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# Future Ways of Working

## Principles Document

### March 2022

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*For use during the recruitment and selection process only*

# 1. Introduction

- 1.1 The following principles are an update to guidance issued to employees in May 2021 and reflect the ending of the legal requirements for employees to work at home during the pandemic.
- 1.2 The flexibility being offered by UCEM is a positive and valuable employee benefit, and one which not all employers (particularly those in Higher Education) are able to offer and represents the unique position of UCEM in being a digital University for our staff and students.
- 1.3 Over the last few months, as we have eased out of the pandemic, we have all had to continue to adjust our working practices. The Future Ways of Working must ensure the long-term performance and effectiveness of UCEM, as well as ensure UCEM employees wherever they work feel part of the UCEM community. Ways of working must also align to the core UCEM values of Support, Integrity, Passion and Excellence.

# 2. Place of Work

- 2.1 Existing employees who were on Horizons (office) based contracts prior to the pandemic, will **not** be expected to attend Horizons every working day going forward, apart from defined roles such as FM.
- 2.2 UCEM is a flexible employer, and will continue to offer this flexibility, in both existing roles and in future recruitment.
- 2.3 **Place of work will now be defined as:**
  - **Horizons based** for those who will be in Horizons for the majority of their working week. By way of example, for a full time employee on a normal working pattern (Mon-Fri 9-5), this would equate to a minimum of 60% (3 days/21 hours) per week.
  - **Split** for those who split their place of work between Horizons and remote working, and where the majority of days/hours per week are working remotely. By way of example, for a full time employee on a normal working pattern (Mon-Fri 9-5), this would equate to a maximum of 40% (2 days/14 hours) per week in Horizons, with the remainder of working time spent remotely. Please note that the minimum requirement is that wherever possible you should be in Horizons for at least one day per week, regardless of the actual hours you work on one day.

- **Remote** for those who normally spend 100% of their working time at home. As part of your job role you may, **on occasions**, be asked to attend the Horizons office to attend business-critical meetings or training events. For the avoidance of doubt, employees on a Remote contract may also choose to attend Horizons if they wish, and where it is appropriate or beneficial to do so. Expenses are covered in section 7 below.

2.4 The Senior Leadership Team (SLT) in consultation with Line Managers are central to the decision-making process about place of work for job roles. Job roles will be defined as Horizons based, Split or Remote. This means that the job role itself, rather than the personal circumstances of the individual employee, define the place of work. For those whose role is defined as Split, the Line Manager will confirm the proportion of contracted days/hours that the role requires someone to be in Horizons each week, noting that the minimum in all cases is one day. The operational needs of UCEM must be the priority, with all stakeholders at the centre, both internal and external.

2.5 When designating job roles as either Horizons based, Split or Remote, Line Managers will carefully take the following into account:

- The needs of both internal and external customers. The service and academic provision to students, is paramount. All teams must consider the needs of internal customers; we all need to work together effectively in a hybrid working environment. Some teams provide a service and support to all employees/teams and this must be provided at both Horizons and remotely.
- The nature of some job roles may dictate that the job role is given a particular designation.
- Job roles may require in-person attendance at Horizons, for example, to attend meetings and events which are a core part of the job role.
- Line managers must be able to support, develop, and manage teams in a hybrid working environment. This means presence at both Horizons and remotely, will normally be required.

2.6 During the Period 1 May to 31 August 2022 Contracts of Employment will be updated to reflect these changes for existing employees. New employees will commence employment on the newly defined and designated place of work.

### **3. Technology and Equipment**

- 3.1 To comply with Display Screen Equipment (DSE) legislation, UCEM will provide the core IT equipment necessary to carry out work, whether your place of work is Horizons based, Split or Remote.
- 3.2 This will always consist as a minimum of the provision of a laptop, laptop riser, wired headset, and one monitor (two at Horizons). A mouse, and keyboard, must also be provided, unless in your Split/Remote place of work you already own personal items that you wish to use instead (or have access to these items).
- 3.3 Employees who are Horizons based or spend 60% or more of their time in Horizons, will be supplied with a pedestal. Employees who are in Horizons less than 60% of their time, will be supplied with a hot box or alternative storage solution.

### **4. General Principles**

- 4.1 All employees regardless of place of work will be required to take an online DSE assessment and repeat this as such intervals may be instructed by the FM Team. The purpose of this is to look after your health and safety at work.
- 4.2 All employees must adhere to UCEM IT Security and Data Protection Policies in their place of work.
- 4.3 All employees will be expected to be accessible to colleagues during their normal working hours and ensure their Outlook Calendars reflect the accurate place of work.
- 4.4 All Line Managers will be expected to be accessible to their team and will be responsible for ensuring the performance of their team.

### **5. Remote (Home) Requirements**

- 5.1 All employees on Split or Remote contracts will be required to adhere to the defined contractual conditions relating to working from home.
- 5.2 Where your place of work is solely Remote, or Split, you must have suitable conditions in which to work at home.
- 5.3 As a minimum, your UK home location must be able to accommodate the technology and equipment mentioned in the above section. What this means in practice is that you must have sufficient space in which to house the technology and equipment safely and securely.

- 5.4 In all cases, UCEM technology and equipment can only be handled and used by you, the employee. It must not be accessible to any other household member, at any time.
- 5.5 When you are working remotely as part of the DSE Assessment you will be required to provide evidence that your working environment meets DSE requirements, such as providing a photo of your workstation setup.
- 5.6 You must also provide a secure and reliable internet connection which allows you to work as effectively as if you were in Horizons, including undertaking video and audio calls and connecting permanently to the VPN.
- 5.7 In the case of known broadband outage you should plan to work at Horizons or elsewhere – noting that elsewhere must still meet the place of work requirements. Should you be unable to do either of these options, you will be required to take holiday. In the event of unexpected outage, you should discuss with your Line Manager whether you need to find an alternative place of work or take holiday.
- 5.8 For the avoidance of doubt, the provision of the required broadband, will be self-funded.
- 5.9 It is expected that you will house technology and equipment at a suitable work desk, which gives you the space needed to work safely and confidentially. This space in your home must be away from other household users, such as space in a room which is not frequented by other household members.
- 5.10 Your work environment must remain professional at all times. This means you must be able to work remotely without interruption from household members and noise, and your surroundings should mirror what an office environment would look like (clean/tidy, free of clutter and distractions).
- 5.11 It is not appropriate to work from a sofa or other location which is not in keeping with presenting a professional work environment. Opting to use the blurring function on Teams/Zoom is not an acceptable workaround.
- 5.12 If you do not have space to accommodate these requirements, you are not permitted to work at any location other than Horizons.
- 5.13 UCEM aims to offer an inclusive work environment. On occasions it may only be possible to offer social events or other activities which can be delivered in a specific location i.e. home or office. UCEM will continue to strive to offer events and activities which can be delivered in a hybrid environment. UCEM reserves an ongoing right to consider and review the suitability and reasonableness of both terms and conditions of employment, and employment benefits, based on the designated place of work for job roles.

## 6. Meetings

- 6.1 Meetings should usually operate either as fully remote meetings, or fully in person meetings. Hybrid meetings will not normally occur, as these are the least effective form of meetings.
- 6.2 Meetings will be defined as always being held in person, or remote. Where the meeting is defined as being in person you will be expected to attend Horizons or other agreed location for that meeting.
- 6.3 Corporate meetings such as regular Executive and SLT meetings will usually be held fully remote, and in person once a month.
- 6.4 The Chair and Secretary of the meetings will agree in advance the format of the meeting, with the aim that all formal minuted meetings should be held in person at least twice a year.

## 7. Expenses

- 7.1 Expenses will not be paid for Horizons based roles, or Split roles, except in the case of essential business travel, accommodation, or subsistence (e.g., to attend a training course, conference, or external meeting NOT held at Horizons). In this case the normal rules of the Expenses Policy will apply.
- 7.2 Expenses will only be paid for Remote based roles where it is a business requirement to attend a different place of work (e.g., Horizons for training or a committee meeting), or attend an external business meeting, conference etc. In this case the normal rules of the Expenses Policy will apply.
- 7.3 In all cases expenses must be pre-agreed with the Line Manager in line with the UCEM Expenses Policy.
- 7.4 For the avoidance of doubt, any decision you voluntarily make to attend a different place of work on a particular day to that of your contractual place of work, is at your own expense. For example, if your role is Remote based and you wish to visit Horizons for a day to meet with colleagues, you must cover your own expenses.
- 7.5 Line Managers are responsible for managing to a budget against travel and expenses and keeping these costs to a minimum in all cases. Click Travel must be used to book travel.

## **8. Facilities**

- 8.1 The Facilities team will aim to create defined zones within the Horizons building such as digital working spaces (where Horizons based workers can participate effectively in digital meetings), quiet space, creative/collaborative areas, focused space, and social areas. Additionally meeting rooms will still exist and be bookable. Staff would then be able to book a desk or digital working space in which zone suits them for the work they are undertaking that day, including teams booking desks together. Some teams may require a dedicated space due to the nature of their work/or their selected place of work i.e., Horizons based.

## **9. Parking**

- 9.1 In the first instance, parking will be allocated to those who are Horizons based, where a minimum of 60% of working time is spent at Horizons.
- 9.2 The remaining parking spaces (for those in Split and Remote roles) will be available to book through SharePoint. If you do not use a parking space which has been booked and allocated to you more than twice in any month, you will be not permitted to book a space for a further month.
- 9.3 If you are unable to park at Horizons, you will not be able to claim expenses for alternative parking or travel.

*Last updated 25 March 2022*