wellbeing, the availability of suitable home working accommodation and any other relevant home issues
- whether health, safety and security can be assured in the proposed home working environment and what steps are needed to achieve this
- how hybrid working fits with existing working patterns, for example, compressed hours or part-time working
- the need to support new employees and how this is best done
- how hybrid working will affect any caring responsibilities and arrangements set out in the carer's passport
- any workplace adjustments needed to accommodate hybrid working
- the availability of desks and other working spaces in the workplace including how any space or desk booking arrangements will work
- the degree to which employees can choose which days to come into the workplace including whether certain days will be designated as team days
- the extent to which the employee is able to work staggered hours if they wish
- Managers will need to ensure the employee is available when needed for example, to collaborate with other team members and attend meetings.

Managers and employees should agree whether employees will work from home on set days of the week or whether this will vary from week to week, depending on their role and team requirements. Where a manager asks an employee to attend the workplace on a day when they would normally work from home, the manager should give as much notice as reasonably practicable.

The agreement to work on a hybrid basis should be subject to regular reviews to ensure the arrangements continue to meet business and employee needs. Where the manager and employee are unable to agree, this should be referred to a senior manager in the first instance to review. Managers should confirm with the employee



in writing the informal working pattern. This could be done via an email. Any further changes should also be followed up by email. Managers should ensure that, in any correspondence, it is clear that the arrangement is informal and discretionary, and that it will be regularly reviewed to ensure previously agreed working arrangements continue to meet the needs of the business as well as any personal circumstances.

The emails should be retained by the manager and the employee. Where the manager moves on, they should ensure that the new manager has access to these emails. Any records kept are subject to the normal data protection rules.

Where employees work exclusively in the workplace, managers should be sympathetic, where possible, to their requests to work from home on an occasional basis.

Where employees move to a different role, they should discuss with their new manager their current hybrid working arrangements and whether these can be accommodated in their new role.

Contracted place of work

The contracted place of work for TNA employees, is Kew. This will be the place they normally attend for work when they are not working from home.

In the course of their duties employees may also be required to work remotely at other locations, including other government departments and public or private sector buildings, such as archives, museums etc.

All employees, regardless of how frequently they work remotely, will be expected to meet the cost of travelling from their home to their normal place of work.

Right to request flexible working

The hybrid working arrangements set out in this guidance are informal and non-contractual. The intention is to retain the flexibility for employees and manager to vary the arrangements within an overall framework and for the department to bring people back into the office where this is necessary for the business. Managers should ensure that employees adhere to the agreed pattern of workplace and home working. Just because an employee is working a particular hybrid pattern does not mean that the particular arrangement will become contractual through custom and practice as flexibility is required on both sides.

Temporary home working arrangements introduced in response to the pandemic have not become contractual simply because they have been ongoing for many months.

These hybrid working arrangements are based on a fulltime working week and a pro-rata approach will be applied to employees on part time contracts. The HR team can provide advice and guidance if required.



Any working patterns already formally agreed prior to the pandemic (e.g. compressed hours) will remain unless the employee wishes to request any changes with their line manager. The line manager should inform HR of any agreed changes to previously agreed working patterns.

Informal, ad-hoc working arrangements which were in place prior to the pandemic and fall outside the 2-3 days per week normal hybrid working pattern must be discussed and agreed with line management and documented with HR.

All employees should agree their return to the workplace and any informal hybrid working arrangement with line management.

Employees wishing to vary from the normal hybrid working pattern of 2/3 days a week should, in the first instance discuss their request with their line manager and Head of Department, demonstrating how they will meet business needs, and then forward the non-standard Hybrid Working application form to their director to consider if it is aligned with the parameters in place for approving non-standard requests. Employees can seek advice from HR if they are unclear how to proceed.

The role of the workplace

There is a wide range of workplaces across the Civil Service. In many cases, it will be clear what activities are to take place in the workplace e.g. in courts and laboratories, and more particularly within The National Archives: document productions, digitisation etc. Even with specialised buildings or roles involving face-to-face contact, there may be options to carry out part of the role from home.

Reasons for being in the workplace may include:

- holding face-to-face meetings with managers, colleagues and stakeholders
- reducing social isolation and socialising with colleagues
- learning by watching
- separating home demands from work
- improving performance

Office workplaces should be designed to encourage a variety of ways of working including a hybrid approach. The challenge for managers is ensuring an inclusive working experience for employees wherever they may be located.

Managers will need to consider:

- allocating work spaces, including desks, so that those attending the office are able to work in close proximity with their team or others they work with
- how best to accommodate employees who have workplace adjustments in place
- whether there is a need to spread the use of the workplace across the days of the week to ensure space is available for those coming into the office on a particular day



- how to ensure that employees who wish to work together are able to be in the office at the same time including whether to have allocated days when teams are in the workplace
- how any desk/space booking system will operate to balance the needs of those who will be in the office full-time and those who come in on certain days
- how those who have to be in the workplace on specified days can arrange to swap these with other colleagues
- how to ensure those in the office and those at home are able to work successfully together at all times
- how to avoid those holding meetings in the office from distracting those who need to work quietly

Managers may need to work with other teams which share the same workplace to agree how to best use the space available. Managers should discuss with those organising meetings the need for people to travel to other locations for face-to-face meetings where these could be conducted satisfactorily on a virtual basis.

Health and Safety

The National Archives has a duty to protect staff from the health and safety risks of working with Display Screen Equipment (DSE). Workstation set-up is a particularly important consideration when hybrid working. Part of our management system is to provide training and instruction for staff to be able to set up and use a workstation correctly.

Display Screen Equipment Assessments

All staff using Display Screen Equipment (DSE) will be asked to complete the relevant training and self-assessments and this will be repeated annually.

Staff will receive an email from Workwize, our health and safety training portal inviting you to complete two training modules:

1. Ergowize (DSE) and Self-assessment.
2. Home working and self-assessment.

To avoid any confusion the invitation e-mail will look like [The National Archives online training courses \(WorkWize\) - Estates & Facilities - Narnia](#)

Managers must ensure that staff complete the online training and self-assessments and that any identified actions are implemented, including ordering any furniture and equipment required. Risk assessments should be reviewed regularly and following any significant changes. If the home environment cannot be brought to a satisfactory level of safety, working from home may not be appropriate and the employee must be asked to work at Kew.

Essential Equipment to support home working Analysis of individual needs



Managers and employees should select and order the furniture they need for home working using this link [Hybrid Working - Estates & Facilities - Narnia](#)

Electrical equipment and Fire Safety

TNA is responsible for any electrical equipment supplied for use in the home. Any concerns should be reported to line managers, the [Technology Service Desk](#) or [the Facilities Helpdesk](#).

Employees are responsible for their own domestic electrical system and for fire safety in their home. This may require them to raise any concerns with their landlord or property owner.

Reporting a near miss or accident

Employees do not need to report an injury or near miss suffered while they are doing anything at home that is not related to work, unless it is caused by departmental equipment. Any work-related accident should be reported using the [Accident and Near Miss reporting form](#).

Practical considerations

The following sections discuss issues which managers and employees will need to consider in setting up hybrid working arrangements. They should work together to identify solutions to issues. This will need to be an ongoing process and reviewed on a regular basis.

IT equipment

TNA has provided a variety of technology solutions so teams can work effectively wherever they are. Teams interacting from several locations must be an inclusive experience for everyone. Managers will need to check if employees have the IT equipment and internet connection to work from home. Most employees already have work laptops and some may have TNA Smartphones which can also be used at home. However, they may require a keyboard and screen or laptop stand to ensure safe home working and these can be ordered using [Guidance on Furniture and IT equipment needs for remote working](#).

Where IT equipment provided by TNA fails to work properly, the employee should contact the [Technology Service Desk](#). They will advise on arrangements for repairing or replacing the equipment.

Managers should ensure employees are aware of the etiquette for working in an open plan office and use headphones when undertaking virtual meetings.

Employees should not use domestic printers or domestic landlines for work purposes. Use of personal PCs, Smartphones and other devices for work purposes should be limited to official secure applications provided, such as the TNA Portal or MS Teams and Authenticator apps.



Where employees move to another role in the Civil Service, they should contact the [Technology Service Desk](#) to agree arrangements for returning IT equipment such as laptops, tablets and Smartphones and for transferring other equipment, such as a keyboard and screen.

Security

Managers will need to stress the importance of document and IT security including storage and transportation, and outline possible sanctions if an organisation's security policies are breached.

When working at home, employees should ensure that they do not:

- divulge commercially sensitive or operational information to house-mates or family members
- discuss or share OFFICIAL information with personal contacts
- take hard-copy documentation classified at OFFICIAL-SENSITIVE home unless this has been agreed as part of a workplace adjustment
- leave laptops or official mobile phones unattended and unlocked
- arrange official meetings in their home. This includes work visits from managers or colleagues unless the manager is visiting the employee as part of the supporting attendance process
- give out their home address, telephone number or other personal details to any customers, clients or organisations in the interests of personal safety
- use a personal home phone to make business calls.

Employees should:

- ensure that screens cannot be viewed by others
- ensure official conversations cannot be overheard
- disconnect voice-activated home technology such as Alexa or Google devices in the same room
- store sensitive assets under lock and key where these are taken home as part of a workplace adjustment.
- contact the Corporate Security Adviser if they have any questions or concerns.

Managers and employees should refer to the security information for remote working on Narnia- [Thinking about your security behaviour](#).

Essential equipment to support home working

To ensure that all employees can work safely and comfortably, managers should ensure that those working from home have completed the appropriate risk assessment as described in [Health and safety training while working from home](#). This will help managers and employees identify any furniture and equipment needs. The risk assessment can be requested by contacting Estates and Facilities.



Managers and employees should select and order the furniture they need at home following [the Guidance on Furniture and IT equipment needs for remote working](#).

Please note the following:

- This furniture will be paid for and owned by TNA
- The same arrangement will apply where furniture needs to be replaced due to wear and tear
- If employees move to a new role within the Civil Service, the furniture will transfer with them and the ownership of the furniture will transfer to the new organisation. They should tell their new manager what furniture they have been provided with for home working
- Where employees leave TNA, they should contact Estates and Facilities for advice on returning, or purchasing the furniture
- Equipment required that is considered essential to support health needs including reasonable adjustments should be reviewed with the line manager
- It is The National Archives' policy not to provide furniture to agency employees and contractors.

Remote Working – other locations

Employees may work in government and non-Government buildings or in other locations such as whilst travelling on trains.

The security considerations described above apply where employees work from remote locations. Here it is even more important to ensure that conversations cannot be overheard, screens cannot be read by others, and that mobile phones and laptops are not left unattended.

When working in remote locations, employees should ensure that they work in a way that safeguards their health and safety.

Induction and Probation

Managers will need to ensure that the standard induction process is delivered to all new employees, as described in the [Mandatory Training for new starters](#) guidance on Narnia.

When planning induction, managers should consider:

- at what point hybrid working should be considered as the working pattern for new employees, including any personal reasons why it might not be a suitable option
- which elements of the induction should be done in the workplace and which could be done from home
- who is to conduct the workplace induction



- how to support new employees to get to know the rest of the team
- how best to induct new employees in the skills and technology required for successful hybrid working
- what furniture and IT equipment new employees will need if they are to work from home
- whether new employees need any flexibility to be reflected in a workplace adjustment or carer's passport.

New employees will be required to serve a 12 month probation period. The probation period allows new employees to learn what is expected of them in their new role.

Where a new employee works on a hybrid basis for all or part of their probation period, managers should:

- agree with the new employees what their working hours are and how these are to be communicated and recorded
- agree objectives with the new employees
- set up arrangements for supporting new employees to achieve their objectives including regular catch-ups to discuss progress and feedback particularly where they are working from home
- explain how performance will be assessed and measured from the outset
- explain that the new employees may be asked to work full-time in the workplace if that is judged necessary to complete the probation process
- ensure that a second contact is available within the team to support the new employee when the manager is not available.

Workplace adjustments

Managers and employees should discuss any workplace adjustments already in place to support any health condition or disability. Wherever possible, adjustments at home should mirror those implemented in the office. Managers should consider whether an occupational health referral is needed to ensure replicating the workplace adjustments in the home meets the employee's needs.

Managers should support requests from employees to work exclusively in the office if the employee feels this is the best option for them. Managers should ensure any desk allocation scheme prioritises space for employees who require workplace adjustments.

Employees should discuss any change in circumstances, for example a new condition or change to their existing health condition or disability with their manager as part of the shared risk-based approach. Workplace adjustments agreed between a manager and employees should be reflected in the employees' workplace adjustment passport. This will need to be reviewed regularly to ensure workplace adjustments and supportive measures are appropriate.



If, as part of a workplace adjustment, an employee needs to take home documents, managers will need to discuss with the employee how to ensure the safe storage of these documents if their contents are sensitive.

Specialist furniture supplied to a hybrid worker at home to support their workplace adjustments will be owned by The National Archives.

Where employees move roles or move to another Civil Service department, the furniture will transfer with them. They should tell their new manager what furniture they have been provided with for home working.

Where employees leave the Civil Service, they should contact Estates and Facilities for advice on returning or purchasing the furniture.

Wellbeing

The wellbeing responsibilities for managers and employees remain the same whether working at home, in the workplace or from another location. However, managers should be aware that managing team members working at home or from another location may reduce the chances of recognising the effects of isolation and stress and other health and wellbeing issues.

Managers can support their employee's wellbeing by:

- maintaining regular contact and not restricting conversations and check-ins to work activity
- understanding and being alert to the various signs of stress and mental health issues
- being familiar with 'Mental Health - A Guide for Managers' and other wellbeing resources on CS Learning
- effectively using stress risk assessments and occupational health services, and signposting employees to sources of support such as the Employee Assistance Programme and Mental Health First Aiders if there are any wellbeing concerns
- ensuring employees are clear what work they should be undertaking and have clear objectives
- avoiding arranging back-to-back meetings and instead encouraging employees to manage their calendar to ensure comfort breaks between meetings
- encouraging the taking of regular screen and lunch breaks
- addressing promptly any concerns employees have about their home working environment or their ability to work from home
- ensuring that employees do not work excessive hours and feel obliged to keep mobile phones and laptops on when they have stopped working
- encouraging employees to allocate time for wellbeing initiatives or activities.



Employees should make sure they are taking steps to look after their wellbeing during days working from home. This includes:

- maintaining regular contact with their manager and colleagues
- taking regular breaks, including lunch breaks
- avoiding being 'always on' by identifying non-working time and switching off laptops and mobiles
- contacting their GP, the Employee Assistance Programme, a Mental Health First Aider or asking for an occupational health referral, if they need support
- being aware of personal and workplace stressors and how to access resources and activities which can help to address these.

Further wellbeing advice and support can be found [here](#) on Narnia.

The National Archives approach to Time off in Lieu (TOIL) to compensate for additional hours worked

- A benefit of hybrid working is that it allows employees to work flexibly, for example to vary start and end times and to manage their working day
- Employees and managers are responsible for ensuring time is managed effectively and to avoid working excessively long hours
- Employees who do on occasion work more hours than contracted, e.g. to meet a deadline or urgent business need, may take reasonable time off to compensate and/or vary their working hours where agreed with their line manager and in accordance with the needs of the business
- Agreeing time off to compensate is an informal conversation between employee and line manager, rather than a bureaucratic process. Once agreed, the employee should enter a new Leave and Time Off request in MyHR, using the code 'TOIL' from the drop down list
- TNA promotes a culture of wellbeing and work/life balance. Any employee who feels they are required or expected to regularly work additional hours should raise this with their line manager, or if they prefer with a member of HR, a Mental Health First Aider, or their trade union representative.

Any employee who finds it difficult to manage their time when working at home or remotely can request help from their Line Manager. The Learning and Development team in HR may be able to suggest training courses or coaching. Another option may be that the employee chooses to revert to office based working.

Performance management

The normal performance management principles apply where managers and employees work remotely from each other. However, additional steps may be needed to ensure a successful relationship.

Managers and employees should ensure that:



- employees are clear what outputs need to be delivered, by what deadline and to what standard
- there are agreed arrangements for contacting each other with work queries
- they share information about their availability through their Outlook calendar or other agreed means
- they agree to what extent it is acceptable for employees to work a non-standard day e.g. taking time off during the day and then working in the evening, and how employees will communicate their availability to the manager and colleagues
- any workplace adjustments or caring flexibilities are recorded in a workplace adjustment or carer's passport
- they discuss and resolve any issues arising from the experience of home working e.g. around self-motivation and personal organisation.

There may be circumstances where performance is adversely affected by remote or home working. This may occur with:

- new joiners to a team particularly where they are new to The National Archives
- poor performers who need additional support which is better given face-to-face
- those who find their wellbeing is affected by working from home.

In some cases, these issues will be identified before home working is agreed. If not, as part of the regular performance discussions, managers should consider and discuss with employees whether less or no remote or home working would be a better option on a temporary or longer-term basis. This may then affect that employee's ability to work from home.

Managing poor performance

Effective performance is expected from all employees and managing poor performance fairly, effectively and promptly is critical to maintaining a professional and high performing Civil Service. When considering poor performance, managers can seek advice and guidance from HR.

When dealing with performance issues, managers should check that employees are aware of the level of performance required of them. It is expected that managers will provide all reasonable help, support and encouragement to assist employees to reach and maintain the performance expectations required. This may include reviewing the hybrid working arrangement to determine if working from home is still suitable. However, before asking an employee to return to working in the office full-time, managers must ensure there is suitable on-site support available to the employee, particularly if they themselves are hybrid workers.



Where the case is being dealt with formally, it is advisable that all poor performance meetings are held face-to-face. Whilst there is no specific requirement in the ACAS Code of Practice on disciplinary and grievance procedures for meetings to be held face-to-face, virtual meetings must only go ahead where the requirements of the Code are fully satisfied.

Managers should be aware of additional barriers which may prevent employees from participating in virtual meetings. Some of these may be:

- inadequate accommodation i.e. lack of private space at home necessary for a formal meeting
- not feeling fully supported without the physical presence of their companion.

It is essential that remote arrangements should not adversely affect the usual thoroughness of a poor performance meeting. Cases should not be progressed virtually where there is any doubt around the fairness of doing so, where one of the parties asks for the meeting to be held face-to-face or where the ACAS Code cannot be followed.

In the same way as for face-to-face meetings, individuals have a statutory right to be accompanied by their chosen companion at a virtual meeting where the poor performance meeting could result in:

- a formal written warning being issued; or
- the confirmation of a warning or some other disciplinary action (appeal hearings)
- the imposition of a substantial sanction such as downgrading or dismissal.

A companion, who must be chosen by the employee, may be a work colleague, an official employed by a trade union or an unpaid union official. Provision must be made for the individual and their companion to be able to confer privately during the meeting as appropriate.

Virtual poor performance meetings should not be recorded unless this is agreed with all the parties. However, a note taker should provide a written record which should be kept in the usual way.

Dispute resolution and discipline

When working on a hybrid basis and seeking to address and resolve dispute/grievance or discipline issues, managers and employees will need to work constructively together to determine the right approach for individual cases.

When considering a dispute/grievance or discipline issue, managers will refer to the [Grievance policy](#).

To ensure managers and employees can work together to agree a way forward, the following should be considered:



- where at all possible arranging meetings for when employees are scheduled to be working in the office
- whilst there is no specific requirement in the ACAS Code of Practice on disciplinary and grievance procedures for meetings to be held face-to-face, virtual meetings must only go ahead where the requirements of the Code are fully satisfied and all parties agree to proceed on this basis.

Managers should be aware of additional barriers that may prevent employees from participating in virtual meetings. Some of those may be:

- inadequate accommodation i.e. lack of private space at home necessary for a formal meeting
- not feeling fully supported without the physical presence of their companion.

Before arranging a virtual meeting, managers should make sure to check with each person that none of the barriers mentioned above are present and that they are all comfortable with having a virtual meeting.

Managers need to structure the meeting so individuals can confer in confidence with their representative/companion when needed, for example by building in breaks and pausing the meeting upon request.

Virtual meetings should not be recorded unless this is agreed with all the parties. However, a note taker should provide a written record which should be kept in the usual way.

Leading hybrid teams

Employees working from home can feel isolated from their colleagues.

When setting up regular team meetings, managers will need to consider employees' working patterns and avoid non-working days.

Managers and employees should discuss the following:

- how the team will keep in touch to discuss work issues and provide mutual support
- the use of shared calendars to show availability
- the use of collaboration tools for joint working
- the use of using video conferencing to ensure those in the office and working from home feel equally involved in meetings
- how the workplace is to be used e.g. for one-to-ones and team events.

Caring and childcare

Working from home can bring benefits to carers and those with school age children. It can enable employees to work around their caring role.



However, it is important that employees keep any caring roles separate from their work using the ability to work flexibly to manage this. The manager should also make clear that it is not possible to combine some forms of caring and childcare with work e.g. trying to work with an active two year old in the room. Where this is due to short-term unforeseen circumstances or alternative arrangements are not available as in the pandemic, the manager should talk through possible options with the employee such as revised working hours or the use of special leave.

Special leave

Managers should ensure that all employees have equal access to special leave, whether they are working in the workplace or at home. For example, employees who arrange an appointment for those they care for on days when they work from home might still be eligible for time off to attend the appointment. Further guidance can be found in the [Special Leave Policy](#).

Supporting attendance

Employees should not be encouraged to work through their illness at home if they are too sick to do so. However, working from home may assist recovery and/or be a workplace adjustment. Employees who are not fit for work should inform their manager that they are sick and unable to work. Managers should ensure that sick leave is recorded in a consistent way for those in the workplace and those working from home. Employees should not be encouraged to work through their illness at home. This will not be an option for those in the workplace and therefore risks a difference in treatment between employees working from home and office. Managers should take these considerations into account when deciding what action to take when a trigger point is exceeded.

Formal Health and Attendance Improvement Meetings can still be held, provided that the meetings can be conducted in a private, appropriate space with no interruptions and that the employee has a good internet connection and is comfortable with their companion having a virtual presence as well.

It is reasonable that these meetings can be held via a video call such as MS Teams.

Managers should refer to the [Managing attendance and ill health policy](#) for further information.

Expenses

Employees will not be entitled to reimbursement of expenses incurred for additional heating, lighting or other utilities when working from home under the hybrid working arrangements set out in this guidance. Further information on taxation can be found at .GOV.UK

Other issues

Parking at Kew



We anticipate sufficient parking availability for employees working at Kew and therefore will continue to provide open access to the staff car park for all employees. However, we still encourage the use of sustainable travel options where possible and will continue to support the season ticket and bicycle loan schemes. We would also encourage employees that live locally to resist driving to Kew to ensure this availability remains for those that have caring responsibilities and difficult travel journeys. We will continue to monitor the capacity of the staff car park and should it be needed we will reintroduce the car parking policy. Please also be aware that Kew is within the ULEZ which will come into effect in October 2021.

Planning permission

Employees are highly unlikely to need planning permission to work from home as part of a hybrid working arrangement. The same applies to liability for business rates. These would only be relevant if an employee started to make significant changes to the use of their home as a home. Employees can contact their local council if unsure about any changes they plan to make. The position is likely to be the same in relation to capital gains tax but HMRC can advise further.

Insurance

Employees will need to get advice from their insurance provider before they make arrangements to work from home. You may find advice on their website. It is the employees' responsibility to ensure that working from home does not invalidate their home insurance policy.

No additional cover is needed for equipment provided by TNA as TNA will cover the risk provided reasonable precautions have been taken e.g. the house is reasonably secured when no-one is at home.

Mortgage companies and landlords

Employees are responsible for informing their mortgage company or landlord that they are working from home. Employees are also responsible for making sure occupation of the home is not subject to conditions or covenants in their mortgage or tenancy agreement which prevents working from home.