



Title	Home Working Policy
Purpose	The purpose of this policy is to set out the Association’s approach to staff working at home or outside of the office.
Scope	The Home Working policy will apply to all staff in principle, although home working will not/may not be available to some roles e.g., Neighbourhood Team. Any roles affected in this way will be identified on a team-by-team basis and reflected in Team Charters.
Definitions	<p>Home Working - where the staff member is working in their own home or another non-work location of their choosing, e.g. at your parents’ house or library. They must be contactable as if they were in the office, e.g., through the Association’s phone system, Teams, and email, and they should be available to visit customers in their homes, attend our properties, or visit the office as required</p> <p>Non-Home Working – where the staff member is working at a location as a requirement of carrying out their duties, such as in the office, in customers’ homes, out on the patch, at external meetings, attending training or conferences, on site etc.</p> <p>Hybrid working – where the Association has identified that a role can have a mixture of home based and non-home based working.</p> <p>Flexible ways of working – is the approach set out in the Maryhill Housing’s Home Working Policy and Corporate Guidance on Effective Home Working. It allows members of staff based at Garrioch Road to work at different times without recording hours worked.</p> <p>Flexible Working - Each employee has a statutory right to request flexible working. It is any type of agreed working arrangement that gives some degree of flexibility on how long, where and when an employee works. This could include a permanent change in contract. Further details can be found in the Association’s Flexible Working Policy.</p> <p>Team Charter - for the purposes of this policy, the Team Charter is a set of rules/procedures created within each team. This takes into consideration the different requirements and expectations set within each team. The aim will be to ensure the business needs are met while enabling flexibility and positive wellbeing for all employees.</p> <p>Corporate guidance on effective home working. This is a suite of guidance documents that must be followed under this policy.</p>

<p>Policy Statement</p>	<p>Maryhill Housing is committed to home/hybrid working practices that ensure our customers receive an outstanding level of service at all times. Home/hybrid working increases employee engagement and motivation and can lead to increased staff retention.</p> <p>Our approach to home/hybrid working moves away from a focus on inputs (for example attendance/hours spent at a specific location) and moves towards a focus on outputs and performance (consistently delivering on our goals and targets).</p> <p>Increasing flexibility and working in more flexible ways will ensure we meet the needs of our customers' expectations, now and in the future whilst taking account of the health and wellbeing of our staff team</p> <p>Maryhill Housing adopts a flexible approach to working hours and empowers staff to create a healthy work-life balance, in line with their Team Charter.</p> <p>Maryhill Housing actively discourages a culture of long hours. It is not expected that employees will extend their working day to accommodate someone else who is working a different pattern to them. To ensure that a fair and consistent approach is taken and to keep our workforce connected, the Association has developed a suite of Corporate Guidance on effective home working which must be followed.</p> <p>The Home Working policy aims to:</p> <ul style="list-style-type: none"> • Ensure our high level of service is always maintained and our customers are not disadvantaged in any way • Benefit the business from creative solutions, ideas and projects by allowing staff to do these at home or elsewhere remotely, without interruptions • Facilitate achieving excellence which promotes the continued successful delivery of outputs (e.g. attainment of targets or delivery of service) rather than inputs (e.g., presence at a specific location or during set hours). • Better meet the demands of our service requirements. • Give employees more choice about where and when they work, subject to the conditions placed upon them as set out in their Team Charter. • Promote our culture of trust and flexibility. Our home/hybrid working culture forms part of our Corporate Guidance on home working and underpins this policy. • Integrate into and complement our commitment to health and wellbeing and Equality, Diversity and Inclusion strategy. • Ensure employees can have a healthy work life balance. <p>Our approach to home/hybrid working</p> <p>The following principles underpin our approach to home/hybrid working:</p> <ul style="list-style-type: none"> • Corporate Guidance. This sets out practical guidance and rules that we all must follow to ensure we work remotely successfully. • Team Charters. These will be team specific and set out how each team will meet the needs of customers, the business and their colleagues including whilst working at home. • Clear role expectations. This will facilitate the transition from focusing on inputs to outputs and outcomes.
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- **Wellbeing approach.** This will ensure that staff are supported and empowered when working remotely to take ownership of their own wellbeing.

Maryhill Housing believes a model of home/hybrid working is what best suits the business needs. This means a mixture of working at home or elsewhere and onsite working, which brings the most benefits for both business and employees. It allows for continuing face to face social interaction, collaboration, along with enjoying the benefits of working outside the office.

Maryhill Housing maintains a flexible approach to home/hybrid working taking account of the needs of our customers. In determining the “days” individual team members are required to be office based, team charters should clearly indicate and communicate this to team members.

The table below outlines the proposed revised maximum home working days per week for all staff within the following teams. This is based on a 5 day a week role, for part time or condensed roles this will be applied pro rata and will be discussed and agreed with each relevant staff member by the line manager at the point they commence the working pattern or as part of Team Charter discussions.

If you have a flexible working contractual change that is what applies rather than the below.

Team	Maximum Home days	Rationale
Investment	1	Team members will be onsite working with project leads, contractors and tenants
Asset	2	To enable collaboration with investment and property colleagues
Property	1	Team members are either front line with customers, out in patches visiting properties and being visible to tenants
CCT	1	Team members are either front line with customers in reception or on the phone. Also to support wider understanding of frontline service delivery.
Compliance	Officer – 1 Assistants - 2	To enable team members to be out on site, respond to issues that arise, and undertake contract management
Housing	Officer – 2 Assistant - 1	Team members are out in patches visiting properties and being visible to tenants. Assistant role supports delivery of allocation service when customers visit the office
Community Regen	2	To enable team to have more visibility and face to face discussions with customers and work more closely with wider operational teams
Sustainment Service	1	To be available to visit people in their homes

Financial Support	2	To enable team to have more visibility and face to face discussions with customers and work more closely with wider operational teams
Development	4	Team members will be onsite working with project leads, contractors or working from home attending Teams meetings with consultants
Corporate	Corporate Officer (Facilities and Health & Safety) – 2 Other Corporate Team roles - 3	At least 1 person to be in the office each day. Home working maximum dependant on specific role
HR	2	At least 1 person to be in the office each day
Finance	4	On office based days, staff to work in pairs
Factoring	1	To enable team to have more visibility and face to face discussions with customers
IT	1	At least 1 person to be in the office each day
Neighbourhood Team Leaders, Officers & Estate Caretakers	0	Team members are required to be site based at all times.

Maryhill Housing appreciates that not all employees want to work from home, some employees may prefer to attend the office for their working week. Any employee who wishes to continue to come to their original work location can do so.

Probation/Induction

During the probation/induction period, staff may be required by their line manager to spend more time working in the office. (This will be explained during the recruitment and onboarding stage of employment.) This will support:

- learning the role and understanding the expectations;
- starting to build relationships with colleagues, tenants and external agencies
- getting to know the Association

Achieving Excellence

Maryhill Housing has a culture of trust and respect for all. Staff are supported to achieve great performance in accordance with our Achieving Excellence policy using success plans, roles expectations and values and behaviour in the same way as if employees were in the office. As in the office, if the quality or volume of work while working at home or remotely is not at the required standard, this will be addressed via the regular 1 – 1 process initially on an informal basis. Matters will be managed confidentially with individual employees. Where performance remains a concern, the benefit of home

working will be withdrawn until the performance returns to the required standard.

Location

Work should be done at the most effective and efficient location. Most work is likely to take place in Maryhill Housing's premises (office, across our estates etc), in a customer's home or at the employee's home.

Technology to Support Home/Remote Working

Maryhill Housing will supply the necessary equipment required to carry out the role or reimburse you in accordance with our Corporate Procedure: Provision of Equipment to Support Home Working

Health and Safety

While undertaking work for Association, whether at home or non-home locations, employees must adhere to Maryhill Housing's policies on health & safety. They must take reasonable care of their own health and safety and that of anyone else who might be affected by their actions and omissions.

To allow for effective home working conditions, an employee must complete the Display Screen Equipment online training – this will allow the employee to complete a self-assessment online which will identify any risks specific to their home working set up. These risks will be reported to the employee's line manager for controls to be put in place. Where the risks are assessed as being high, a further DSE Assessment will be completed by the Appointed DSE Assessor at the employee's home. Where controls are not possible this may prohibit an employee from home working. Further information about DSE when working away from the office can be found in the relevant Corporate guidance on effective home working.

Domestic electrical supply configurations and a suitable internet connection capable of supporting effective home working are out-with the control of the employer and are the responsibility of the employee as the homeowner/tenant.

Security of Information

This policy should be read in conjunction with the Data Protection policy

Employees must ensure the security of information and systems accessed through mobile and remote working arrangements are given due consideration.

All staff must have an understanding of data risks and use secure working practices. Employees working out with the office are responsible for the information and data they hold off site and must take all reasonable steps to safeguard this information; lock screen device and clear desk routines must be in place. PCs, mobile phones, laptops and other mobile devices should not be left unattended without password protected screen savers. Manual records should not be left where they can be accessed by unauthorised personnel.

Off-site processing presents a potentially greater risk of loss, theft, damage to personal data. Staff should take particular care when processing personal data at home or in other locations. Any loss of data from either office locations or off site, must be reported to the Data Protection Officer immediately. A Data Breach Procedure is in place for this purpose.

Personal data will be disposed of in a way that protects the rights and privacy of data subjects (e.g. disposal as confidential waste on site.) Staff are reminded not to dispose of personal data in household waste.

Legal

It is important to note that home/hybrid working does not remove an employee's statutory right to request flexible working and request a permanent change to their employment contract. Further details can be found in the Maryhill Housing's Flexible Working policy.

Reasonable adjustments will be made to support employees with a disability to perform their role whether working at home, remotely or in the office. This is a statutory duty required by the Equality Act 2010 and does not form part of the Home Working Policy. Further advice can be provided by the HR Team.

The Home Working Policy and flexible ways of working enables employees to manage their own work life balance. Maryhill Housing expects staff to comply with the Working Time Regulations. If a member of staff is finding it difficult to comply with the Working Time Regulations, they must report this to their line manager.

Key provisions of the Working Time Regulations are:

- An average working week of no more than 48 hours per week, (normally averaged over 17 weeks) unless the employee specifically opts out. This includes work with other employers.
- At least one 20-minute rest break for working days of 6 hours or more (Maryhill Housing encourages employees to take these rest breaks for their own wellbeing).
- 11 hours of rest between working days. (e.g., if employee finishes work at 8pm, they must not work again until 7am the next day.)
- A minimum of one day off per week.
- Employees aged 16-18 are restricted to 8-hours per day and 40-hours per week with no opt out provision.

Breaches of the Home Working policy

Working away from the office, at home or another site, is a benefit we are happy to offer and hope you can help make this a success, but certain conditions must be met and maintained. Managers have the right to return colleagues to the office full time on their existing contracts where standards have fallen; behaviours are a concern; performance is a concern; or any other matter is of concern.

Possible reasons for refusal or requirement to return to the office full time are:

- Inability to work from home safely and effectively due to equipment/ space /connection issues

	<ul style="list-style-type: none"> • A sustained reduction in performance/outputs including customer satisfaction • Distractions with either dependents or other non- work related issues that stop employees being fully engaged in work activities for a sustained period • Failure to follow the Team Charter and work effectively with colleagues • A reduction in the staff member’s wellbeing <p>Maryhill Housing will not routinely review evidence of activity to assess how little or how much an employee is working. However, Maryhill Housing reserves the right to do this for a specific purpose, for example investigating a complaint or a disciplinary matter.</p>
Approval	Board – January 2024
Policy Owner	HR Manager- Arlene McLaughlin
Review	Senior Management Team – September 2025

APPENDIX 1



Hybrid working culture for Garrioch Road staff

This document has been created to confirm our approach to hybrid working. The following points define the culture we strive for.

- We use flexible working to offer a modern service to our customers.
- We feel trusted and respected.
- We are proud to work for Maryhill and we feel like we make a difference.
- After the needs of customers, our team, and the business are met, we can choose when we work. We do not need to ask permission to work flexibly.
- We take ownership of our positive wellbeing and know this improves our performance.
- Our performance (rather than attendance), is managed effectively.
- Our manager regularly asks us about our workload, we feel empowered to raise concerns and propose solutions. We actively work with our managers to make solutions happen.
- We respect how our colleagues choose to manage their time and recognise that we might all choose to do this differently.
- We use the tools available to us to communicate with our customers and our colleagues about when and how we are working.

Home Working - when and how much

The home working policy sets out our approach to home working. Key principles of the policy, surrounding procedures and related policies are below.

Maryhill adopt a flexible approach to working hours and empower staff to create a healthy work-life balance, in line with their Team Charter. To ensure that a fair and consistent approach is taken and keep our workforce connected, the following parameters have been put in place.

- Maximum home working days for staff are set out in the home working policy for each team completing a Team Charter
- The application of the maximum home working days for part time and compressed hour staff will be considered for each individual during the Team Charter discussions and applied fairly and equitably.
- A non-home working day does not mean you have to be in the office, non-home working covers a whole range of locations which the Association has requested you be at, such as in the office, out on the patch, on site, visiting a customer in their home, attending an external meeting or training course.
- Regular daily check ins, weekly meetings and scheduled 1-2-1 meetings will take place as set out in your Team Charter, with at least one 1-2-1 meeting being in person each quarter.
- Team meetings will be in person for all team members at least once per quarter.
- Formal performance management processes may be held in person. Health and Safety and IT inductions will be in person.
- Managers will always meet new staff in person on their first day.
- Team away days and other events e.g. celebrations and Christmas parties will be in person events.
- Staff will attend Quarterly Manager's and All Staff meetings in person
- Staff will meet the expectations of their Team Charter, however outside this can choose when they work across the full week and are expected, on average, to work contracted hours.
- Staff will work on every working day unless on holiday or other leave, however, the amount of time worked each day is flexible.
- A contractual change such as the number of days worked, or guaranteed home working days, must be requested through flexible working applications.

Corporate Guidance on Taking Breaks and Protected Time

The following guidance has been created to outline our corporate approach to taking breaks and protecting time

Breaks

- Scheduling breaks are an employee's responsibility, if you need assistance with this speak to your manager in the first instance.
- Staff are not expected to answer phones or respond to emails during their breaks. Outlook calendars should be used to indicate lunch breaks.
- Devices and MS Teams status should be put on do not disturb during breaks.
- Meetings should be scheduled to end 5 minutes before the hour or half-hour to give time for a quick comfort break.
- It should not be assumed that meetings can run over as this can prevent breaks from being taken, meetings should end on time.
- When scheduling meetings, you should check diaries of the attendees and avoid planned breaks.

Protected Time

- If you need to book out some quiet time to work on a piece of work or focus on an aspect of your duties sometimes referred to as 'protected time', you will be expected to update your diary to confirm when you will be taking 'protected time'.
- If you are taking 'protected time' you should include slots in your diary to confirm when you will be available during that day.
- During protected time, you must be available to take calls.
- It is important to respect protected time, however, there may be times when absence, urgent issues and meetings arise etc. Where protected time cannot be taken, your line manager or a team manager will give you as much notice of this as possible.
- The team charters will confirm when protected time can be taken and how this will be managed to ensure that all team members have the ability to book protected time in their diary. Only in exceptional circumstances, agreed with your line manager, should protected time cover the entire working day.
- Managers are responsible for monitoring the amount and effectiveness of protected time within their team and adjust expectations according to operational requirements.

Corporate Guidance on Working Hours



The following guidelines are provided to outline our corporate approach to out of hours working

- Staff must meet the expectations of their Team Charters, however outside this can choose when to work.
- Staff should respect how their colleagues choose to manage their time and recognise that staff may choose to do this differently.
- Staff have personal accountability for their work-life balance and should raise any concerns about this with their manager in the first instance.
- Managers will discuss workload during regular check ins and each 1-2-1 meeting. If staff are concerned that they are working too many hours and cannot manage their workload within contracted hours, they must raise this with their manager and propose a solution for agreement, e.g. prioritising work, training or improved systems or support from your manager or team.
- Use of wellbeing wheel should be included at 1-2-1 discussions.
- The expectations of each role will be clearly defined and agreed upon between managers and staff members. When asked to complete tasks outside of these expectations, permission is given to negotiate timescales or reprioritise other tasks where appropriate **keeping all stakeholders updated**.

Corporate Guidance on Phone Calls

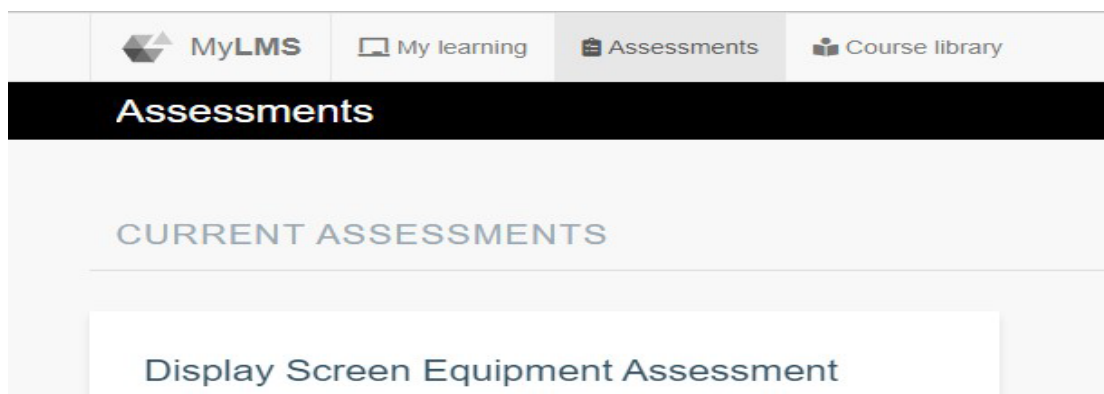
The following guidelines are provided to outline our corporate approach to phone calls.

- Teams should be used for internal calls.
- 3CX or work mobiles should be used for external calls.
- Voicemails should be set if you are away from work for more than one day. The voicemail message should provide an alternative contact.
- You should answer the phone unless you are in a meeting or on a break
- If you miss a call, you should ensure that call back slots are available in your diary to allow the call to be returned on the same day or the next day the exception being incidents or matters of an urgent nature which must be responded to without delay.
- If you have not set out your availability to return calls in your diary, a call back will be booked in an available space in your diary.
- If you need to book 'protected time', you will be expected to outline in your diary when you can be contacted during that day for call backs or available to discuss queries etc.
- If you are struggling to manage your call backs, please speak to your line manager who will help you to manage your call

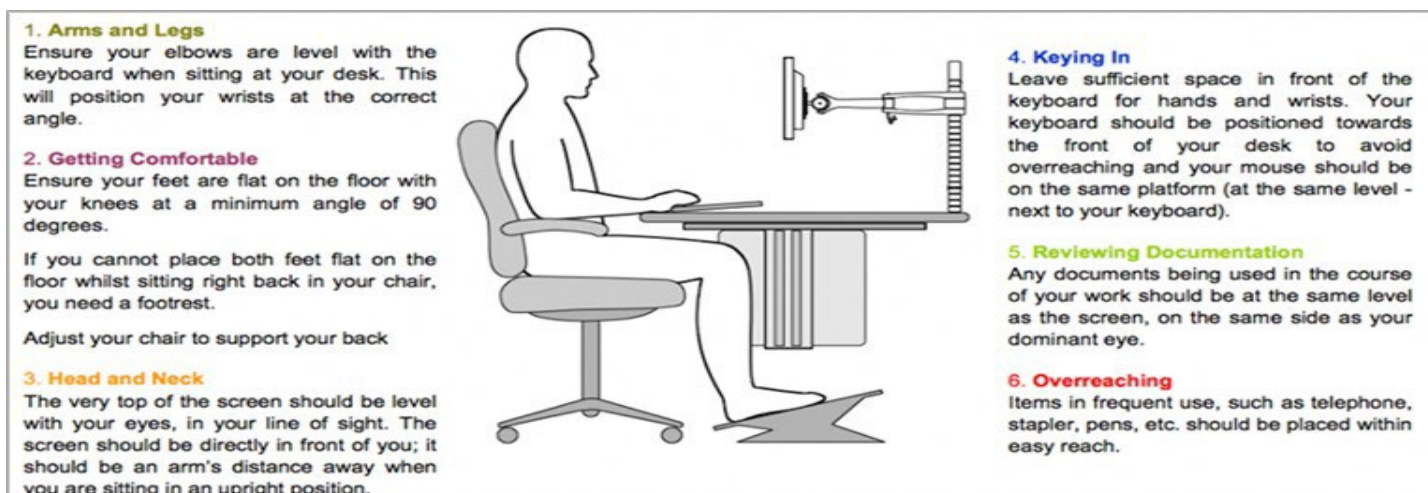
Corporate Display Screen Equipment Guidance for Working from Home

The following guidance has been created to outline our corporate approach to managing Display Screen Equipment (DSE) arrangements when working from home:

- a) If an employee works at home, the DSE regulations apply and a home workstation is subject to the same requirements as that of an office employee.
- b) All staff must complete the online e-learning DSE training course **before home working will be permitted**. After completing the online training, you must then carry out a DSE assessment. This can be found in the assessment section of iHasco:



- c) Any identified risks will be reported to your Line Manager for controls to be put in place.
- d) Where the risks are assessed as being high, a further DSE Assessment will be completed by the Appointed DSE Assessor at your home. Where controls are not possible, this may prohibit you from remote working.
- e) Refer to the DSE diagram below to make sure that you are sitting properly whilst working.



Corporate Guidance on Using Email

The following points of guidance have been created to support effective use of email and confirm our corporate approach.

- Emails should start with a greeting and end with a sign-off, e.g. Hi and Kind Regards, unless they form an internal discussion which is back and forth.
- Make subjects as clear as possible to help searching and filtering.
- Where a response time or deadline is required, make this clear within the email.
- Don't give urgency to emails or actions if there is none.
- Don't use email if you need a response the same day. Pick up the phone.
- Remember that staff may work different hours and do not set unrealistic expectations with response times.
- Use the 'Managing Email Effectively Guide' to help manage email efficiently.
- Consider whether an email is the best method of communication, the guidance on remote working platforms can help guide on this.
- Only copy in people if necessary and where the detail is for their information only and do not expect a reply.
- Understand that we all have different writing and communication styles and do not assume tone, however, the expectation is that a professional and respectful message is intended.
- Read your email before sending to consider how it will be received. Use team mailboxes instead of emailing individuals.
- Where appropriate apply "Tabs" to your email e.g. Confidential, Private, Sensitive, High priority.

If it's urgent, pick up the phone or dial up on Teams

Corporate Guidance on Meetings

The following guidance has been created to outline our corporate approach to managing meetings both remotely and in person:

- All staff should update their outlook diaries to show when they are available.
- When arranging meetings, check diaries and/or use scheduling assistant in Outlook to identify the best times possible for attendees, particularly for those where attendance is critical. If attendance is only required for part of the meeting, ensure this is included within the agenda with the time they should join.
- Where someone has another appointment, it should be understood they may decline the invitation depending on their level of flexibility.
- Book meetings for lengths of 25 or 55 minutes to allow for comfort breaks which helps where back-to-back meetings are being arranged.
- Where it looks likely a meeting will over run time, the meeting host should raise this.
- Give at least one working days' notice of meetings where possible and provide agendas as early as possible and at least the day before the meeting.
- The agenda should be structured around attendees,
- Where documents and data relevant to the meeting are required, include these in the invite and send at least two days prior to the meeting.
- Ensure that the purpose of the meeting is clear in the invite. Meeting hosts should ensure that they are on time for meetings.
- Only invite those who need to attend meetings and check if you are in doubt.
- Respond to meeting requests in good time and turn up on time giving the meeting your full attention.
- If declining a meeting provide a reason why.
- The host or delegated person will summarise the meeting confirming any actions and timescales required.
- Consider meeting fatigue when planning longer meetings and schedule breaks
- Cameras should always be on during meetings.