



dti

TELEWORK GUIDANCE

As agreed by:

CBI

TUC





The DTI drives our ambition of 'prosperity for all' by working to create the best environment for business success in the UK. We help people and companies become more productive by promoting enterprise, innovation and creativity.

We champion UK business at home and abroad. We invest heavily in world-class science and technology. We protect the rights of working people and consumers. And we stand up for fair and open markets in the UK, Europe and the world.

# Foreword

Modern information and communication technologies are changing the way UK business works. Telework, using technology to work away from the traditional office environment, has the potential to bring a wide range of benefits to both employers and employees and it is important that these benefits are realised and exploited fully.



By allowing more flexible ways of working telework can increase employment opportunities, particularly for those with families or who have long journeys to work. In turn this can ease pressure on infrastructure, facilitate regional development and help employees improve the balance between work and home life. For business these new ways of working can offer new business opportunities, improve productivity and maintain competitiveness.

I am delighted to see that the CBI, TUC and CEEP UK have worked so productively together to produce this document. I welcome and endorse the valuable information this guidance provides and I am sure it will be a useful resource for business when identifying and assessing the key issues when introducing a telework policy.

A handwritten signature in blue ink that reads "Gerry Sutcliffe".

Gerry Sutcliffe  
*Parliamentary Under Secretary of State for Employment Relations,  
Competition and Consumers*

The UK's labour market is increasingly driven by choice. Employees are demanding flexibility from employers; about the hours they work, how they work and increasingly where they work. At the same time computers, the internet and broadband technology are making distance working affordable and practical for most businesses. Teleworking is already an established working practice, and likely to grow in importance over the next few years.



Having policies which meet both employer and employee need is key to implementing teleworking successfully. These guidelines are designed to help both get to grips with the practical issues around distance working; starting to telework, setting up a mobile office, what the health & safety requirements are, how you can keep employees fully integrated with the life of the organisation.

Teleworking is a vital form of flexibility and these guidelines should help employers who have never used it to consider how and when they might do so without undue bureaucracy – particularly vital for SMEs and growing businesses.

Voluntary, non-binding guidelines such as these represent the way forward in employee relations, enabling business and employees to find the right solutions without unnecessary prescription, and I wholeheartedly welcome them.

A stylized, handwritten signature in black ink, consisting of several fluid, overlapping strokes.

Digby Jones  
*Director General, Confederation of British Industry*

The TUC welcomes this agreed guidance on telework. A growing number of workers in the UK are teleworking; it provides opportunities for flexibility which suit both them and their employer, making use of modern information technology. It is important that both employers and teleworkers reach agreement on how they will regulate the work that they do, in order to make sure that the arrangement works effectively. The joint guidance also shows that when social partners work together on issues relating to employment they find much to agree on and can produce guidance for employers and employees which is clear, comprehensive and workable. The TUC is committed to making this agreement work in practice and we will be promoting it to all our affiliated unions and including it on our website, which is widely used by those in the world of work.



A handwritten signature in black ink that reads "Brendan Barber". The signature is written in a cursive style and is positioned above a short horizontal line.

Brendan Barber  
*General Secretary, Trades Union Congress*

Telework is a method of organising work which can benefit both employers and employees. For employers advantages include the ability to recruit from a wider pool of applicants, unrestricted by geographical considerations. It can also enable employers to reduce the cost of office accommodation. Reported good practice from the implementation of teleworking practices among public sector employers clearly shows the potential for teleworking to increase staff satisfaction, retention rates and thus to generate enhanced productivity. Of particular importance for providers of essential public services is the opportunity to bring services closer to the client by providing the potential for enhanced regional provision. Teleworking can also enable employees to reduce commuting times and achieve a better work-life balance.



We believe that this agreement provides a good example of social partners at European level addressing common challenges and reaching agreements flexible enough to be implemented in a manner which suits national circumstances. We can rightly be proud of the constructive way in which this guidance has been drafted and indeed to be among the first countries to implement this European accord. We believe that it will provide a useful tool for organisations considering the implementation of teleworking.

A handwritten signature in black ink that reads "Charles Nolda".

Charles Nolda  
Executive Director  
*Employers' Organisation for Local Government, CEEP UK*

# Guidance on Teleworking – As agreed by TUC, CBI and CEEP UK

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# Introduction

Telework is growing. Over 2 million people in the UK now use IT to help them work away from the traditional office environment. There are many benefits to teleworking for both employers and employees. It can enable companies and public service organisations to modernise the way work is organised. It can also help employees better reconcile work and home life. However, there are a range of issues to be considered when moving to telework and it is important that telework is introduced in such a way as to benefit both employers and employees.

To help balance these interests, a non-binding framework agreement has been developed at the European level by employer and employee organisations as part of the Social Dialogue process. The members of UNICE, ETUC and CEEP have committed themselves to implementing this agreement at the national level.

This guidance on teleworking has been drawn up by the UK organisations that are represented in the Social Dialogue, the TUC, CBI and CEEP UK. The guidance is intended to provide a useful checklist of issues to consider when implementing teleworking and explain how the text of the European agreement might best operate in the context of the UK labour market. Management and employee representatives can use this guide to draw up company specific policies on teleworking. The text in blue are direct quotes from the European agreement.



# Scope

TELEWORK is a form of organising and/or performing work, using information technology, in the context of an employment contract/relationship, where work, which could also be performed at the employer's premises, is carried out away from those premises on a regular basis.

There is no definition of teleworking in UK law. Telework is not a job but a method of working. The essential feature is the use of information and communications technologies to enable remote working from the office, either for:

- i) workers who work at home full time or part time
- ii) workers who divide their time between home and the office and
- iii) primarily mobile workers using their home as an administrative base.

The challenges that teleworkers face vary according to the amount of time they spend away

from the office. Those who work at home full-time have different problems to those that might work at home occasionally.

Among the issues for consideration are:

- contractual arrangements for distant workers
- health and safety arrangements
- furniture, equipment and computer and communications provision
- systems issues, (e.g. remote access to company databases and applications)
- information security
- expenses and allowances (e.g. for home heating and lighting) and additional travel
- taxation
- human resources , such as recruitment, training and career progression
- personal support, (e.g. measures to ensure the teleworkers does not become isolated)

# Voluntary Character

TELEWORK is voluntary for the worker and the employer concerned. Teleworking can be required as part of a worker's initial job description or it may be engaged in as a voluntary arrangement subsequently.

As with most initiatives, teleworking is best introduced on the basis of consensus. Someone forced to telework is unlikely to be as motivated or productive as someone who does so willingly.

Under UK law, from April 2003, parents with disabled children or children under six will have the right to request flexible working, including to telework if they so wish. Employers will be under a duty to give serious consideration to such requests. The right to request flexible working will enable an employee to apply for any changes they wish to their method of working and working hours. As such, they may wish to request to work remotely. However, it should be noted that teleworking cannot be

guaranteed under the right. There are a number of business grounds on which an employer may refuse a request. For further information please see <http://www.dti.gov.uk/er/flexible.htm>

In both cases, the employer provides the teleworker with relevant written information in accordance with directive 91/533/EEC, including information on applicable collective agreements, description of the work to be performed, etc. The specificities of telework normally require additional written information on matters such as the department of the undertaking to which the teleworker is attached, his/her immediate superior or other persons to whom she or he can address questions of professional or personal nature, reporting arrangements, etc.

Employers are required to provide employees with a written statement of particulars of employment within two

months of commencement. Teleworkers are entitled to a written statement under the same conditions as office workers. The place of employment must be included in these particulars and details of teleworking arrangements should also be incorporated. Where teleworking represents a change in working practice, the employer has one month (see Section 4 (3) Employment Relations Act 1996) from the date of change to produce a revised statement of particulars. It is good practice for the whole scope of contractual amendments (listed in section on employment conditions) to be detailed in the revised written particulars.

If telework is not part of the initial job description, and the employer makes an offer of telework, the worker may accept or refuse this offer. If a worker expresses the wish to opt for telework, the employer may accept or refuse this request.

In the United Kingdom, the most common form of employment relationship is a contract of employment entered into by an employer and an employee. This can be changed only by mutual or collective agreement (or employers can attempt to enforce changes by dismissing for some other substantial reason and then offering new terms). Thus, an employee cannot be compelled to telework, unless this is provided for in the contract.

The passage to telework as such, because it only modifies the way in which work is performed, does not affect the teleworker's employment status. A worker's refusal to opt for telework is not, as such, a reason for terminating the employment relationship or changing the terms and conditions of employment of that worker.

The nature of the contract between a employer and an employee also determines employment status and the rights under law that the

working person may have. In most cases, this should be unaffected by a decision to telework, which merely changes the location of work. However, it is possible that in some circumstances teleworking could constitute such a variation in the contract of employment that employment status also changes. As part of its teleworking policy, the employer should make clear that there is no intention to change the employee's status, and the rights they are thus entitled to, unless both the employee and the employer wish to change the nature of the employment relationship in other substantive ways.

If telework is not part of the initial job description, the decision to pass to telework is reversible by individual and/or collective agreement. The reversibility could imply returning to work at the employer's premises at the worker's or at the employer's request. The modalities of this reversibility are established by individual and/or collective agreement.

On the general principle that people should not be compelled to telework, those who do so should be able to change their mind if they find the arrangement to be unsatisfactory. This could apply, for example, to workers who may find they dislike the isolation or to employers if productivity is suffering. Both sides should however consent to changes.

There may, however, be circumstances where both sides are unable to consent to changes and it may therefore not be possible to reverse the decision to telework. For example, accommodation at the employer's premises may have been reduced as a consequence of the fact that employees are now teleworking. Similarly, the costs of reversal (added to the sunk costs of providing equipment for home working) may be too high. The circumstances in which a decision to telework cannot be reversed should be spelled out at the beginning, either in collective or individual agreements (e.g. when the initial job description was for a homeworker).

# Employment Conditions

REGARDING employment conditions, teleworkers benefit from the same rights, guaranteed by applicable legislation and collective agreements, as comparable workers at the employer's premises. However, in order to take into account the particularities of telework, specific complementary collective and/or individual agreements may be necessary.

Particular aspects of a teleworkers contract which may need to be amended or specified are:

- Place of work
- Hours of work. Greater flexibility, within the limits of the Working Time Regulations, may be possible, perhaps with a set 'core' time when remote workers undertake to be working or to be contactable. There may need to be agreement on attendance at on-site team meetings. Equally the employee needs to know on what basis the reporting manager and the other company personnel are contactable.
- Extra responsibilities or duties over and above those agreed. This may include procedures for reporting to the office.
- Expenses policies may have to be altered, for example to allow claims for expenses to attend team meetings or travel to the office for other reasons.
- For home-based workers: allowances for business rates, heating, lighting, wear and tear, etc may be considered. For home-based workers: access arrangements to the working area may need to be clarified. Health and safety requirements mean that an employer has a responsibility to assess the home workplace (e.g. for electrical power supply, safety of equipment, ergonomic use of equipment).
- For home-based workers: provision of equipment by the employer. Provision of telephone line/ISDN/Broadband line for work purposes. Equipment and data security

# Data Protection

procedures, including back up. Maintenance arrangements.

- Employer's insurance may need to be extended to cover work equipment not kept in the office, including equipment used on the move. Workers using their own equipment for work purposes should check whether such use is covered by their home insurance policy.
- Holiday and sick leave arrangements such as notifying the office and ensuring correct record keeping procedures are followed.
- Procedure if the teleworker wishes to return to working in the office

THE EMPLOYER is responsible for taking the appropriate measures, notably with regard to software, to ensure the protection of data used and processed by the teleworker for professional purposes. The employer informs the teleworker of all company rules concerning data protection. It is the teleworker's responsibility to comply with these rules. The employer informs the teleworker:

The Data Protection Act 1998 covers personal data (information relating to living individuals), which is broadly speaking held on a computer or in manual files. It requires employers who process personal data to provide a general description of the personal data they hold and how it is used.

Unless able to claim an exemption, data controllers have to abide by Principles set out in the Act. Amongst other things, the Principles require that personal data is processed fairly and

lawfully, is accurate, relevant and not excessive and is kept up to date and secure. In keeping data secure the total management of security is to be considered - i.e. not just technical measures, but also physical considerations such as procedures and the reliability of staff.

The European Data Protection Telecommunications Directive 97/66/EC imposes special rules for the processing of personal data in public telecommunications systems. The provisions of the Directive came into effect with the Data Protection Act 1998. These provisions deal with the use of faxes, telephones and automated calling systems for unsolicited marketing. Marketing faxes must not be sent to individual subscribers without their prior consent. Individual subscribers have a statutory right to opt out of unsolicited telephone marketing by either telling the caller or registering on a central stop list. Corporate subscribers cannot opt out of telephone sales but have the

right to opt out of unsolicited marketing faxes. Automated calling systems must have the prior consent of both corporate and individual subscribers.

Employers and teleworkers should be careful to ensure that other household members should not have access to personal data as defined by the held under Data Protection legislation. It is important to consider if appropriate security measures are in place, such as dealing with secure document waste and the locking of the home office/computer.

Remote working can raise some specific issues of data security. Breaches of confidentiality and integrity tend to occur in one of three main ways.

Laptop computers may be lost or stolen (in some instances, specifically for the information they contain), or the display on your laptop may be able to be seen by other people, for example on trains.

# Privacy

Unauthorised access to corporate systems can be obtained through careless use of passwords and phone numbers (including passing this information on-line to fraudulent 'service providers').

Information in transit over the Internet (unless encrypted) can be read by anyone with simple, readily available tools.

Employers and teleworkers should aim to ensure that material they receive or send by disk or via the Internet is virus free. The most important safeguard for employers is to make users aware of the risks, supported by simple and explicit policies, including regular data backup procedures and updating of anti-virus software for all workers.

**THE EMPLOYER respects the privacy of the teleworker.**

Staff who are using their homes for working have a right to privacy out-of-hours, and to be able to separate their working and home lives. Times when they can or cannot be contacted on work issues should be agreed. A separate telephone line provided for business use, which can be switched to record messages, will help in this. Home visits should generally be arranged at times acceptable to the teleworker.

**If any kind of monitoring system is put in place, it needs to be proportionate to the objective and introduced in accordance with Directive 90/270 on visual display units.**

This Directive contains a requirement that in designing tasks and choosing software, no qualitative or quantitative checking facility may be used without the knowledge of the worker (other requirements of the Directive are discussed in the Health and Safety section below).



# Equipment

The teleworkers should be informed of the objective of any such checking facility and the measures taken should be strictly proportionate to meet that objective.

ALL QUESTIONS concerning work equipment, liability and costs are clearly defined before starting telework.

As a general rule, the employer is responsible for providing, installing and maintaining the equipment necessary for regular telework unless the teleworker uses his/her own equipment.

If telework is performed on a regular basis, the employer compensates or covers the costs directly caused by the work, in particular those relating to communication.

The employer provides the teleworker with an appropriate technical support facility.

The employer has the liability, in accordance with national legislation and collective agreements, regarding costs for loss and damage to the equipment and data used by the teleworker.

The teleworker takes good care of the equipment provided to him/her and does not collect or distribute illegal material via the internet.

# Health and Safety

**THE EMPLOYER** is responsible for the protection of the occupational health and safety of the teleworkers in accordance with Directive 89/391 and relevant daughter directives, national legislation and collective agreements.

As the framework directive 89/391 and its daughter directives have been fully implemented in the UK by health and safety regulations, it is best to refer to the latter. The Health and Safety Executive (HSE) publishes a range of guidance on health and safety law, including material for small firms. Details can be obtained from [www.hse.gov.uk](http://www.hse.gov.uk)

Employers have general duties regarding health and safety of employees and others, under the Health and Safety at Work Act 1974 and other regulations made under it. Health and Safety at Work legislation applies whether employees are working in a conventional office or remotely. This general duty is qualified by the principle of so

far as is reasonably practicable. Employees must also take reasonable care of their own health and safety and the health and safety of others who may be affected by what they do or do not do and must cooperate with employers on health and safety; use work items and equipment correctly and not interfere or misuse any health and safety equipment provided. For home-based workers the other people who may be affected are likely to include other family members, neighbours, visitors and so on. It is the employees' responsibility to report all employment related hazards to their own or others' health.

Employers are required to do a suitable and sufficient risk assessment of all the work activities carried out by their workers under the Management of Health and Safety at Work Regulations 1992. This includes those who work from home or elsewhere. In the case of teleworkers, it is good practice for the teleworkers themselves

to carry out a self-assessment of the risks from work activities carried out in the home.

All assessments need to identify the hazards that are present, to assess the extent of the risks and make decisions on how to manage such risks, so far as is reasonably practicable, to comply with health and safety law. The employer must have a health and safety policy statement containing the general policy on health and safety for the company and the arrangements for putting that policy into place. If the company employs five or more people this policy must be written down.

Hazards can arise from electrical equipment and VDUs or from equipment and fittings in the room where the work activity is taking place. These may include the workstation, seating, lighting, heating and ventilation and so on. Risk assessments relating to new or expectant mothers (those pregnant, those who have given birth in the last

6 months, or those still breast-feeding), must take account of risks to the child. (See HSE guidelines 'New and expectant mothers at work: 'A guide for employees' or 'A guide for new and expectant mothers who work').

In addition to specific risks from the VDU equipment used for telework, the following should also be considered:

- Employers should avoid the need for hazardous manual handling by teleworkers.
- Employers should ensure that all equipment provided is appropriate to job requirements and, where necessary, training provided. The employer is responsible for the safety of the equipment they supply.
- All electrical goods must comply with existing safety regulations. The employer is responsible for checking compliance. The teleworkers' domestic electrical system is their own responsibility.

- It is the employees' responsibility to report all faults which may be a hazard to their own or others' health.
- It is the employer's responsibility to provide adequate first-aid provisions for teleworkers. Exact provisions depend on the nature of the telework activities.
- Teleworkers can stop work in the event of serious danger arising from the work they are doing without affecting their employment rights. In the event of this the employer should be informed.

The employer informs the teleworker of the company's policy on occupational health and safety. The teleworker applies these safety policies correctly.

Work with VDUs can give rise to back pain or RSI, stress or visual discomfort if adequate precautions are not taken. The Health and Safety (Display Screen Equipment) Regulations (which implement Directive 90/270) apply where there are

teleworking employees. The regulations require employers to assess and reduce risks; ensure workstations meet minimum requirements; plan breaks or changes of activity; provide eye tests on request; and provide health and safety training and information.

HSE have recently produced revised guidance on the regulations. The booklet 'Work with display screen equipment' includes specific advice on the application of the regulations to teleworkers. It suggests, for example, that where it is not practical for employers to visit teleworkers to conduct risk assessments, it is acceptable for workers to do the assessment themselves – provided they have been properly trained to do so.

In order to verify that the applicable health and safety provisions are correctly applied, the employer, workers' representatives and/or relevant authorities have access to the telework place, within the limits of national legislation and collective agreements. If the teleworker is working at home, such access is subject to prior notification and his/her agreement. The teleworker is entitled to request inspection visits.

The employer should consult with safety representatives on the introduction of any measure including teleworking that may substantially affect the health and safety of the employees they represent. The appointment of safety representatives, for example by a recognised Trade Union to represent teleworkers in consultation with employers is good practice. These representatives may make visits and assessments within the teleworkers home with the consent of the teleworkers.

Employers have a duty to report and keep a record of certain work related accidents, injuries, diseases and dangerous occurrences. Employers have also duties under social security legislation to record accidents involving personal injury (the statutory Accident Book requirement).

Health and Safety Executive inspectors' enforce the Health and Safety at Work Act and the regulations that apply to homeworking. Teleworkers have the same rights as any other workers i.e. to contact HSE with any complaint that has the capacity for continuing or future harm and involves current or continuing work activity. The teleworker would be expected, in most cases, to approach their employer or trade union first.

# Organisation of Work

WITHIN the framework of applicable legislation, collective agreements and company rules, the teleworker manages the organisation of his/her working time.

Different people respond to pressure in different ways and things that can motivate some employees can cause stress for others. Telework, particularly where it involves long spells away from the employer's workplace, can place particular stresses on employees. Not everyone will be suited to working for long periods of time on their own. Employers should seek to ensure that employees are aware of the potential problems of teleworking in advance of commencement. Employers should also seek to ensure that timetables are established which determine when employees are expected to be working, and when they should not be contacted.

The workload and performance standards of the teleworker are equivalent to those of comparable workers at the employer's premises.

Direct productivity comparisons should acknowledge potential for extra administration requirements of office-based workers- such as answering telephones, generalised procedural requirements, etc. Feedback on performance is very important for distant workers. Mechanisms for the delivery of feedback should be clearly defined. Telephone, email and desktop videoconferencing are potential media. Regular visits should be scheduled between distant workers and employers.

The employer ensures that measures are taken preventing the teleworker from being isolated from the rest of the working community in the company such as giving him/her the opportunity to meet with colleagues on a

# Training

regular basis and access to company information.

Distant staff have the right to have the same information and news about the company as their office-based colleagues. Established and regular interaction through electronic networking facilities, (e-mail, intranet, on-line discussion,) are central but not exclusive. Innovative organisational practices such as establishing 'social club facilities', 'soft seating areas' for informal conversations and 'hot desking' can also facilitate additional patterns of communication.

**TELEWORKERS** have the same access to training and career development opportunities as comparable workers at the employer's premises and are subject to the same appraisal policies as these other workers.

Core areas include:

- Job-related skills, i.e. those specific to the particular requirements of the job.
- Generic skills, including competence in IT and the use of new communications methods, (for example keyboard skills, use of modems, electronic mail, on-line discussion, effective use of Web sites, and use of software required for the work), report-writing skills and effective telephone communication skills.
- Self-management skills, including training in time management.

It is good practice for new recruits to the organisation, especially those who are in their first job, to spend some time in the office environment to familiarise themselves with the organisation and with colleagues, before working remotely. This allows skills to be learned informally, from contact with others with more experience. They also need induction training about the organisation to ensure familiarity with its procedures and culture, including health and safety issues and whom to contact for help and supplies.

Teleworkers receive appropriate training targeted at the technical equipment at their disposal and at the characteristics of this form of work organisation. The teleworker's supervisor and his/her direct colleagues may also need training for this form of work and its management.

Teleworking, particularly when it involves prolonged spells away from a 'regular' office, may necessitate specific training to

ensure that employees are working efficiently and safely. There are many training courses available which could meet the employers and teleworkers needs. For example formal training is available, such as teleworking NVQs/SVQs Levels 2 and 3 which can be obtained through national awarding bodies, such as City and Guilds. They are designed for workers who process information remotely using electronic communications. Training can be provided in an office environment or 'off-the-job', for example at a Further Education College. The University for Industry, Ufi, using the brand name 'learndirect' for its products and services, will help people and businesses to identify the right learning and to access it at a time, in a place and at a pace which suits the teleworker.



# Taxation

Teleworkers will incur certain expenditure in the performance of their duties at home, such as additional heating and electricity costs. When an employer contributes to additional household costs incurred by an employee, who works some or all of the time at home, the employee would normally be chargeable to income tax on the payment. A new measure introduced in the 2003 Budget means that employers will be able to meet some or all of the incidental household costs incurred by employees who work at home without it giving rise to a tax charge. Such payments can already be made without giving rise to a National Insurance Contributions liability.

Under income tax law any payment by an employer towards additional household costs incurred by an employee who works at home would normally give rise to a tax charge in the hands of the employee. The new measure has introduced a specific exemption covering such payments.

To minimise the need for record-keeping employers will be able to pay up to £2 per week (£104 per year) without supporting evidence of the costs the employee has incurred.

If an employer pays more than that amount, the exemption will still be available but the employer must provide supporting evidence that the payment is wholly in respect of additional household expenses incurred by the employee in carrying out his duties at home. For more information visit the Inland Revenue website: [www.inland-revenue.gov.uk](http://www.inland-revenue.gov.uk)

# Collective Rights Issues

TELEWORKERS have the same collective rights as workers at the employer's premises. No obstacles are put to communicating with workers representatives.

The same conditions for participating in and standing for elections to bodies representing workers or providing worker representation apply to them. Teleworkers are included in calculations for determining thresholds for bodies with worker representation in accordance with European and national law, collective agreements or practices. The establishment to which the teleworker will be attached for the purpose of exercising his/her collective rights is specified from the outset.

Worker representatives are informed and consulted on the introduction of telework in accordance with European and national legislations, collective agreements and practices.

# Further Information

## Government:

Health and Safety Executive, Infoline  
Tel: 08701 545500  
[www.hse.gov.uk](http://www.hse.gov.uk)

Inland Revenue, Information Line  
Tel: 020 7438 6420  
[www.inlandrevenue.gov.uk](http://www.inlandrevenue.gov.uk)

The Information Commissioner,  
Information Line  
Tel: 01625 545745

Advisory, Conciliation and  
Arbitration Service (ACAS)  
Tel: 020 7210 3711  
email: [strategy@acas.org.uk](mailto:strategy@acas.org.uk)  
[www.acas.org.uk](http://www.acas.org.uk)

Department for Trade and  
Industry, Enquiry Desk  
Tel: 020 7215 5000  
[www.dti.gov.uk/er/flexible.htm](http://www.dti.gov.uk/er/flexible.htm)

## Partner Organisations:

CBI  
Enquiries: 020 7395 8247  
[www.cbi.org.uk](http://www.cbi.org.uk)

TUC  
tel:0207 6364030  
[www.tuc.org.uk](http://www.tuc.org.uk)

CEEP  
Tina Weber, CEEP UK Policy Officer  
46 Brantfell Road, Blackburn  
BB1 8DL  
Tel: 01254 260 706  
email:  
[tina.weber@lg-employers.gov.uk](mailto:tina.weber@lg-employers.gov.uk)  
[www.ceep.org](http://www.ceep.org)

## Other Organisations

### Small Business Service

Tel: 0845 600 9006

[www.businesslink.org](http://www.businesslink.org)

### In Scotland the Business Shop Network operates.

Lowlands enquiries

Tel: 0800 787878

(Highlands and Islands enquiries  
contact Local Enterprise Company).

### The equivalent in Wales is Business Connect

Tel: 0345 969798

### UK online for business Local Support Centres

(National network of centres  
providing independent and  
'hands-on' advice about new  
information and communication  
technologies.)

Info line Tel: 0845 715 2000

email:

[info@ukonlineforbusiness.gov.uk](mailto:info@ukonlineforbusiness.gov.uk)

[www.ukonlineforbusiness.gov.uk](http://www.ukonlineforbusiness.gov.uk)

### Telework Association

Tel: 0800 616008

Fax: 01453 836174

[info@telework.org.uk](mailto:info@telework.org.uk)



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