

## Hybrid Working Policy

### Introduction

The Combined Authority partly launched the Hybrid Working approach in December 2021 as a result of responding to new ways of working during the COVID-19 pandemic, and fully launched as part of the organisational move to 70 Redcliff Street in January 2023.

Hybrid working is a form of flexible working that allows employees to split their time between working in the workplace and working remotely. Working in a hybrid way provides employers with a valuable way to make their workforce more agile whilst also improving employees work life balance. It enables a positive balance of the benefits face-to-face collaboration brings, along with the flexibility of working remotely, whilst taking account of service need.

The Combined Authority aims to have a culture of trust-based flexibility where staff can work in locations that offer the best opportunity to perform, deliver and drive the organisation forward, whilst maintaining a positive work-life balance. The hybrid working model will allow all staff, regardless of length of service or role, to combine working from home with working in the Combined Authority's office as part of our standard practice and approach to working flexibly.

The Hybrid Working model has been agreed in consultation with the Trade Unions and Joint Negotiating and Consultation Committee (JNCC).

### Purpose

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1. To outline the provisions and operation of the West of England Combined Authority's Hybrid Working Model.
2. To enable good and consistent practice in order to sustain work productivity and work-life balance
3. To provide a toolkit of information to support employees and line managers to work effectively and consistently within a hybrid model approach.

### Principles

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4. The contractual location of work will be 70 Redcliff Street, Redcliff, Bristol BS1 6AL
5. This policy is adopted on a non-contractual basis and therefore does not make up part of employees' contractual terms and conditions.
6. The hybrid working approach is an organisational-wide model that applies to all staff at the Combined Authority, including secondees, interns, contractors and agency staff regardless of length of service and regardless of role.

7. The hybrid approach offers a full range of flexible working options, including working from home which can predominantly be agreed without the need for a formal flexible working request and that working flexibly is the standard way of doing things. [A formal flexible working request means that the Flexible Working request form has been completed, a formal meeting has taken place to discuss the request, and a formal outcome to the request has been provided in writing]
8. Decisions about the frequency of working in the office will occur in a non-discriminatory way and through dialogue with the employee and the line manager.
9. Appropriate risk assessments both at organisational level and employee level will be carried out as legally required, with the support of other professionals such as Occupational Health, in order to ensure that risk to health is avoided.
10. If situations arise that result in a risk to health (for example, a new pandemic wave), then the Combined Authority and SMT will review the situation accordingly and will adapt relevant approaches to this policy, whilst also taking into account any government messages and requirements.
11. All staff will continue to work their contracted hours unless they request to change them. The hybrid working approach allows flexibility with how the hours are worked, and where they are worked, as part of an informal agreement with the line manager.
12. The standard full-time working week is 37 hours.
13. Hybrid working approach intends that all flexibility with hours and location is achieved through an informal approach. However, as a statutory right, the formal Flexible Working policy and process continues to be in place for those that wish to request it. Formal flexible working can be requested by employees who have 6 months service. Employees who wish to make a formal flexible working request should continue to do so through the WECA's Flexible Working policy.

### **Employee Responsibilities**

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14. To fully engage with the line manager to agree a flexible working approach that meets the needs of the individual and the service.
15. To be prepared to be flexible when reaching an agreement with your manager about your hybrid working arrangement, including making changes to the arrangement if required for effective service delivery.
16. To have responsibility to take reasonable care of their own health and safety at work when in the office and at home and to complete the required risk assessments and statutory and mandatory E-Learning modules.

17. To maintain regular contact with their line manager, including telling their line manager of any physical, mental health or safety risks, and if working arrangements need to change.
18. To maintain a work routine where work has a defined start and end point each day in order to sustain their health and wellbeing. This includes blocking out time for lunch breaks.
19. To ensure that their outlook calendar is up to date, including when they are or not working, and ensuring that relevant colleagues have visibility of the calendar.
20. To ensure that regardless of their location of work that confidentiality and appropriate conduct are maintained.

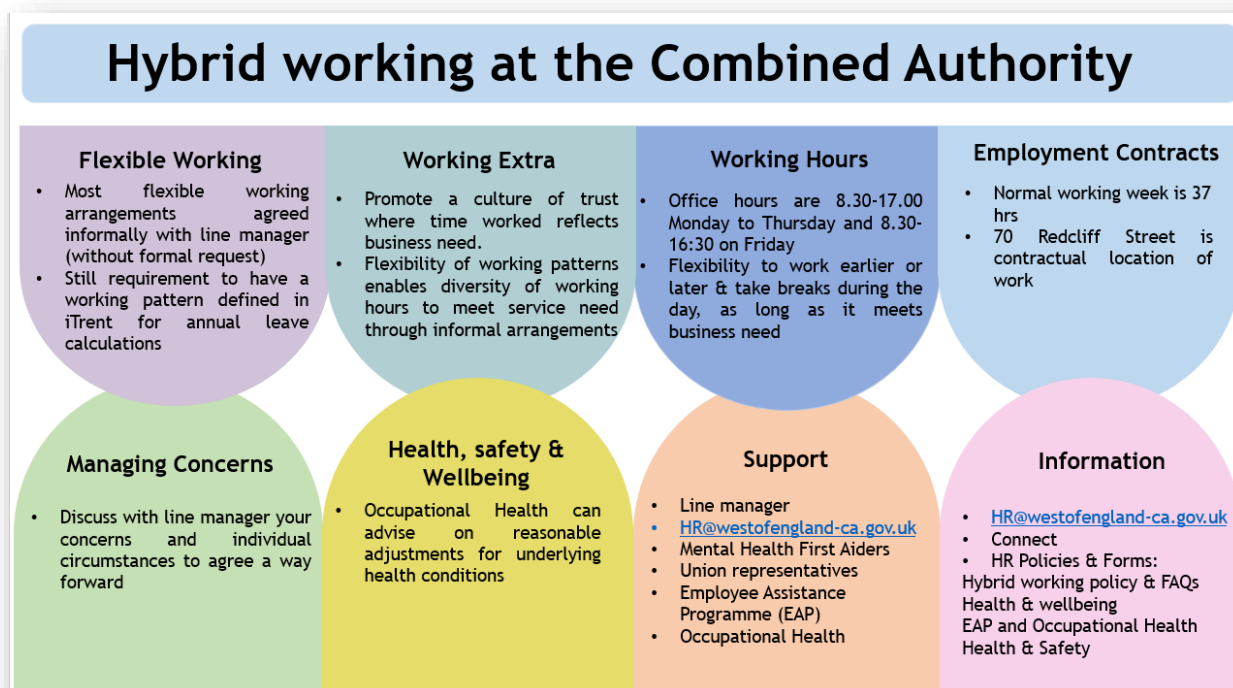
### **Manager's Responsibilities**

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21. To ensure that all their staff complete the required health and safety risk assessments and to take forward any actions that arise from the assessments.
22. To have discussions with individuals to agree working patterns that meet the demands of the service.
23. To discuss with the team expectations of frequency of being in the office and the work situations that require face to face interactions - for example, 121s, team meetings, directorate meetings, collaborative opportunities, stakeholder/client meetings, and learning & development opportunities.
24. To establish the time periods that their team needs a service to be provided within and ensure that the team meets these requirements with their working patterns.
25. To be consistent, reasonable and fair with their flexible approach.
26. To ensure that reasonable adjustments are made when recommended as part of managing a disability.
27. To encourage staff to have start and end times of a working day, to ensure that staff have a work life balance, but that there is also flexibility with start and end times that also meet service demands.
28. To communicate regularly with their team, individually and as a group, and to work with staff to find suitable solutions.
29. To ensure that all individuals are delivering the required outputs and to assess performance based on outputs.
30. To ensure that in periods of high work demand, that the service needs are covered, but that additional time is taken back at an agreed time, with flexibility on how that time is taken back.
31. To be accountable for their team's performance and are performance manage in accordance with the WECA Managing Performance policy.

32. To avoid treating employees who work remotely less favourably than employees who are office based, or who they see face to face more frequently. Wherever an employee is working, they should be provided with access to the same work, support (including access to their representatives e.g., a recognised trade union) and opportunities for training, development and promotion.

## The WECA hybrid working model approach



### A Flexible Working

33. The Combined Authority values the benefits of being able to balance work productivity and meeting work demands with providing staff the opportunity to work with patterns that suit them as well as the organisation, recognising that having flexible working will be a positive benefit, and will encourage staff retention, better wellbeing and increased job satisfaction.
34. Flexible working is an arrangement that enables employees to have a way of working that suits an employee's and employer's needs whilst maintaining a work-life balance.
35. By law all employees have the legal right to formally request flexible working - not just parents and carers - after 6 months service. The formal flexible working process requires the completion of a formal written application, followed by a written response by the line manager within 14 days. The formal Flexible Working policy and process continues to be available, to all staff who have 26 week's service or more and details the flexible working options that can be considered through a formal request.

36. The hybrid working approach enables staff to avoid making a formal request for most flexible working arrangements. Instead, all employees, including secondees, interns, contractors and agency workers can work flexibly, with a combination of office and home working, without the need to make a formal request, but agree the arrangement informally through discussions between the line manager and the employee.
37. There is no limit as to how many times a line manager and employee can discuss any flexible working pattern, however care should be taken to avoid changing patterns too frequently to avoid potential disruption to service delivery.
38. All staff should have a ‘baseline’ working pattern that meets the needs of the service, which is recorded within iTrent Working Patterns. By adopting flexibility within the hybrid model, the baseline working pattern does not need to change. Any changes to working days, or contracted hours would need to be discussed and agreed with the line manager first.
39. Most flexible working options do not need to be formally requested via a formal flexible working request, but instead can be discussed and agreed between individual and line manager informally.
40. Staff with 26 week’s service can continue to make a formal request for any of the flexible working options below through the formal Flexible working process. All formal flexible working requests that have been agreed should be reviewed annually to ensure that the way of working continues to be required, and also meets the needs of the service.
41. With the hybrid approach, the following flexible working options can be agreed informally:

<b>Increasing/decreasing hours temporarily or permanently</b>	<b>9-day fortnight</b>
<p>If permanent decrease change, there is no guarantee that the hours will be available in the future.</p> <p>Line manager and employee to agree which days are working and non-working days in order to ensure that service demands are met.</p> <p>Changing contractual hours will result in a change of pay, which will need to be confirmed to Payroll via HR.</p>	<p>When employee works the equivalent of 2 full time weeks (74 hours) over 9 days (2-week working pattern)</p> <p>Line manager and employee agree which day of the week is a non-working day on the 4-day week, ensuring service needs are met.</p> <p>Annual leave entitlements are adjusted to reflect a 9-day fortnight working pattern (See Annual Leave policy)</p>
<b>Job share</b>	<b>Flexible start and end times</b>
<p>When two people cover the same job and job description during the week.</p> <p>If the second person for the job share isn’t currently employed, the line manager should consider whether recruitment to</p>	<p>Allowing earlier start/finish times or later start/finish times, where working times reflect the needs of the service.</p>

backfill the hours is achievable before agreeing to a job share.	The 'baseline' working pattern remains in place, but flexibility exists where required to meet personal and work commitments.
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42. Requests to work Term Time only, or annualised hours should be made through the formal flexible working request in line with the Flexible Working process, as these working patterns should be formally reviewed annually to ensure that the individual still requires the agreement and that it continues to meet the needs of the service.
43. The table below confirms the paperwork and actions required to confirm any informal arrangement:

Type of Change	Paperwork & Actions
<b>Change working hours</b>	<ul style="list-style-type: none"> <li>• <a href="#">Contract variation form</a> completed by the line manager and returned to HR so that payroll can be informed of the change of hours.</li> <li>• Working pattern on iTrent to be updated. (Guide found in HR Policies and Forms &gt;<a href="#">iTrent</a>)</li> </ul>
<b>Working from home (WFH)</b>	<ul style="list-style-type: none"> <li>• Ensure DSE assessment and home working risk assessment is completed by employee (HR Policies &amp; Forms &gt;Health and Safety&gt;<a href="#">Forms</a>)</li> <li>• Employee to make it clear in Outlook calendar when they will be working in the office or working from home.</li> </ul>
<b>9-day fortnight</b>	<ul style="list-style-type: none"> <li>• Contracted hours don't need to be reduced, but instead it's about allocating the work into less days, with longer blocks of time worked each day.</li> <li>• Working pattern on iTrent to be updated. (Guide found in HR Policies and Forms &gt;<a href="#">iTrent</a>)</li> <li>• Annual leave calculator may need to be used to calculate annual leave and bank holiday entitlements with effect from the 9-day fortnight pattern working. (HR Policies &amp; Forms &gt;<a href="#">Annual leave</a>)</li> </ul>
<b>Job share</b>	<ul style="list-style-type: none"> <li>• Line Manager to complete WECA recruitment process, including request to recruit authorisation.</li> </ul>
<b>Flexible start and end times</b>	<ul style="list-style-type: none"> <li>• Employees should be aware of the WECA Lone Working guidance and complete risk assessment as required.</li> <li>• Working pattern is defined on iTrent (Guide found in HR Policies and Forms &gt;<a href="#">iTrent</a>)</li> </ul>

## B Working patterns

44. All staff should have a 'baseline' working pattern - which confirms the day of the week you're working and how many hours you would normally aim to work each day. This is the working pattern that should be agreed with the line manager and then inputted by the line manager into iTrent via People Manager.
45. Working patterns must be defined within iTrent to enable annual leave entitlement calculations to be automatically done.

46. Baseline working patterns or contractual hours shouldn't change as a consequence of hybrid working, because all employees should already have a working pattern defined, however where tweaks or changes are needed, this is achieved through a discussion between the line manager and the individual.
47. The hybrid working approach then offers all staff flexibility in all aspects of work - including location, start and end times, working days or breaks during the day, whilst ensuring the needs of the business and service are met. Flexibility also exists with the split between home and office working, where time spent in the office can be short or long days.
48. Individuals should make it clear in their work calendar when they are available and working, and when they are not working. Staff should ensure that their work calendar is visible to any staff member as they see appropriate.
49. If staff wish to increase or decrease contractual hours, this should be discussed with the line manager first to establish if it can be supported from a financial perspective and/or a service provision perspective. If agreed, the line manager would complete a variation form and send to HR.
50. There is no maximum number of hours anyone can work in one given day. The working time directive states that you should not work more than 48 hours a week on average, during a period of time averaged over 17 weeks. If staff have agreed to do shorter or longer days during a week it should be because there is a service need that allow for the longer hours to be worked. Managers should expect to see the relevant outputs for the hours worked. Staff also have a responsibility to ensure that they take their breaks and lunch break.

### **C Working from home and in the office or business location**

51. All employees, regardless of role, will be contractually required to be in the office. 70 Redcliff Street is the location of work for all staff, detailed within employment contracts. The frequency of being in the office or business location will be determined via collaborative approach, influenced by the line manager, Heads of Service and Directors, the Senior Management Team, the team, and the individual themselves.
52. Staff cannot decide to work from home on a permanent basis however can decide to be in the office or other business locations for all of their contractual hours.
53. Being able to work from home for part of the working week is one of several flexible working options available to staff.
54. Staff should expect that some 121s, team meetings, client meetings, directorate meetings, training, learning and development opportunities, and collaboration opportunities will be held face to face in 70 Redcliff Street or in other business locations as determined by the need of the role. Teams and services will need to agree as a whole what will work best in terms of supporting each other, ensuring they collaborate with everyone they need to, and being the most productive.

55. Line managers should aim to meet their new starters face to face on their first day where possible.
56. The split of home working and office-based working may vary depending on the duties and requirements of a role. A role may also require that instead of being in 70 Redcliff Street, that the employee needs to work from other locations instead. If duties or requirements of a role result in a greater need to be in the office or business location, this is acceptable. Employees continue to have equal access to flexible working, of which working from home is one option out of several as part of a flexible working approach.
57. Full time staff should aim to be in the office or an agreed business location for the equivalent of at least two days a week as a minimum, pro rata for those who work less than 5 days a week. The day of the week that teams may wish to be in the office is agreed by the team itself, with the aim that the office is used as much as possible across the whole working week. The hybrid working policy provides guidance, and managers can interpret the guidance in a way that works best for their team. Line managers and teams should discuss and agree together what day/s of the week and which meetings they may wish to be in the office for.
58. In recognition that the home circumstances of some employees may vary considerably, there is flexibility for employees to be in the office more than what a service would expect. For example, if at home there is a lack of space, privacy, poor internet or mobile phone signal, or some other reason, employees can decide to work in the office more.
59. The Combined Authority will always provide office capacity for those who are unable or unwilling to work from home.
60. For employees that have a disability, we will work with those individuals, alongside any recommendations from Occupational Health, to agree a reasonably adjusted hybrid model routine that enables the individual to continue to work.
61. For staff who need to meet external stakeholders, employees can hold virtual meetings from home, or can meet either face to face at 70 Redcliff Street, or another agreed site. Meetings with external stakeholders should not take place in the employee's home unless agreed with the line manager first.
62. For staff who wish to meet with internal colleagues, or wishing to buddy with colleagues at their home, then colleagues can work at each other's houses. However, conduct and confidentiality expectations still apply, and in circumstances where this is breached, the Disciplinary Process could be invoked.



## **Principles of Working from home**

63. Working from home is not a formal arrangement but instead is part of the standard hybrid working approach. It is encouraged as part of a diverse and flexible way of working, the frequency of which is agreed through discussions between the line manager and employee.
64. There are no stipulated restrictions on the maximum number of contracted hours that could be worked from home. Instead, there should be regular dialogue between the line manager and employee about where they are working.
65. 70 Redcliff Street is the contractual location of work for all employees.
66. Working patterns will need to be broadly defined for the purposes of iTrent however there is flexibility on a week-by-week basis to deal with unexpected work demands and to allow flexible start and end times.
67. Employees continue to be subject to the same performance management measures, processes and objectives whether working from home or in the office.
68. All staff should have an up-to-date DSE assessment for their home working set up, which should be revised if the setup changes at home. A DSE assessment should be completed for 70 Redcliff Street. Once the employee has completed the DSE assessment for either site, it should be given to their line manager.
69. Working from home isn't an alternative to paid dependants leave and it is expected that for normal circumstances, employees will not have to care for their children whilst working from home as a standard arrangement.
70. In circumstances where employees have unexpected caring responsibilities and are unable to work their hours at any point in day or make the time up, then they need to discuss with their line manager what options are available, which could include dependants leave, if entitled, annual leave, unpaid leave or making the time up.
71. Employees are responsible for making their own judgements as to who can be within their household on a regular basis whilst working. Regular caring or dependant responsibilities within the household (for adults or children) that prevent staff from delivering the required outputs of their role would not be acceptable as a standard way of working on a regular basis.

## **D Working extra**

72. As part of the hybrid approach the Combined Authority adopts a fully flexible working approach, which includes flexibility with working hours.

73. When extra hours are worked in a period of time due to service need, the time can be taken back informally at another time by working less. This should be discussed and agreed with the line manager.
74. The hybrid working approach promotes a focus on delivering the work and meeting the needs of the service within a flexible working approach. Therefore, specific or deliberate accrual of time when there is no service need to do with the aim of accruing additional time is not considered acceptable within the flexible culture the Combined Authority adopts.
75. Staff should manage their own time appropriately, and not consistently working long hours in order to accrue time that can be taken back at another time. Working hours should reflect business need, and the ability to have time off during any given week is achievable through the hybrid working approach, where communication with your line manager, and agreement of working patterns is appropriate.
76. If staff wish to record their hours to maintain their own personal records of their working hours, or to be used as part of a discussion with their line manager regarding working hours or additional time worked, the 'record of hours' spreadsheet can be used, however it is not a requirement to use.
77. Employees should use annual leave regularly to ensure that they have breaks from work.
78. Workloads and working hours should form part of the regular 121 conversation. should speak to their line manager as soon as possible if they feel they are continuously working more than their contracted hours. Line managers should establish if the additional time worked is because it is required of the role and service demands are high, resulting in higher outputs for what would be considered appropriate within the contracted hours. If employees are producing the outputs that are expected within the contracted hours, but the employee maintains that they are regularly working over and above their contracted hours, the line manager should explore the reasons for this further in case there is a health or performance reason why this is happening.

## **E Working hours**

79. In accordance with employment contracts, the following statements apply to all staff:
  - The Authority's normal working week is 37 hours.
  - The Authority's core office hours are 8.30am to 5.00pm Monday to Thursday and 8.30 to 4.30 on Friday with one hour (unpaid) for lunch.

However, working patterns will be determined by the needs of the service area which may change from time to time.

- If your service does need to amend your working hours to meet its service needs, this will be done in consultation with the staff affected
80. The Combined Authority does not adopt a core hours approach. Consideration on how a service is provided, and the times and hours the team is required to be available is through the direction of the line manager and/or Heads of Service.
  81. At the Combined Authority, most services provide a broad 9am to 4.30/5pm service, however flexibility can exist within teams whereby some employees start earlier or finish later if the service needs enable it.
  82. Decisions made by line managers and service leads on when their service should be available should consider internal and stakeholder demands on the service.
  83. Staff should maintain a routine where work has a definite start and end point each day in order to sustain positive health and wellbeing.

## Equipment and the working environment

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84. It is important that wherever you are working from, you have the equipment and environment you need to do your job well and that you feel safe, well and comfortable. The Combined Authority will ensure you are provided with the necessary IT equipment and software in order to work; however, employees should be aware that there may be a short waiting period. In the office all staff will have access to a keyboard, mouse, large monitor and office chair.
85. The Combined Authority will ensure that specialist equipment is available within the office as part of a reasonable adjustment made due to an underlying health condition. For staff that have an underlying health condition that falls within the Equality Act and reasonable adjustments are required, staff should inform their line manager, ensure that a DSE assessment has been completed, and seek Occupational Health advice where appropriate.
86. If you have a disability and need any reasonable adjustments to be made to your workstation whether in the office or in another location, please discuss with your line manager and Human Resources. Guidance on Occupational Health and Reasonable Adjustments can be found in HR Policies and Forms >Occupational Health.
87. If you need any support regarding your equipment you can contact:
  - Business Support team [businesssupportteam@westofengland-ca.gov.uk](mailto:businesssupportteam@westofengland-ca.gov.uk)

- Agilisys IT Support, who can be contacted via the ICT Service portal located on your laptop desktop or via 01275884444
  - iTrent guides can be found on TEAMS HR Policies and Forms> iTrent
88. Whether you are in the office, or working remotely, you should switch on the VPN as standard default practice. You should also switch off your computer fully at the end of each day to ensure that the latest security upgrades and updates are installed.
  89. All employees should ensure they are familiar with the WECA Information Technology Acceptable Use Policy and Digital Communications Policy, both found in HR Policies & Forms >IT.
  90. If you are working from a public place, employees should be mindful of any potential confidentiality or IT security risks. Employees are responsible for keeping ICT equipment safe and secure and should take extra care when working remotely. You should:
    - Lock your screen when you are not using the laptop
    - Never leave your equipment unattended
    - Ensure you run software updates and change passwords when you are instructed to
    - Contact Business Support immediately if your equipment is lost or damaged
    - Never allow anyone else to use your equipment
    - Contact Business Support before downloading any additional software
    - Use the ICT Service portal/Security on your desktop to alert IT Support of any phishing emails or security breaches.

### **Travelling to the office**

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91. Commuting to the office is not considered work time and nor are travel expenses to commute to work claimable. For example, you cannot claim for travel expenses when commuting to an all staff-staff event which is the same or less distant or expensive to your normal commute.
92. Any travelling that happens during your working day for work purposes is considered work time and can be claimed via travel expenses.
93. The length of time of an individual commute should not affect the ability to work in the office or another required location, and is would not be considered an acceptable reason to not come to the office. Employees should ensure that their time in the office is appropriate and proportionate to the time travelled to get there. For example, if a commute is an hour each way, it would be sensible to spend a full working day in the office.
94. The hybrid approach encourages flexibility with how working time is done, so employees have the option of working from home in morning, and then being in the office later in the day. The time commuting to work during the day would not be considered 'work time'.

## Parking facilities at 70 Redcliff Street

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95. For employees that require a disabled space at and are a blue badge holder, the line manager and Lorraine Cook, PA should be informed in order that priority can be provided for parking within 70 Redcliff Street
96. Parking spaces are limited and are not available as a standard entitlement to all employees. All parking arrangements and availability are managed by Lorraine Cook.
97. For employees that consider themselves disabled, but are not blue badge holders, further advice would be sought from Occupational Health to establish what reasonable adjustments would need to be considered when working in the office.

## Health and Safety

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98. The health and wellbeing of all employees is paramount, and we have a duty of care to all employees, whether working in the office, or at home and that employee productivity is consistent with a healthy pattern of behaviour.
99. Display Screen Equipment (DSE) assessments should be carried out by employees working both at home and in the office. The DSE assessment provides clear guidance about taking time to set up workstations before use, whether at home or in the office. In addition, employees should complete the home working risk assessment, and if working alone in the office or at home, complete the lone risk assessment. Line managers have a responsibility for ensuring all risk assessments are completed, and that any actions that arise from the assessment are taken forward. All risk assessments can be accessed via [HR Policies and Forms > Health and Safety](#)
100. For employees that have anxieties regarding COVID-19 they should first discuss their concerns with their line manager and attempt to resolve them together. WECA will listen to any concerns, take steps to ensure everyone is safe at work and promote how the office has been made safe. If employees are shielding or have family members at home that are high risk, they should have already informed their line manager, or should do so if circumstances change.
101. Employees also have a responsibility to ensure that they minimise risk to others. For example, employees who display symptoms of common illnesses such as a cold, but are well enough to work, should aim to avoid working in the office but work at home instead, until symptoms have eased.
102. Employees who have an underlying health condition that state they have a medical condition which prevents them from working at 70 Redcliff Street will firstly be referred to Occupational Health to establish what reasonable adjustments need to be made to support working in the Hybrid Approach.

103. For staff who have no health and safety reason why they cannot work in the office or alternative business locations, and the reason provided is that they only want to work at home, all staff are reminded that contractually all employees' location of work is 70 Redcliff Street, and that as an organisation we continue to require face to face collaboration for a variety of reasons. Staff who refuse to work in 70 Redcliff Street following a reasonable management request could be subject to a disciplinary process.

## Wellbeing and Support

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104. There are many ways employees take look after their health and wellbeing whilst working in a hybrid way. Creating a good work/life balance can support positive wellbeing. Employees are responsible for:

- Managing their work life balance and having a clear start and end time for the working day.
- Putting an out of office on if you are not working and turn off your laptop and phone each evening.
- Taking regular screen breaks, for example by stepping away from their desk every hour, making time to do stretches or schedule in a lunchtime walk.

105. Loneliness and isolation can have a significant impact on people's ability to manage stress so staying connected and maintaining healthy relationships is important for wellbeing. Employees are encouraged to:

- Start your meetings with an informal chat
- Participate and engage with frequent 121s with their line manager
- Arrange to have a virtual lunch with colleague
- Attend making connections/lunch and learn sessions
- Try a 2-minute video call rather than an email
- Ask for help if you are struggling- this could be a colleague, line manager, HR or our Mental Health First Aiders. An up-to-date list can be found on [Sharepoint](#). You can also access our Employee Assistance Programme, details can be found in this policy.

106. Employees can access a range of guides and tools designed to support health and wellbeing when working both at home and in the office. These can be accessed on Connect via the Health and wellbeing pages or in HR/Policies and Forms. Employees can speak to their line manager or HR for advice on where and how to access support.

107. The following support and tools are available for all staff:

Support	How to access the support
Employee Assistance Programme (EAP)	<p>24/7 confidential helpline: 0800 030 5182            EAP website <a href="http://www.healthassuredeap.com">www.healthassuredeap.com</a>            [Username - WECA / Password - EAP]</p> <p>Guidance on HR policies &amp; Forms &gt;EAP</p>
Occupational health	<p>Discuss with your line manager, and then contact HR for support on completing the referral form.</p> <p>Reasonable adjustments can be put in place that are recommended via Occupational Health.</p> <p>Guidance on HR policies &amp; Forms &gt;Occupational health</p>
Mental Health First Aiders (MHFA)	<p>WECA has 5 trained MHFAs who are employees. Full details can be found on the WECA Connect Health and Wellbeing page.</p>
Individual wellbeing action plan (WAP)	<p>A WAP is a personalised, practical tool to help identify what keeps us well at work, what causes us to become unwell, and how to address a mental health problem at work should you be experiencing one. Template WAPs can be found in HR Policies and Forms &gt;Mental wellbeing in the workplace</p>
Workplace Stress risk assessment & action plan	<p>The risk assessments allow individuals (and teams) to gain an insight into potential excessive pressures (stress) in the workplace. The templates ensure that solutions to issues raised in the risk assessment are considered and actioned.</p> <p>The risk assessment and action plan template can be found in HR Policies and Forms &gt;Mental wellbeing in the workplace</p>
WeLearn	<p>Our Learning Management System has a range of E-Learning modules available that cover a range of Wellbeing topics. You can access them for free via your WeLearn Account  <a href="https://weca.learningnexus.co.uk/login/index.php">https://weca.learningnexus.co.uk/login/index.php</a></p>
Employee Development Programme	<p>There are some modules in the Employee Development Programme that will enable staff to gain knowledge, information and skills in developing resilience.</p> <p>The Employee Development Programme catalogue can be found in HR Policies and Forms &gt;Learning and Development &gt;EDP with full details of modules available, and you can book to attend via your WeLearn Account.</p>

## Performance Management

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108. Line managers will be line managing staff who will be working both from home and in the office, and support needs to be given to all members of the team. Line managers are vital in helping to ensure that employees they remain healthy, engaged and productive.
109. Line managers continue to be responsible for:
- Allocating work, monitoring work and checking quality
  - Agreeing objectives and conduct annual PDR reviews or probation reviews
  - Recruiting, interviewing and inducting new staff
  - Following HR policies and processes
  - Leading 121s and team meetings
  - Identifying knowledge gaps and arranging training
  - Being a coach or mentor
  - Supporting the health and wellbeing of their team
110. Hybrid working should not impact the quality of an employee's work or relationships with colleagues. Performance will continue to be managed under the same performance management measures that apply when they work in the office.
111. Line managers should assess performance based on outputs that are reflective of the hours worked on any particular day.
112. Line managers should consider how they interact with their staff and be mindful of the fact that staff may need more regular support or informal 'check ins' when working remotely. This can include:
- Taking the time to communicate with the team and individuals to ensure connectivity with the team and to support employee engagement
  - Being positive and appreciative, remaining calm and being open to requests for additional support
  - Creating opportunities for the employee to tell you how they are feeling as well as talking about work. For example, during 121s, to help identify if they need any additional support, whether that is relating to training, equipment or health and wellbeing
  - Showing empathy and consideration for your employees
  - Addressing performance issues straight away, and not letting them linger
  - Using a variety of tools to communicate with staff regularly outside of 1:1s, such as telephone calls and Teams Chat
113. Line managers should consider whether particular types of meetings are suitable for a hybrid approach; would it be better for everyone to attend in person or remotely. The following meetings may be suitable for a hybrid approach:
- Provision of information with the opportunity for questions and answers
  - General updates, such as progress status, reviewing actions or information exchange



- Quick team catch-ups or decision making

114. The following types of meeting may be more suitable face to face:

- Work that requires problem solving, collaboration or co-creation
- Detailed discussions or debates
- Creative or idea generation meetings
- Long, detailed meetings with multi-media
- Inductions for new starters or team building
- A proportion of 121, team, management or directorate meetings

#### Document Control

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