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For word

Advances in technology and communications, together with Intelligent Transport Systems, provide us with a great opportunity to develop a transport network that is suitable and adaptable to the demands of the 21st century.

It will be a network that offers improved journey time reliability, fewer accidents, reduced congestion and less environmental impact, and will benefit both the public and private sector. However, this can only be achieved through partnership between the business community and Government.

Efficient and effective transport is integral to supporting economic recovery, advancing social mobility, tackling climate change and reducing air pollution.

Along with many European cities, parts of London do not meet EU targets for nitrogen dioxide (NO₂) and small areas are still at risk of not meeting the targets for fine particulate matter (PM₁₀). These are the most harmful pollutants affecting health and everyday quality of life.

As business leaders your actions can make a real difference. By enabling change in company policy and culture, and ensuring that your organisation offers flexible working options supported by technology and sustainable travel initiatives, relatively small changes in behaviour can have positive impacts on profitability, the environment and society.

Training managers in new skills, and encouraging employees to embrace new technologies and different ways of working, will also enable your business to deal with major events that can affect your operations, such as the 2012 Games or serious weather conditions.

Flexible working brings significant benefits for your business and employees. By engaging with staff and considering the impacts of their travel, we can achieve value for money and, ultimately, a reduction in travel demand and environmental improvement.

Clearly, there is no ‘one size fits all’ solution. Different activities will benefit some employers more than others. By working together I believe we can positively influence the travel choices people make for their personal and organisational needs and so reduce the impacts of transport.

This guide demonstrates the benefits of Smarter Working for business in financial, environmental and corporate social responsibility terms, as well as the wider economic and health benefits.

Norman Baker, Parliamentary Under Secretary of State for Transport
1. Introduction

As businesses strive to offer better service, more efficiency, lower costs and higher motivation, Smarter Working is demanding the attention of employers as a proven set of techniques for delivering tangible performance improvements in the short, medium and long-term.

Smarter Working describes practical methods that help employers move away from a rigid view of how and when people can work effectively. By introducing flexible working practices employers can put themselves in a stronger position to:

**Become an employer of choice by:**

- Attracting and retaining staff
- Appealing to a wider pool of talent
- Reducing time spent on journeys to/from meetings and for commuting
- Providing a better work/life balance for staff

**Become more efficient and productive by:**

- Fulfilling customers’ expectations
- Turning around orders more quickly and reliably
- Reducing overheads on property
- Bringing down levels of absenteeism
- Saving on the costs of fuel and parking
- Emitting less carbon dioxide, Scope 3 greenhouse gases and reduce PM$_{10}$ emissions

In the UK, there are 5.4 million employees who work through some kind of formal or informal flexible working agreement. Of these, 2.2 million are men and 3.2 million are women. Around 3.3 million work from home in some form.

Labour Force Survey, Autumn 2005
For employees, there are also powerful attractions to switching from the traditional nine-to-five routine as they can:

- Improve work/life balance
- Reduce stress
- Reduce long hours
- Find more effective ways of travelling on business than the traditional car journey
- Improve health and wellbeing

Who this guide is for

This guide is designed to be a source of practical help in developing a strategy for Smarter Working, and then implementing it in a way that delivers the full benefits to employers and employees. As well as highlighting the gains, it addresses the organisational challenges and legal issues that occur in changing working practices.

While the guide is aimed primarily at employers who wish to plan their first steps in Smarter Working, it also provides useful frameworks for organisations which have already started to embed Smarter Working practices into their operations and are looking to make improvements.

How to use this guide

This guide provides quick and easy access to the relevant information for the task in hand. The diagram on page six outlines the implementation process.

There are a number of measures detailed in this guide to allow you to choose those best suited to meet the needs of your business. Which measures are appropriate and deliverable will depend on the particular circumstances of the business. Not all the options may be suitable or practical for your organisation to implement.
The British workforce works the longest hours in Europe. However this isn’t helping firms become more productive, nor is it good for the health of employees or the happiness of their families. Unfortunately too few employers have yet to grasp the concept that flexible working not only makes good business sense, it is also good news for overworked individuals.’

Brendan Barber, General Secretary, TUC
2. What is Smarter Working?

Smarter Working can take a number of forms; some very simple with few cost implications in terms of initial investment, to full organisation-wide workflow reviews. It can apply to any business or organisation from large multi-national companies and the public sector to small businesses and the self employed. How and what measures are applied is unique to each organisation, and some measures may be more appropriate than others.

In the past decade, a range of Smarter Working arrangements have become increasingly common. A number of drivers are responsible for this, but the main ones are:

- To reduce business travel and office costs
- As a response to meeting recruitment difficulties
- To improve motivation, health and wellbeing of the workforce
- To retain experienced staff
- To support equal opportunities
- To facilitate meetings between people based at different locations
- To reduce carbon footprint and business impact on the environment and air quality

In addition, there has been pressure from employees to maintain a satisfactory balance between work and other commitments, often referred to as ‘work/life balance’, which has been supported by the Government via the introduction of legislation and guidance.

The deployment of Smarter Working in any given organisation is limited only by the corporate imagination. It means different things to different employers, and many solutions can be combined to meet the requirements of various industries, sectors and skill sets.

Organisations may already be running Smarter Working practices that are not explicitly recognised as such, but could form the basis for planning new initiatives.

The techniques that are most widely adopted break down into four main types:

**Flexible working**

Flexible working empowers the employee to structure their working week within a framework of strict parameters. They are able to dictate start and finish times, and with some options even the days worked. The benefit of this is that employees are able to deal with family and other commitments without it impacting on their work. For example, many hours have been lost in the past
due to GP, hospital, optician appointments etc. Those using flexible working practices, however, tend to arrange their appointments outside of core hours (the hours when it is essential that staff are present at work).

Flexible working options include:

- **Flexi-time** – an employee can choose how weekly or annual hours are worked (also called self-rostering)
- **Flexi-hours** – an employee can come in earlier and earlier, or arrive later and leave later
- **Flexi-working** – enables an employee to work overtime and then take that time off in lieu (TOIL)
- **Condensed hours** – an employee works the week’s hours in just four days, taking the fifth day off

There are many variations on each of these that accommodate the particular requirements of the employee and employer, such as shift working, staggered hours and term-time working. Table 1 on page 12 gives a more comprehensive definition of the approaches.

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**UK workers spend seven hours a week commuting, which is longer than anywhere else in Europe and is equivalent to working 47 extra days a year.**

Labour Force Survey, Autumn 2005

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**Home working**

Home working can be a far more productive and efficient approach for many employees.

According to a survey by networking technology firm Mitel in April 2007, two-thirds of workers have stated that home working allows them to be more flexible, with 41 per cent believing that it can boost productivity.

Mitel’s Managing Director (Europe, Middle East and Africa Region) Graham Bevington claimed that while a number of businesses assume that home working technologies tend to be slow and unreliable, new advances and the availability of fast web connections mean that firms should think again.

He said: ‘With high-speed broadband currently accounting for 70 per cent of all household internet connections and a wealth of telecommunications technologies, such as IP telephony, now an affordable business standard for seamless connectivity to the office, the technology to enable home working is now more sophisticated than ever.’
Another survey by BT Business suggested that 82 per cent of small businesses think that having broadband can help to achieve a better work/life balance.

Advances in technology and wide availability of broadband means many people can now work from home effectively. The benefit of this is that employees remove the need to travel, therefore saving time, which equates to more productive, less stressed and happier employees.

Home working is proving increasingly popular, and this is beginning to have noticeable effects on congestion levels and capacity on public transport, especially in major towns and cities. Even choosing to work from home one day a week can have a significant impact on work/life balance and productivity.

Remote working

Another approach to reduce time spent travelling, and business impact on the environment, is remote working. This is where an employee works on the move, reducing the need to go to the office. This could be working using:

- **Satellite offices** – the term satellite office typically refers to employees working from a remotely-located, high-technology office environment
- **Hot desking** – permanent workstations, or area-based working, that can be used on a temporary basis by different employees as and when required
- **Touchdown solutions** – these can include business centres or internet cafes. The benefit of these are that IT costs are spread across various organisations as space is often rented
- **Car (while stationary) and train** – with contemporary mobile communications technology. Mobile connectivity allows employees to use laptops and handheld devices wherever they are, dependant on coverage. However, this is an area of debate with regard to health and safety implications and advice should be sought.
Alternatives to business travel

A number of alternatives to business travel exist that can help reduce the cost and environmental impacts associated with work-related travel. These include telephone-conferencing, video-conferencing (including telepresence) and even synthetic environments. These technologies are described in more detail below:

- **Telephone-conferencing** – involves people in different locations participating in a joint telephone conversation, thereby avoiding or reducing the need to travel to a shared meeting venue

- **Video-conferencing** – offers the same solution as telephone-conferencing, with the addition of live video feed. Telepresence is a more refined version of traditional video-conferencing, involving the use of one or more large video screens that project images of remote attendees in a way that enables participants to interact in a more natural manner

- **Synthetic environments** – involves the use of a computer-generated virtual world, in which users can communicate. While this technology is still not commonly used, its application may become more widespread over time
### Table 1 – Flexible working practices

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
<th>Typical roles/employees</th>
<th>Benefits</th>
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</thead>
<tbody>
<tr>
<td>Flexi-time</td>
<td>Flexi-time (or flextime) is a variable schedule. Under flexi-time there is typically a core period of the day when employees are expected to be at work, for example between 10:00 and 16:00. The rest of the working day is on flexi-time. Employees can choose when they work, as long as they meet the total of daily, weekly or monthly hours expected by their employer and they get the necessary work done</td>
<td>Providers of customer service and can range from administration workers to maintenance staff</td>
<td>Reduced premises costs</td>
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<td>Reduced staff turnover</td>
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<td>Access to expanded labour market</td>
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<td>Reduce peak-time travel by making it easier for staff to travel at off-peak times</td>
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<td>Part-time</td>
<td>Part-time work is defined as employment that is less than a full-time organisational commitment on the part of the employee. For example, ‘half-time’ would involve working two-and-a-half days a week</td>
<td>Working parents or carers may particularly welcome this</td>
<td>Lower absenteeism</td>
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<td>Reduced work-related stress</td>
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<td></td>
<td>Improved work/life balance</td>
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<tr>
<td>Term</td>
<td>Description</td>
<td>Typical roles/employees</td>
<td>Benefits</td>
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<tr>
<td>Job share</td>
<td>Job sharing is an arrangement where two or more employees share the duties and responsibilities of a single full-time job. Each job sharer has broadly the same responsibilities, although their contractual terms and conditions of employment may differ. Sharing might also include shift swapping within groups of employees who carry out the same task.</td>
<td>Useful as a way of combining part-time and flexi-time</td>
<td>Lower recruitment costs&lt;br&gt;Improved staff effectiveness&lt;br&gt;Improved resilience in the event of staff absence</td>
</tr>
<tr>
<td>Time off in lieu (TOIL)</td>
<td>TOIL or ‘banked hours’ is similar to flexi-time. Workers are credited for extra hours worked and then allowed to take them off at another time. Unlike flexi-time however, time taken off usually has to be agreed in advance and time may have to be earned or banked before it can be taken.</td>
<td>Can be used to deal with seasonal demand patterns</td>
<td>Staff retention&lt;br&gt;Improved capacity planning&lt;br&gt;Reducing the need to commute where whole days are taken off</td>
</tr>
<tr>
<td>Annualised hours</td>
<td>Working annualised hours means an employee is contracted to work a number of hours per year, which are worked flexibly and not in a fixed way.</td>
<td>Helpline staff</td>
<td>Allows business costs to be defined&lt;br&gt;Helps budgeting&lt;br&gt;Can reduce the need for peak-time travel, or the need to travel at all where</td>
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<tr>
<td>Term</td>
<td>Description</td>
<td>Typical roles/employees</td>
<td>Benefits</td>
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<tr>
<td>Zero-hours contracts</td>
<td>Workers with zero-hours contracts are not guaranteed work but are 'on call' to work according to the short-term needs of their employer. They are then paid an agreed level for the number of hours for the period worked</td>
<td>Useful in managing pre-retirement planning or where there are wide fluctuations in demand</td>
<td>Retain skills and therefore reduce recruitment costs</td>
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<td></td>
<td></td>
<td>Helps ensure commuters only travel when necessary</td>
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<tr>
<td>Term-time working</td>
<td>Term-time working is most common within the education sector. It allows people who have children of school age to be at home during the school holidays. It is also found in other sectors where this pattern fits the demands of the workload</td>
<td>Parents and carers in all types of roles</td>
<td>Improves staff retention</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>Helps ensure commuters only travel when necessary</td>
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<tr>
<td>Compressed hours</td>
<td>Compressed (or restructured) hours result in work taking place in fewer and longer blocks during the week or month, for example, a nine-day fortnight or a four-day week</td>
<td>Maintenance work where significant disruption might be caused</td>
<td>Reduces overall time for project</td>
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<td></td>
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<td></td>
<td>Allows loyal staff some</td>
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<tr>
<td>Term</td>
<td>Description</td>
<td>Typical roles/employees</td>
<td>Benefits</td>
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<tr>
<td>IT project staff</td>
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<td>IT project staff</td>
<td>flexibility</td>
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<tr>
<td></td>
<td>lifestyle employees who would like fewer but longer breaks</td>
<td>Lifestyle employees who would like fewer but longer breaks</td>
<td>Helps to reduce demand for commuter travel</td>
</tr>
<tr>
<td>V-time working</td>
<td>This is a voluntary agreement in which an employee’s hours are reduced for an agreed period, with a guarantee that full-time employment will be available again at a specific date</td>
<td>This might be in response to either the needs of the employer or the employee</td>
<td>Allows the employer to retain skills but reduce costs in the short term</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Any role</td>
<td>Helps ensure commuters only travel when necessary</td>
</tr>
<tr>
<td>Breaks from work</td>
<td>This could be the more traditional issue of time for the birth or adoption of children, but can also be extended into unpaid sabbaticals or career break schemes, which allow the organisation to retain staff, while extending a high degree of flexibility for a short period of time</td>
<td>Maternity, paternity and care responsibilities</td>
<td>Retains staff</td>
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<td></td>
<td></td>
<td>All roles</td>
<td>Eliminates commuter and business travel for the duration of the break</td>
</tr>
<tr>
<td>Term</td>
<td>Description</td>
<td>Typical roles</td>
<td>Benefits</td>
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</tr>
<tr>
<td>Hot desking/ area-based working</td>
<td>Hot desking refers to permanent workstations that can be used on a temporary basis by different employees as and when required. The work surface could be an actual desk or just a terminal link. No-one has their own personal domain</td>
<td>Financial services</td>
<td>Anywhere staff work with different teams of people or where staff are not predominantly office-based</td>
</tr>
<tr>
<td>Working from home</td>
<td>Activities and functions are mainly performed at home and typically require the establishment of a suitably equipped workspace to allow full, regular contact with colleagues and customers. Leads to reductions in commuter travel</td>
<td>Administrative posts</td>
<td>Knowledge workers and can be helpful if covering different time zones or round-the-clock cover</td>
</tr>
<tr>
<td>Teleworking</td>
<td>Teleworking refers to jobs and assignments performed from a distance, typically over a network such as the internet, as opposed to work performed directly on site. Can reduce the need for commuter and/or business travel</td>
<td>Sales</td>
<td>Where most work is conducted by telephone</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer support</td>
<td></td>
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<tr>
<td></td>
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<td>Technical helplines</td>
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<tr>
<td>Term</td>
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<td>Typical roles</td>
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</tr>
<tr>
<td>Mobile working</td>
<td>Mobile workers may have a permanent base, but spend most of their working time in other locations. Suppliers of business services, in particular, are mainly on site with clients. These workers can communicate with colleagues in their office and stay away from base for long periods by using wireless internet-enabled laptops, mobile phones, and Smartphones, which combine many of the features of computers with mobile telephony. These IT tools can also provide significant savings when coupled with other Smarter Working techniques such as hot desking. Mobile working can help to reduce the need for commuter and/or business travel</td>
<td>Sales staff, Auditors, Field technical staff, Regional managers, Trainers, HR managers, Project managers</td>
<td>Employees who make face-to-face calls and can use time between appointments to manage administration</td>
</tr>
<tr>
<td>Virtual teamworking</td>
<td>In virtual teams people collaborate on joint projects but rarely or never meet face-to-face. Ongoing developments in video conferencing, virtual private networks and collaborative-project software have made such work more accessible. Where physical items have to be exchanged, courier services are used. Virtual team working has the capacity to help reduce the need to travel for business</td>
<td>Copywriters, Editors, Illustrators, Graphic designers</td>
<td>High skill level work where teams might work together for a short period of time</td>
</tr>
</tbody>
</table>
### Table 3 – Alternatives to business travel

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
<th>Typical roles</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone-</td>
<td>Telephone-conferencing, tele-conferencing or audio conferencing involves</td>
<td>Anyone with a need to communicate with others based elsewhere</td>
<td>Potential to reduce the time, costs, environmental impacts and duty of care risks associated with</td>
</tr>
<tr>
<td>conferencing</td>
<td>people in different locations participating in a joint telephone conversation, so avoiding or reducing the need to travel to a shared meeting venue</td>
<td></td>
<td>business travel</td>
</tr>
<tr>
<td>Video-conferencing</td>
<td>Video-conferencing offers the same solution as telephone-conferencing, but with the addition of live video feed. Telepresence is a more refined version of traditional video-conferencing, involving the use of one or more large video screens that project images of remote attendees in a way that enables participants to interact in a more natural manner</td>
<td>Anyone with a need to communicate with others based elsewhere</td>
<td>Potential to reduce the time, costs, environmental impacts and duty of care risks associated with business travel</td>
</tr>
</tbody>
</table>
Case study: Nationwide Building Society

In moving towards flexible working Nationwide considers itself to be ahead of the legislative process, and sees the impetus coming from both the business and employees. In the past 140 years, well in advance of any legislation, it has been offering career breaks, the ability to buy extra holiday entitlement and to work from home. It also offers an array of other flexible working options, including job sharing, part time/reduced hours, shift working, annualised hours and term-time contracts.

Nationwide sees a number of advantages to flexible working, including:

- More efficient use of existing office space and better asset utilisation
- Meeting customers at a time and location to suit them, for example in their own home in the evening
- Improved employee productivity by reducing stress related to commuting
- Higher levels of motivation and staff retention

Nationwide also recognises the advantages for employees of a better work/life balance that allows them to structure work commitments around family or other personal commitments. Nationwide accepts that as a result of changing social attitudes, employees may be more reluctant to move location because they want to give higher priority to the needs of their partners and children. As a result, Smarter Working practices address this need and ensure skilled and qualified employees remain with the company as part of an overall travel plan strategy.

Figure 2 – Increase in uptake of Londoners working from home

Source: Office for National Statistics, labour force survey, microdata service, spring Quarter
Base: All in employment (employees and self-employed); working from home also includes using home as a base.

**Figure 3 – Availability of different types of Smarter Working within organisations**

The graph below illustrates take-up and availability of Smarter Working practices within organisations, and demonstrates the wide range of solutions that have been adopted.

Source: Chartered Institute of Personnel and Development, Flexible working: impact and implementation, survey based on a sample of 574 organisations, February 2005
3. What technology supports Smarter Working?

We live in a world where technology develops at lightning speed. We are now able to connect to remote locations easily and cheaply all over the world. This provides a crucial infrastructure for sharing information and reducing costs.

Although the latest advances in mobile technology and the continuing widespread growth in broadband are enabling us to adopt Smarter Working practices, it is not just a question of ICT. Smarter Working is also about changing culture, reorganising the way people work and giving them the right skills. Best practice shows us that simply delivering technical training and people skills training is not sufficient to promote the adoption of new working practise. Gaining buy-in by engagement with both managers and staff is imperative to overcome attitudinal barriers to change.

ICT may allow us to connect workers wherever they are, but is an enabler rather than a solution. Technology is not a substitute for good management in adapting to the new challenges of a more flexible workforce.

Solutions available

Mobile phones

Mobile phones have been a part of the work environment for around 25 years. We no longer use mobile phones just to make calls. We are now able to use mobile technology to connect mobile workers to an organisation’s information systems in a variety of ways – this is known as technology convergence.

We can now use Smartphones to allow staff to collect email and text alerts on the move, and provide internet connections either to their office base or just allow access to internet-based information. Some mobile devices provide full keyboards with the many features of full-size laptop computers, but a size that fits in the pocket.

Connection speeds have improved to the point where there is no visible delay in collecting data, which, when coupled with the new configurations of keyboards and improved screen technology, makes the prospect of mobile handheld computing a reality. Tailored solutions using this mobile technology now mean that we can connect delivery drivers and remote workers all the time, creating efficient use of road networks, supply chain management and out of office time. It will, however, require clear policy and guidance on usage and management.
Laptops, tablets and other portable computers

In recent years, along with the reduction in the price of laptops, the availability of tablets and other mobile devices, improvements in speed and capability mean that such devices are no longer a compromise in computing power. There are two main ways of connecting a portable computer when on the move:

- Connecting to a public wireless network in set locations, often called a ‘hotspot’, in urban areas. These are now provided on a free or subscription service by a range of organisations ranging from telephone operators to hotel chains and coffee shops.
- The use of mobile technology now allows us to connect to the internet on the move. This is usually in the form of an add-in mobile data card, which provides broadband quality connections via a mobile network provider.

Home offices

Workspaces at home are becoming increasingly common. In a home office, the employer provides ICT equipment and connections, as well as a printer and the appropriate office furniture. Often the employee uses a secure connection to the company information system, called a virtual private network (VPN) so that confidential or sensitive information is secured on the company system, and the employee is not responsible for backing up data or carrying confidential data on memory sticks.

A VPN is a private data network that makes use of the public infrastructure while maintaining privacy and security. It is therefore a cost-effective and secure option for connecting smarter workers.

Hub working

Hub working combines the use of portable computing and remote-work locations outside the home. A hub is a centre where shared desk space is provided for workers who might spend a high proportion of their time with clients but need a base to carry out administrative work or write reports. These facilities can be dedicated to one organisation or shared.

Providing hub locations is a rapidly expanding business and space can be rented as a one-off or a regular booking, as facilities are provided by independent companies. Employees can connect to a wireless network using the same portable equipment that they use in their main office. A key benefit is the opportunity to reduce work and personal travel time by having access to a network of hubs closer to clients and to staff at home.

One way of making mobile or home-based teleworking a practical option is by creating ‘touchdown centres’. Touchdown centres enable location-flexible employees to drop-in and have access to corporate systems or specialist facilities, meeting rooms, video and audio-conferencing facilities, and secretarial services for example. They can be based at an organisation’s own premises and this is, by far, the most common approach. However, they can
also be at third party premises. This second approach delivers the most benefit as it can lead to a significant reduction in your organisation’s property requirements, or a more effective utilisation of space.

Rackspace Ltd, an IT hosting and cloud provider, were looking at relocating premises to allow for expansion of its workforce and to consolidate office locations. It worked with support from Transport for London (TfL), to produce a travel plan in 2009. The plan played a crucial role in influencing the location of its new office and the transport facilities needed.

The company was very keen to ensure that the new facility would encourage more employees to travel to work by public transport and in December 2010, it moved from Stockley Park to Hayes. The move was a great success, but in particular the ease of getting to and from the office by public transport, together with the increased facilities to support staff who cycled or even ran to the office.

Luis Rios, Head of Sustainability and CSR at Rackspace, said ‘Our visitor centre is also frequently used for events by Rackspace and our partners with one of the benefits cited by our guests is the ease of public transport commuting.’

As Rackspace continues to grow, sustainability remains top of the agenda and committed to following the best practices outlined in its travel plan.

The part Rackspace UK’s Office Move team played was acknowledged by not only winning the UK Green Team of the year at the Green IT Awards but also by achieving the BREEAM accreditation for the fit out process.
Technological alternatives to client meetings

Travel to business meetings can now be reduced in many ways, including:

- **Video conferencing** – internet connections are used to provide live video links using webcam or satellite connection technology

- **Internet-based telephone calls** – known as Voice over Internet Protocol (VoIP), these are excellent value for money as calls are usually free. To access this you need specific software and hardware. However these are relatively low-cost in comparison to the savings made

- **Instant-messaging** – chat sessions using internet-based chat rooms, such as Yahoo and MSN. Previously these were more for personal use. However, many businesses are seeing the benefit of allowing staff to utilise instant-messaging to avoid unnecessary telephone calls. They allow you to develop ideas and multi-task. Employers must define specific policies to ensure users are aware of acceptable use and that other users are known to them as security and file-sharing can be an issue

- **Telephone conferencing** – groups of workers can be linked quickly and easily using internet-based networks. With the right software additional individuals can be introduced to a conference at the touch of a button. This is of particular benefit to project meetings when using a dispersed team. Physical objects that need to be viewed and discussed are often delivered to participants by courier

All these techniques are becoming increasingly acceptable in the world of business and are the norm for many.
Nicky Major, Director of Corporate Responsibility at Ernst & Young, on their successful video conferencing uptake programme said ‘As one of the world’s largest professional services firms, travel plays an essential part in delivering the levels of service expected by our clients. In some circumstances, it is also required to satisfy certain legal requirements and as we and our clients become more global, we anticipate that the need to travel will increase. However, we also recognise that travel is our greatest source of greenhouse gas emissions and are committed to encouraging our people to use alternatives wherever possible.’

‘At Ernst & Young we have been utilising a network of video conferencing (VC) facilities in our offices for many years now and recognise the significant benefits that it can bring to our business, people, clients and the environment.’

Here are some of the key factors in maximising the potential benefits from video conferencing systems:

- Devise a global technology standard: develop a clear technical specification so that any equipment purchased is consistent across all sites and delivers total compatibility
- Facilities should be easy to use: choose user-friendly systems that do not need the user to have an understanding of the underlying technology
- Decide on an appropriate VC per head ratio: ensure that the number of facilities available means VC is accessible to all employees
- Have a centralised team of VC technicians: to support and deliver the service across the business
- Train local employees: to be the main points of contact for routine staff support
- Develop a ‘quick reference guide’: provide all staff with easy-to-understand information explaining how to use the equipment to best effect
- Communicate clearly: tell all your staff about the facilities that are available and how to book them
- Engage your employees: make sure your staff are aware of the potential benefits they can enjoy by using VC
- Set targets for VC utilisation: publish these goals as part of your internal management systems or local travel plan to ensure they are integrated into your business strategy
- Be innovative: use a combination of approaches to get people to try the systems and encourage them to make it a regular event
Employer benefits

Smarter Working has the potential to create efficiencies, reduce costs and allow work to be completed more quickly. For organisations already offering 24-hour cover or operating in different time zones, flexible working gives staff the time to meet deadlines in a professional manner. As the world becomes more demanding about levels of services, such responsiveness is becoming the norm in all areas of work. This is helping to bridge the gap between a global economy and the Working Time Directive.

Expecting people to work excessive hours is no longer realistic, even given a tough business environment. As a matter of competitiveness, employers will increasingly consider flexible working patterns to help ensure efficient and effective staff utilisation and customer service, and to help attract and retain staff who have a need or wish to balance work/life with family commitments or other quality of life factors. Those that fail to apply such thinking run the risk of losing ground in markets operating on tighter deadlines and with more demanding customers and employees.

So, whether an organisation wants to be more efficient or more responsive, there are a number of benefits to be gained from Smarter Working.

Lower cost of premises

Work routines that do not require all employees to be in the office at the same time mean fewer desks, particularly for administrative work. If attitudes towards the territorial aspects of desk ownership in office environments can be changed, then the requirement for floor space will fall. This can be achieved by improved office design and work environment.

By linking staff through Information and Communication Technology (ICT), costs can be cut in the medium term in direct proportion to the amount of office space previously maintained that is now no longer required. Expanding organisations will save even more if the introduction of Smarter Working practices reduces the pressure on space and removes the need to relocate. Lease periods should be carefully considered, however, as not all savings can be realised within a financial year.

Lower cost of business travel

As part of Smarter Working, people can be encouraged to use ICT to replace business travel – or at least to take a new approach to how they travel. Technology is already dominant in the use of email for routine written communications, and improved speeds for internet connection have made video conferencing a real alternative to face-to-face meetings.

Shorter timescales for delivery

Manufacturing plants traditionally work in shifts to maximise output. Staff are required to work around the clock to keep the presses rolling. If plant was only used for the conventional eight hours in a working day, then production would take three times as long.
The same principles apply to any task where delivery depends on a number of linked processes, whether in manufacturing or in services. Where hold-ups occur, additional staff can be present or on-call to prevent any slippage.

**Improved customer response**

With expanding global markets customers now expect to make contact at almost any time. By offering extended opening hours or longer on-call times through the use of effective scheduling and technology, the demands placed on organisations can be evened out. Through email, the distribution of tasks becomes easier, allowing employees to vary their work hours to the benefit of both employer and customer and often leading to increased sales.

**Increased productivity**

Employees who have a degree of control over their own work routines are more motivated, more inclined to hit deadlines set by their organisation, and more responsive to customers operating on a 24/7 global basis.

**Lower recruitment costs and lower staff turnover**

Employment, recruitment, training and other disruption costs can be reduced by having specific policies to facilitate Smarter Working that give staff a degree of self-determination. This promotes organisations as an ‘employer of choice’ for potential staff.

**Reduced absenteeism**

Change in domestic circumstances, or routine health appointments are more likely to be facilitated by flexible workers without the loss of an entire working day.

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**Case study: BT Workstyle**

To remain competitive and responsive, BT has adapted the way it manages people and the way they work. The company has what it believes is one of the largest flexible working projects in Europe – called ‘BT Workstyle’. Flexible working is available to almost everyone and the company now has more than 75,000 flexible workers.
Figure 7 – Effects of flexible working on employers (percentage)

The graph below shows the positive impact that Smarter Working can have.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Postive Effect</th>
<th>Negative Effect</th>
<th>Mean</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Retention</td>
<td>27</td>
<td>47</td>
<td>17</td>
<td>1</td>
</tr>
<tr>
<td>Motivation</td>
<td>22</td>
<td>48</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Recruitment</td>
<td>17</td>
<td>34</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>Psychological contract</td>
<td>14</td>
<td>42</td>
<td>23</td>
<td>2</td>
</tr>
<tr>
<td>Productivity</td>
<td>10</td>
<td>35</td>
<td>35</td>
<td>2</td>
</tr>
<tr>
<td>Absence</td>
<td>10</td>
<td>36</td>
<td>35</td>
<td>4</td>
</tr>
<tr>
<td>Customer service</td>
<td>8</td>
<td>19</td>
<td>44</td>
<td>17</td>
</tr>
<tr>
<td>Team working</td>
<td>7</td>
<td>10</td>
<td>45</td>
<td>15</td>
</tr>
<tr>
<td>Knowledge-sharing</td>
<td>3</td>
<td>13</td>
<td>45</td>
<td>13</td>
</tr>
</tbody>
</table>


BT identified that its workers fall into three categories: mobile, home-based and office-based. Each of these categories overlap and an approval procedure to facilitate Smarter Working based on flexibility as opposed to grade, job function or location is the best approach.

Figure 8 – The BT model for flexible working

![BT model for flexible working](image-url)
Employee benefits

Smarter Working gives employees more control over their hours and patterns of work. It offers them the chance to improve their quality of life and reduce their levels of stress by cutting down on excessive hours, fitting other activities or responsibilities into their routine, and reducing their journey times to work.

Reducing long working hours

According to TUC analysis of official figures, a record 5.26 million people worked unpaid overtime in 2010. This equates to an average of seven hours 12 minutes per person per week – worth £5,485 per person and a record £28.9 billion to the economy. This is the highest number since records began in 1992. One in five workers (21 per cent) regularly worked unpaid overtime last year, an increase of 0.7 per cent since 2009 and the highest proportion since 1997.

'A rigid nine-to-five work structure from a central location is wasteful in terms of time and resources, damaging in terms of the environmental impact, and harmful in how it increases stress levels. Smarter Working is a win-win situation. Any costs will be outweighed by an increase in productivity, and the social benefits of an improved work/life balance for employees will be far-reaching.'

Brendan Barber, General Secretary of the TUC

Adapting to personal commitments

For people with demanding lives, employers that offer flexible working are much more attractive than those with fixed routines. In particular, it makes life easier to manage for those with caring responsibilities. By increasing the use of Smarter Working, there is the potential to reduce absences from work.

Reduced journey times and trips

Using the Labour Force Survey, the TUC has calculated that workers spend an average of 52.6 minutes commuting every day. Workers in London have the longest commute (74.2 minutes), followed by workers in the South East (56.4 minutes) and the East of England (56 minutes). Workers in Wales (41 minutes) and the South West (44.8 minutes) have the shortest journeys to work.

By not travelling, or travelling outside of peak hours, workers save time otherwise wasted in congestion, reduce stress and help to cut emissions.
Financial benefits

Developments in the car insurance industry, such as pay as you drive insurance, acknowledge the needs of commuters and indeed sporadic usage, representing further savings for the individual. While home utility bills may be higher, tax breaks are available to partially compensate the individual. Further advice should be gained by the employee from their tax office. Increased costs are further offset by employees, owing to the ability to prepare their own food and a reduction in associated commuting costs to a central employment location, such as season tickets, fuel etc.

Further benefits

Much focus is placed on the corporate and social responsibility of the business, but individuals’ psychological needs also have to be taken into account. A company with a clear environmental policy, which also addresses work/life balance, is increasingly becoming part of the individual’s employer selection criteria. A well thought-out policy will satisfy the individual’s needs and impact on their loyalty and corporate pride.

Environmental benefits

The global benefits of reducing greenhouse gas emissions are becoming increasingly recognised. However, at a local level it is the adverse air quality consequences of emissions that are of most concern, especially emissions of fine particles (referred to as particulate matter – \( PM_{10} \) and \( PM_{2.5} \)) that have potential for the greatest damage to the health and wellbeing of those who live and work in the Capital. A study\(^1\) by the World Health Organisation in 13 Italian cities has shown that particulate matter can be responsible for up to nine per cent of the deaths of people over the age of 30 within modern industrialised cities. However, not all of the particulate pollution in London is generated from within the city. Of the proportion that is, road traffic is the greatest contributor to \( PM_{10} \) as a result of engine emissions and tyre and brake wear.

The Institute of Occupational Medicine report on the ‘estimation of mortality impacts of particulate air pollution in London’, commissioned by the Mayor of London, suggests that around 4,300 deaths in London are caused by exposure to \( PM_{2.5} \) every year.

Travel by road is adding to London’s local air quality problem by contributing to \( PM_{10} \). Scope 3 greenhouse gas emissions and \( NO_2 \) concentrations in the air. Smarter Working helps to reduce emissions from road transport by reducing the need for travel and by encouraging travel at different times of the day to relieve congestion at peak times. Businesses will benefit from helping to improve air quality with reduced sickness absence, improved profitability, faster deliveries and increased sustainability and resilience.

\(^1\) Health Impact of \( PM_{10} \) and Ozone in 13 Italian Cities, WHO 2006
Corporate and social responsibility benefits

Smarter Working policies can put an organisation in the position of being an ‘employer of choice’. They can widen its recruitment pool and potentially reduce recruitment and absenteeism costs.

Smarter ways of working can remove some of the barriers to employment for minority groups e.g. Black, Asian and Minority Ethnic (BAME), Lesbian Gay Bisexual and Transgender (LGBT), and can also take some pressure off other workers who might struggle to maintain a regular work routine, but, given an agreed degree of flexibility, can make a positive contribution.

As an employer, it is vital to take steps to retain staff whose circumstances might change so they can continue to work in the organisation after taking a break, for example following parenthood or recovery from a major illness. However, as a result of the Equality Act 2010, and supported by employment law, best practice is increasingly showing us that employers are not seeking to question the request for Smarter Working activities but how to facilitate these and therefore are opening the options out to the entire workforce.

Working from home

London has the UK’s highest percentage of women working from home. Thirty-eight per cent of those that work from home in Inner London are women. The figure for Outer London is the UK’s second highest at 33.8 per cent and the South East (excluding London) is the third at 33.3 per cent. This compares with the national average of 31 per cent. London has 120,000 people who work from, or are based at, home. This figure makes up around four per cent of the working population. There are clearly already many employers taking on employees on contracts that do not require routine regular commutes, which in turn helps reduce congestion and wasted time.

Did you know?

- The economic cost from the impacts of air pollution in the UK has been estimated at between £9 and 19 billion every year (Department for Environment, Food and Rural Affairs)
- Estimates indicate that air pollution reduces life expectancy in the UK by an average of six months
- Air pollution may lead to 50,000 deaths in the UK per year (House of Commons Environmental Audit Committee, 2010)
Workers with disabilities, and disabled people excluded from the workforce

According to disability charity Scope, there are around one million disabled people in the UK who want to work but are prevented from doing so as a result of rigid work routines. In addition, research shows that disabled people are twice as likely to be unemployed.

A major obstacle is employers not adapting, or responding to, staff who have impairments. But firms that adopt flexible working practices, based on reasonable adjustments, help people to work more productively, while fulfilling their legal responsibilities as an employer. For example, working from home, even for part of the working week, will be a major benefit to those whose journey to and from the place of employment can be the greatest barrier. Taking care to consider the design of work tasks, so that they can be completed by all workers, is vital to solving labour supply problems.
**Older employees**

Both the UK workforce average age and life expectancy are increasing. Improved healthcare means that, on average, people are choosing to work for longer. The demographic shift in age and reduced economic stability in pension arrangements means many workers who reach retirement age are increasingly seeking to continue either in full or part-time flexible work arrangements. Their rights to do so are protected under the Equalities Act 2010. These changes in our society are beneficial to business as it means that more experienced staff can be retained for longer and valuable experience not lost.

**Equal opportunities**

The Equality and Human Rights Commission’s (EHRC’s) January 2007 report, Working Outside the Box, reveals that 6.5 million people in Britain could be using their skills more fully if flexible working was available. It warns that rigid working practices are driving highly qualified workers into jobs below their skill level so they can achieve a work/life balance.

The report goes on to say that ‘Outdated workplace cultures are further damaging the economy by increasing pressure on an over-stretched transport system. Overcrowded rush-hour trains and motorways are causing misery for commuters and wasting time for employers.’
5. How to implement Smarter Working practices

In deciding which types of Smarter Working apply best to a particular organisation, managers in consultation with employees and unions should first review the competitive pressures under which they are operating and decide on what degree of flexibility can realistically be offered given the constraints of the business.

The technology, skills and regulations, which will be necessary for any changes to take effect, need to be assessed. It is also necessary to take into account the cultural shift that managers are going to experience and new skills training that may be required to address a differing managerial approach.

In this section the implementation of Smarter Working from a Human Resources (HR) perspective is discussed, a flow chart of the planning process is provided, and a summary given of the main points to consider in changing working practices.

In addition, managers might like to consult the Department for Business, Innovation & Skills guide to changing work practices produced with the CBI and TUC in 2005 (see Section 7).

Process for planning and adopting Smarter Working

- Stage 1: Raise awareness with all staff
- Stage 2: Establish key needs
- Stage 3: Define targets
- Stage 4: Determine costs and benefits
- Stage 5: Define priorities
- Stage 6: Action plan
- Stage 7: Review
Process for planning and adopting Smarter Working practices

1 Raise awareness with directors, managers, staff and employee representatives in the organisation and gain their buy-in

Awareness of the potential business benefits, the new skills required by managers and employees, and the role of any technologies, is vital to setting objectives for improvement. Consultation with employees, unions and other representative bodies is also important.

Commitment and securing management support from the outset is imperative. If managers are aware of what a Smarter Working Policy can achieve, they are more likely to buy into the process and be flexible in their approach to staff training and management. The business case in Section 5 can be used to gain this support.

As changing staff working arrangements are based on cultural and behavioural change, it can be alien to managers, and so training needs must be taken into consideration. These concerns can often be allayed by working alongside an organisation that has already implemented a Smarter Working Policy.

Managers may also be worried about employees not being available at core times in case a client rings. However, in reality, an extended service is often provided. Similarly, there could be a reluctance in both employees and managers to request or pursue new ways of working. Resistance to change in culture or behaviour can easily be overcome by promotion and advertising, but consideration also needs to be given to ensuring measures that are introduced to the workforce are delivered in a consistent manner.

Flexible working policies may enable employers to retain valued staff by offering them choice to suit their lifestyle demands. Smarter Working is a strategy for better managing a workforce, so guidelines are required based on business needs and what measures can be implemented and restrictions that may apply.

2 Establish key needs

Your organisation will have key priorities for its market place. Collect data through surveys and establish what is possible, practical and desirable. The management group should assess the current adoption of Smarter Working and review significant pressures on the business. It can then define which of the techniques set out in this document could and should apply. The information in Tables 1, 2 and 3 can be used to identify those techniques that are likely to be of most use.

Business needs

Many departments within an organisation will have an impact on how, or if, Smarter Working practices can be employed. These need to be identified to fully understand both business and service implications. By engaging with the various departments early in the process and identifying how they as a department and individuals will benefit from proposals, it will be possible to
identify what is really required in terms of on-site cover, technology and support.

Some examples may be:

**IT Department** – it is important to know what equipment is in place, what is, what is needed and what additional procurement may be required to meet demand.

**HR Department** – a change of working practices may require union and staff negotiation, new contracts and a change in advertising policy or administrative processes. Individual roles will need to be assessed for suitability. For example, IT hardware support, administration and reception tend to be areas where the degree of individual flexibility may be limited due to face-to-face contact and so may need to be excluded from certain options.

**Production or Service Department Heads** – it is important to ensure that workflow is not affected, and improvements and savings are seen. Therefore, it is imperative to take into account operational requirements and future plans.

If your business case for Smarter Working is that of staff retention and recruitment, then engage with others in your industry to find out what obstacles they faced and which techniques gave best value.

**Staff needs**

It is important to assess business needs first, as production and service delivery dictate to a degree the choices that can be offered to staff. It is also equally important to find out what employees would appreciate and value. Imposing the solution from above without catering for staff needs could result in low morale and dissatisfaction among the workforce. Therefore, within a survey only ask for comments on the areas in which action can be taken. It should be made clear to employees that the review is a two-way process and that their views are valued, but only changes that will benefit the business (even indirectly), as well as the individual, can be accommodated.

Flexible working is a cultural shift for many organisations that requires more trust to be placed in employees. Consider what is of value to the individual and to your organisation, as it is a policy based on personal flexibility and needs that will build a strong, loyal workforce. Once the survey response has been collated, feed back the results of the research to employees, including a firm timescale to evaluate suggestions and make decisions.

**Health and safety considerations**

As a consequence of Smarter Working there are implications for the health and safety of the workforce, such as longer opening hours, people working alone, security provisions and risk assessments for home and mobile workers. For further guidance contact the office of the Health and Safety Executive or a local representative.
Current working patterns

Current practices such as routine meetings need to be booked to ensure that all workers can meet together when necessary, and that workers remain informed and involved. One of the possible drawbacks of lone working is the feeling of isolation from the team. Team meetings, if handled appropriately, can overcome this.

A policy may therefore be required regarding facilitating meetings to maximise attendance in line with ‘core hours’ and not to place unnecessary strain or pressure on those with remote working practices. The policy needs to be fair and equitable to all in order to be inclusive, although meetings can be held – utilising video, audio or tele-conferencing if appropriate.

Evaluate flexible working requirements

If considering flexible working, parameters may need to be decided and policy will need to be amended to ensure consistent and fair application:

- Are options to be made available to all employees?
- How much work may be done at home?
- Which roles are suitable?
- Whose permission is required?
- What are the health and safety implications?

Also look at the technology required to enable it. If, for example, your organisation intends to spread the scope of home working widely (rather than just allowing it on an occasional basis to meet deadlines), then there will be ongoing implications and considerations. An assessment should be made of business needs:

- What equipment is available or will be required?
- Are networks and servers accessible or are there cost implications?
- Is IT security robust enough to provide effective cover?
- Will staff need training, for example health and safety or IT?
- Consider data protection and security issues
- Formulate an engagement strategy

3 Define targets

Before launching the scheme, set targets to measure its success. Target indicators for key operational areas could be productivity, turnover and staff satisfaction. To set targets, it is suggested to use the SMART principle, in that all targets should be:

- Specific: Say exactly what you mean
- Measurable: You can clearly show what you have achieved
- Achievable: A realistic but stretching target within the availability of resources, knowledge and time
• Relevant: It needs to be the main goal and a clear defined goal of the project
• Time-bound: A period needs to be specified within which the target will be met

Once a system for monitoring the effectiveness of the scheme has been decided, consider a trial period. Most important, however, is to make sure employees are informed of decisions and agree a suitable start date. Also, that any problems that arise are discussed and resolved.

You may wish to ensure that your organisation has the right to return to previous working practices if the new scheme does not work satisfactorily.

4 Determine costs and benefits
Each activity will have implementation costs and expected benefits. These have to be quantified, although some will overlap. Do not forget to consider communication and training issues, as these can increase timescales and costs.

5 Define priorities
Prioritise actions and define the plan. Consultation with staff, unions and other staff representatives is critical. The outcome of surveys will define the most popular and beneficial measures. There could be several to choose from, and to maintain momentum towards achieving the plan’s goals it is best to focus initial efforts on those that will gain the highest level of take-up.

It is far more effective to promote a few key measures, and implement and market these well, than promote several ineffectively. However, make sure that staff are aware that these are just your key priorities and that other measures could be implemented at a later stage. Page 44 provides a process for identifying adoption.

6 Action plan
Implement the agreed action plan with timelines and responsibilities for set tasks. There will often be capital expenditure requirements, so it is important that the budget is available to meet requirements. As with all projects, allocating individual responsibilities is vital to ensuring success. These could be broken down to IT issues, staff liaison, marketing and awareness.

7 Review
The review process ensures momentum is maintained and objectives are achieved. The implementation process should be reviewed regularly.

Any review process should feed back into Step 2 and will enable future targets to be set and new measures introduced as appropriate. At this stage delivery of future initiatives and communications plan will need to be revised.
### Figure 4 – Main constraints to Smarter Working (percentage)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Not Important</th>
<th>Very Important</th>
<th>Mean</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational pressures</td>
<td>36</td>
<td>41</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Customer/service requirements</td>
<td>37</td>
<td>36</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>Managers’ ability to effectively manage flexible workers</td>
<td>30</td>
<td>38</td>
<td>20</td>
<td>7</td>
</tr>
<tr>
<td>Line management attitudes</td>
<td>27</td>
<td>40</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>Existing organisational culture</td>
<td>24</td>
<td>34</td>
<td>24</td>
<td>9</td>
</tr>
<tr>
<td>Lack of senior level support</td>
<td>20</td>
<td>25</td>
<td>28</td>
<td>16</td>
</tr>
<tr>
<td>Financial restraints</td>
<td>15</td>
<td>21</td>
<td>29</td>
<td>19</td>
</tr>
<tr>
<td>Technological constraints</td>
<td>8</td>
<td>19</td>
<td>27</td>
<td>22</td>
</tr>
<tr>
<td>Employee lack of interest</td>
<td>3</td>
<td>15</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>Employee resistance</td>
<td>2</td>
<td>9</td>
<td>23</td>
<td>30</td>
</tr>
</tbody>
</table>

The word ‘Important’ should start with a lower case ‘i’ in top line, and ‘Know’ should also start with a lower case ‘k’ in the last column.

Table 4 – Summary of business issues relating to the implementation of Smarter Working at BT

<table>
<thead>
<tr>
<th>Issue</th>
<th>Benefits</th>
<th>Costs and issues to consider</th>
<th>Cost savings (BT metrics)</th>
<th>Change management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff effectiveness</td>
<td>Savings can be made by improved staff retention and reduction in recruitment costs as a result of Smarter Working</td>
<td>Investment is required in training, management reporting, communications and time recording</td>
<td>Thirty-six per cent less absenteeism than the national average</td>
<td>Staff satisfaction is specifically quantified and staff feel enabled to work smarter, therefore minimising the effect of absences from work</td>
</tr>
</tbody>
</table>
| Premises costs         | Smarter Working can reduce the direct and indirect maintenance costs of facilities:  
• Direct: rent, rates, heat light, power  
• Indirect: maintenance, insurance, security | Smarter Working requires technical support and training for new methods of working, which often include the use of Information and Communication Technology (ICT) equipment. Furniture costs must also be considered. Cost of representative workstation set-up in a home office is £2,500–£5,000. Health and safety is of paramount importance  
Annual cost to support an office-based worker in London is £18,000 per | A total of £300,000 saved on face-to-face meetings per annum.  
Ongoing savings on heating, IT and light are typically 30 per cent | Training must be arranged for Smarter Working and for health and safety issues in home offices and remote-working environments. Staff must still be able to access appropriate on-site resources, desks, meeting rooms and equipment |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Benefits</th>
<th>Costs and issues to consider</th>
<th>Cost savings (BT metrics)</th>
<th>Change management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel costs and Scope 3 green house gas emissions</td>
<td>Smarter Working can reduce business and commuting travel costs and time</td>
<td>Investment is required in training, management reporting, communications and time recording</td>
<td>Every home worker represents a saving of £6,000 a year. In 12 months, commuting time saved across the workforce equated to 1,800 years in total working time</td>
<td>Staff must have flexibility to organise work routines to reduce business travel. Use performance reviews to identify ways in which employees can reduce work-related travel time and total distance travelled</td>
</tr>
<tr>
<td>Productivity</td>
<td>Reduce overall input and output costs as a result of Smarter Working</td>
<td>Clearly define strategic vision Empower staff</td>
<td>Flexible working reduced absenteeism to 3.1 per cent (the national average is 8.5 per cent). BT home workers are 20 per cent more productive than office-based</td>
<td>Output measures are defined and clearly understood by managers and staff. The aims of ‘working smarter, not harder’ are reinforced by performance reviews</td>
</tr>
<tr>
<td>Issue</td>
<td>Benefits</td>
<td>Costs and issues to consider</td>
<td>Cost savings (BT metrics)</td>
<td>Change management</td>
</tr>
<tr>
<td>------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Customer benefits</td>
<td>Product or service quality, delivery compliance and customer satisfaction can be improved</td>
<td>Time for management to establish clear definition of output goals</td>
<td>-</td>
<td>Staff feel able to deal with customers’ enquiries when working smarter. Staff are confident that they can deliver high-quality service to customers even when working flexibly, remotely or smarter</td>
</tr>
<tr>
<td>Staff benefits</td>
<td>-</td>
<td>-</td>
<td>Seven per cent improvement in job satisfaction versus office-based staff</td>
<td>-</td>
</tr>
<tr>
<td>Staff retention</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Ninety-seven per cent of people on maternity leave return to work against a national average of 40 per cent</td>
</tr>
</tbody>
</table>
Case study: Nationwide

Nationwide has not identified any specific drawbacks to flexible working, however:

- Certain people may not be suited to working from home
- Individuals who need coaching and support are unlikely to be suitable
- Those people who are successful homeworkers are self-motivated and use their own initiative. They are also able to accept less social interaction

For managers, it can be difficult to manage team members who they cannot see. There is a lack of immediacy when they cannot just pop next door. In assessing competencies, Nationwide considers that managers need to be:

- Good with people and able to coach, motivate and communicate over the phone
- Structured in their approach, for instance planning phone calls in advance
- Clear about the outputs of any job undertaken flexibly
- Consultative in keeping team members informed
- Flexible, tolerant and open-minded about working patterns
- Geared towards measuring performance on output, rather than when the work is carried out
Smarter Working adoption ladder

An adoption ladder has been developed that describes the steps and building blocks to consider when making development plans. At the back of this guide (Appendix 1, there is a planning tool which can be used to help set targets and prioritise actions.

The adoption ladder has four levels. Aim to work up the levels as Smarter Working becomes more comfortable within your organisation. Refer to other sections of this guide to get more information on managing the changes.

Adoption level one

At level one consider if some tasks could be done in new ways. For example, increasing the use of mobile phones and portable computers with mobile internet.

Consider job sharing for those employees who need more flexibility, or allowing an employee to work from home for part of the week, which might help deal with customers in different time zones. These flexible working practices start to make savings on time lost to employer and employee. It is important to try a range of techniques to see which are most helpful. These methods are described throughout the guide.

Make sure that employees are still able to access appropriate on-site resources, desks, meeting rooms and equipment. As confidence grows, give staff more flexibility to organise work routines, which can help reduce business travel. As more techniques are implemented, organisations need to have confidence in their ability to deliver high quality service to customers even when working flexibly, remotely or smarter.

Adoption level two

At level two planning becomes more structured. Managers are better able to advise employees on the full range of appropriate Smarter Working techniques and work routines. As more significant changes are introduced, the organisation will need to consult unions or staff representation bodies about proposed changes to working practice. Senior management communicates the vision for Smarter Working and staff have a good understanding of the issues that are relevant to them. The wider introduction of appropriate new management practices and technology to support Smarter Working is encouraged.

It is important to ensure equality for all staff in accessing smarter benefits within job types, and that the organisation complies with legislation and promotes awareness in the workforce, particularly health and safety.

Adoption level three

Level three brings a higher emphasis on technical, legal and HR training for all managers on aspects of Smarter Working. Staff receive appropriate training and the organisation carries out its own research into new technologies and management approaches. Pilot schemes for newly identified opportunities are
run and the inputs of staff at all levels are sought. Consider providing alternative workplaces, called hubs, where teams can work together on a flexible basis.

Ensure that employee performance measures are clearly defined. These measures focus on output and effectiveness, rather than attendance.

**Adoption level four**

By level four the desire for Smarter Working is firmly embedded in the organisation. All new employees receive an induction, and existing staff are provided with information about the range of options available to them, on an ongoing basis. The benefits of Smarter Working are promoted on a regular basis to all staff. A comprehensive travel plan exists, and policies and practices exist to reduce the overall number of journeys made by staff.

With this in mind, work through Figure 1 (page 34) which describes the process for planning a Smarter Working project. This flowchart will outline the overall planning cycle. Then use Figure 6 (on page 46) to pinpoint the techniques which seem most likely to help your organisation.

**Figure 5 – Benefits of Smarter Working**
The graph below demonstrates how some of the key benefits of Smarter Working are provided by improved communications.

![Graph showing benefits of Smarter Working](image)

Source: Flexible working: can your company compete without it?, BT
**Figure 6 – Business applications of Smarter Working**

<table>
<thead>
<tr>
<th>The business issue. We need to:</th>
<th>Job Share</th>
<th>Flexi-time</th>
<th>Term-time working</th>
<th>Tele working</th>
<th>Career breaks</th>
<th>Hot desking</th>
<th>Working from home</th>
<th>Mobile working</th>
<th>Business travel strategy/travel plan</th>
<th>Remote working</th>
<th>Video conferencing</th>
<th>Tele conferencing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve staff effectiveness</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Reduce premises costs</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Reduce business travel costs</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
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<tr>
<td>Reduce staff business travel time</td>
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<td>✓</td>
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</tr>
<tr>
<td>Improve customer service</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Lower our recruitment costs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</table>
## Smarter Working techniques available and the value they add to your organisation

<table>
<thead>
<tr>
<th>The business issue. We need to:</th>
<th>Job Share</th>
<th>Flexi-time</th>
<th>Term-time working</th>
<th>Tele working</th>
<th>Career breaks</th>
<th>Hot desking</th>
<th>Working from home</th>
<th>Mobile working</th>
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<th>Remote working</th>
<th>Video conferencing</th>
<th>Tele conferencing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce our staff turnover</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Reduce delivery time scales</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
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<td>✓</td>
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<tr>
<td>Lower absenteeism rates</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Access new or additional labour markets</td>
<td>✓</td>
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<tr>
<td>Reduce work related stress</td>
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<tr>
<td>Comply with corporate / social responsibility</td>
<td>✓</td>
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<td>✓</td>
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<td>✓</td>
</tr>
</tbody>
</table>
Smarter Working techniques available and the value they add to your organisation

<table>
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<tr>
<th>The business issue. We need to:</th>
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<th>Remote working</th>
<th>Video conferencing</th>
<th>Tele conferencing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comply with disability legislation</td>
<td>√</td>
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<tr>
<td>Comply with age legislation</td>
<td>√</td>
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<tr>
<td>Comply with equality legislation</td>
<td>√</td>
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</tr>
</tbody>
</table>
6. Legal and compliance issues

Any change in working practices has implications for an organisation’s legal responsibilities and risk management. Unless appropriate steps are taken, liabilities and claims can arise.

Requests for flexibility

Legislation identifies that the following employees have a statutory right to ask for flexible working:

- Parents with children under 17
- Parents with disabled child under 18 who receive Disability Living Allowance (DLA)
- Carer who cares, or expects to be caring, for an adult who is a spouse, partner, civil partner or relative; or someone who is none of the above but is living at the same address as the carer

Further guidance is available from http://www.direct.gov.uk/en/Employment

Once your organisation has implemented policies and procedures for delivering Smarter Working options to the workforce it is important to ensure that these are being applied in a fair and equitable manner. Legal difficulties might arise if the business case is not justified and policy is not applied consistently against the personal circumstance and needs of the individual.
**Terms of employment**

When working practices change, it should normally be possible not to have to vary an employee’s contract, as long as the job remains substantially the same. Some contracts have clauses allowing for variation.

However, care needs to be taken. A contract of employment is legally binding and any changes must be reasonable. If not handled appropriately, employees who object to the changes may refuse to work under the new terms, or bring a claim of breach of contract or constructive dismissal.

It is essential to consult employees before altering their contract. If more than 20 people are going to be affected, then a formal process of consultation is required about revoking their contracts and re-hiring them on new terms.

If an employee does not consent to the changes, then an employer’s final choice is to terminate the existing contract and offer reemployment on the new terms. If refused, the employee will have been dismissed, so the employer has to prove that any action was fair and lawful.

**Health and safety**

Employers are required to assess the risks that remote workers might face. They have to complete an assessment that identifies any hazards relating to the pursuit of work activities at home or on the move and, depending on the level of risk, decide whether enough is being done to eliminate or reduce them.

Activities that may heighten the risk to the health and safety of flexible workers include:

- Handling loads that are heavy, bulky, unstable or difficult to grasp
- Repetitive handling of loads without sufficient rest
- Using work equipment at home
- Using substances and materials that may be hazardous
- Inappropriate usage of mobile telephony and other forms of Information Technology
- Insufficient scheduling of meetings/deliveries

Employers must ensure that any equipment they provide is the correct equipment for the job and is properly maintained. It is also a requirement that staff receive training for all equipment, manual handling and use of hazardous materials.

The Corporate Manslaughter and Homicide Act 2007 has received much publicity in recent years and a prudent employer may rightly be concerned that it could be exposed to liability in this respect. However, the health and safety duties of an organisation to take care of its own employees and others
affected by its activities have been in place for years\(^2\). If the organisation is compliant, the chances are that it is already doing what is necessary to avoid liability.

The Act also focuses on the liability of the organisation as a whole, and aims to prevent death resulting from gross failure to manage an organisation’s activities. Such failure would also need to have occurred at a senior level for liability to arise. Conducting a review of existing organisational health and safety arrangements, and how these are translated into practice, can help to reduce the risk of organisational liability and, more importantly, prevent accidents from occurring.

On a practical level, if there are any doubts, this is an opportunity to check the content of any employers’ health and safety practices and liability and/or public liability insurance policies to ensure that the organisation is adequately covered.

**Working with Visual Display Units (VDUs)**

Working with VDUs is the main health and safety issue that most employers will have to deal with. They have a duty to make sure that the display screen equipment used by home workers is safe and does not affect the user’s health. When working with VDUs it is important for home workers to adjust their workstation to a comfortable position and take breaks from work. This will help prevent undue tiredness and eye strain.

Remember to advise employees to stretch and change position regularly to help reduce tiredness and prevent pains in the hands, wrists, arms, neck, shoulders or back. VDUs need to be placed in a position where lighting will not cause reflections or glare on the screen.

Employees may need different glasses for VDU usage and home workers should consult their GP or an optician if in doubt. Legally they are entitled to request an eye test and to receive reimbursements from their employer of any costs incurred in the same way office-based workers are.

Employers’ checklist for home workers using VDUs

- Is the screen clear and readable, and without flicker?
- Is the screen free from glare and reflections?
- Are the ‘brightness’ and ‘contrast’ controls properly adjusted to prevent eyestrain?
- Is there suitable lighting so that the fine detail on the screen can be seen and read?
- Is the keyboard placed in the right position to allow the home worker to work comfortably?
- Is the screen and computer clean? Is it free from dust and dirt?
- Can the chair be adjusted to the right height so that work can be done comfortably?
- Is the VDU positioned to allow work to be done comfortably, for example without having to make any awkward movements?
- Is there enough space under the desk to allow free movement?
- Is there enough space in general so that the home worker can move freely between the work on the desk and the VDU?

Source: Homeworking: guidance for employers and employees on health and safety, a report by the Health and Safety Executive (HSE)
This guide should not be considered definitive; legal advice should be taken on up-to-date legislation. Wherever possible, websites have been provided in Section 7 which allow the latest information or details to be checked

Table 5 – Legal compliance checklist

| Insurance | Ensure your insurance providers are consulted to cover any permanent or regular changes in workplace or routines, as well as personal and public liability. Consider the following:  
  ● Should insurance cover be extended to include work equipment not kept in the office?  
  ● An employee’s home insurance must cover changed use – has the employee been advised to inform the home insurer and mortgage holder (if any) of the change in usage of the home?  
  ● Access by loss adjusters  
  ● Planning regulations |
|---|---|
| VDU regulation | The main points for employers to consider in workplace design are to:  
  ● Ensure that workstations are designed to be fit for purpose, assess risks and take steps to minimise those risks. This covers the entire workstation including equipment, furniture, the work environment and job  
  ● Ensure work stations meet minimum requirements according to a schedule that is available on the Health and Safety Executive website  
  ● Plan work so there are breaks or changes of activity  
  ● Arrange eye tests, provide glasses if needed, and provide further tests at regular intervals  
  ● Provide health and safety training and information so that employees can fulfil their shared responsibility for health and safety  
  This is particularly important when staff are working at home, where they will have a relatively high degree of control of break periods. |
| Working Time Regulation | The basic rights and protections that the regulations provide are:  
  ● A limit of an average of 48 hours a week that a worker can be required to work (although workers can choose to work more if they want to by signing an opt-out agreement)  
  ● A limit of an average of eight hours work in 24 which night workers can be required to work  
  ● A right for night workers to receive free health assessments  
  ● A right to 11 hours rest a day  
  ● A right to a day off each week |
<table>
<thead>
<tr>
<th>Disability Discrimination Act (DDA)/Post October 2010 Equality Act</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A right to an in-work rest break if the working day is longer than six hours</td>
</tr>
<tr>
<td>• A right to 5.6 weeks paid leave per year, since October 2009</td>
</tr>
</tbody>
</table>

Workers with a disability share the same general employment rights as other workers, but there are special provisions under the Equality Act 2010 that need to be observed. It is unlawful for employers to discriminate against disabled people in all aspects of employment. The Act covers:

- Application forms
- Interview arrangements
- Proficiency tests
- Job offers
- Terms of employment
- Promotion, transfer or training opportunities
- Work-related benefits such as access to recreation or refreshment facilities
- Dismissal or redundancy
- Training
- Reasonable adjustments in the workplace

Under the Equality Act, employers have a duty to consider making ‘reasonable adjustments’ to make sure the employee is not put at a substantial disadvantage by employment arrangements or any physical feature of the workplace.

Examples of the sort of adjustments you could consider include:

- Exchanging workloads with another employee
- Transferring an employee to another post or another place of work
- Making adjustments to the buildings where they work
- Being flexible about hours
- Providing training
- Providing modified equipment
- Making instructions and manuals more accessible
- Providing a reader or interpreter

Smarter and flexible working practices can clearly help manage some of the issues raised above. If jobs can be re-designed to be carried out in a home-office environment with the appropriate assessments, then many of the accessibility and workplace design issues can be dealt with.
<table>
<thead>
<tr>
<th>Parents and carers</th>
<th>Legislation gives eligible employees the right to request a flexible working pattern and places a duty on employers to consider their requests objectively. Eligible employees are:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>● Parents with children under 17 or disabled children under 18 (who are entitled to Disability Living Allowance)</td>
</tr>
<tr>
<td></td>
<td>● Carers of certain adults</td>
</tr>
<tr>
<td></td>
<td>To be eligible to make a request under this right, a person must:</td>
</tr>
<tr>
<td></td>
<td>● Be an employee</td>
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<tr>
<td></td>
<td>● Have worked for their employer continuously for 26 weeks at the date the application is made</td>
</tr>
<tr>
<td></td>
<td>● Not be an agency worker or a member of the armed forces</td>
</tr>
<tr>
<td></td>
<td>● Not have made another application to work flexibly during the past 12 months</td>
</tr>
<tr>
<td></td>
<td>● Be the parent of a child aged under 17, or under 18 where disabled.</td>
</tr>
<tr>
<td></td>
<td>● Have, or expect to have, responsibility for the upbringing of the child and be making the application to enable them to care for the child</td>
</tr>
<tr>
<td></td>
<td>● Be either the mother, father, adopter, guardian, special guardian or foster parent of the child, or married to or the partner of the child’s mother, father, adopter, guardian, special guardian or foster parent</td>
</tr>
</tbody>
</table>

| Carers of adults who are in need of care must: |
|---|---|
| | ● Be or expect to be caring for a spouse, partner, civil partner or relative. Or, if not the spouse, partner, civil partner or a relative, live at the same address as the adult in need of care |
| Guidance can be found on the Directgov website at: |
| www.direct.gov.uk/en/Employment/Employees/Flexibleworking/DG_1002949 |

The Government’s ‘Modern Workplaces’ consultation proposed the extension of the rights to request flexible working to all employees from 2015. Up-to-date information on the consultation is available at: http://discuss.bis.gov.uk/modernworkplaces/

<table>
<thead>
<tr>
<th>Tax</th>
<th>Home working may have tax implications for an employer:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Home workers may be able to claim a tax allowance for expenses for working</td>
</tr>
</tbody>
</table>
at home, provided there are no appropriate facilities available to the employee on the employer’s premises and the employee has no choice between working at the employer’s premises or elsewhere
Be aware that other tax legislation may apply. The current regulations are defined on HM Revenue and Customs website (www.hmrc.gov.uk)

| Compliance          | Ensure your organisation does not breach any compliance regulations, for instance the National Minimum Wage, as a result of changes to working practices. |
7. Where to go for additional help and guidance

- Transport for London – tfl.gov.uk/businessoffers
- Business HR – www.businesshr.net

Further reading


Working hours, a factsheet, Chartered Institute of Personnel and Development, 2007 (www.cipd.co.uk)


Managing change: practical ways to reduce long hours and reform working practices, Department for Business, Enterprise and Regulatory Reform in association with the CBI and TUC, 2005, available at http://www.bis.gov.uk/files/file14239.pdf

Flexible working: can your company compete without it?, BT, 2007, further details available on registration at www.btglobalservices.com

Flexible working: impact and implementation: an employer survey, Chartered Institute of Personnel and Development, 2005, further details available at www.cipd.co.uk

‘Employment rights and the Disability Discrimination Act’, an article on DirectGov, further details available at www.direct.gov.uk

Homeworking: equipment or services at the employee’s home, a briefing by HM Revenue & Customs, further details available at www.hmrc.gov.uk/employers

‘Mobile and teleworking initiative for a smarter South East’, the MATISSE website produced by Hampshire County Council, further details available at http://www.ehampshire.org.uk

‘Working time regulations’, a briefing by the UK Department for Business Innovation and Skill, further details available at http://www.bis.gov.uk/

Working with VDUs, a briefing by the Health and Safety Executive, 2006, further details available at http://www.hse.gov.uk/pubns/indg36.pdf

Who can request flexible working? an article on DirectGov, further details available at
Workers spend nearly 22 million hours commuting every day, an article by TUC, further details available at http://www.tuc.org.uk/workplace/tuc-17223-10.cfm

More work unpaid overtime than ever before, an article by TUC, further details available at http://www.tuc.org.uk/workplace/tuc-19262-f0.cfm

The conference-powered agile enterprise, an article by BT, further details available at http://www.btconferencing.co.uk/case-studies/the-conference-powered-agile-enterprise_en-gb.pdf


Acknowledgements

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## Transport for London

### Appendix 1 – Smarter Working adoption ladder

<table>
<thead>
<tr>
<th>Smarter Working adoption ladder</th>
<th>Extent to which we do this high/medium/low</th>
<th>Actions we could take to increase the use of this technique</th>
<th>Priority high/medium/low</th>
<th>Savings</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adoption level 1</strong></td>
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<tr>
<td>Home working</td>
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<tr>
<td>Mobile working</td>
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<tr>
<td>Flexible working</td>
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<td>Job sharing</td>
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<tr>
<td>Staff can access appropriate on-site resources, desks, meeting rooms and equipment</td>
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<tr>
<td>Staff have flexibility to organise work routines to reduce business travel</td>
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<tr>
<td>Staff are confident that they can deliver high quality service to customers even when working flexibly or remotely</td>
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<tr>
<td>Staff are confident that they can meet delivery targets even when working flexibly or remotely</td>
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<tr>
<td>Performance reviews identify ways in which employees can reduce organisation work-related travel time</td>
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<tr>
<td>Adoption level 2</td>
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<tr>
<td>Technical, legal and HR training is provided for managers on aspects of Smarter Working</td>
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<tr>
<td>The organisation consults unions or staff representation bodies where changes to working practices are proposed</td>
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<tr>
<td>Staff are able to discuss work patterns and Smarter Working at performance reviews</td>
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<td>The organisation communicates the vision for Smarter Working</td>
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<tr>
<td>The introduction of appropriate new technology to support Smarter Working is encouraged</td>
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<td>Staff receive information about the potential of Smarter Working</td>
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<tr>
<td>Equality for all staff exists in accessing smarter benefits, within job types</td>
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<tr>
<td>The organisation complies with legislation and promotes awareness in the workforce particularly health and safety</td>
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<tr>
<td>Staff have a good understanding of the issues that are relevant to them</td>
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<thead>
<tr>
<th>Adoption level 3</th>
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<tbody>
<tr>
<td>Managers in the organisation counsel employees on the full range of appropriate Smarter Working techniques and work routines</td>
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<tr>
<td>Staff receive appropriate training on Smarter Working</td>
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</tbody>
</table>
Research into new technologies for Smarter Working is carried out

Pilot schemes for newly identified opportunities are run and the input of staff at all levels is sought

Risk assessments are carried out, including at the employees home if appropriate

Staff are aware of their rights to have risk assessments carried out

Use of hub working

**Adoption level 4**

All new employees receive induction, and existing staff are provided with on-going awareness as to the range of options available to the individual

The benefits of Smarter Working are promoted on a regular basis to all staff

Staff are aware of equal opportunity issues

A comprehensive business travel strategy/plan or policies exist to reduce travel
## Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>CBI</td>
<td>Confederation of British Industry</td>
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<tr>
<td>DDA</td>
<td>Disability Discrimination Act</td>
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<tr>
<td>DEFRA</td>
<td>Department for Environment, Food and Rural Affairs</td>
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<tr>
<td>EHRC</td>
<td>Equality and Human Rights Commission</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>HSE</td>
<td>Health and Safety Executive</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>NO₂</td>
<td>Nitrogen dioxide</td>
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<tr>
<td>PM₁₀/PM₂.₅</td>
<td>Particulate matter</td>
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<tr>
<td>TfL</td>
<td>Transport for London</td>
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<tr>
<td>TOIL</td>
<td>Time off in lieu</td>
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<tr>
<td>TUC</td>
<td>Trades Union Congress</td>
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<tr>
<td>VDU</td>
<td>Visual Display Units</td>
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<tr>
<td>VoIP</td>
<td>Voice over Internet Protocol</td>
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<tr>
<td>VPN</td>
<td>Virtual private network</td>
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This document is available in a range of alternative languages and formats, including braille, large print and easy read.

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