# Hybrid Working Policy - Development

# PRAP Scrutiny
# May 2023

# Aims & Objectives

- The Hybrid Working Policy is intended to provide guidance and good practice to enable employees to work from home or other locations effectively and safely.

- Implements and follows through on the recommendations of Policy Review and Performance Scrutiny Committee Task and Finish Group on Home and Agile Working.

- The policy is intended to assist both managers and employees in implementing work styles which are not fixed locations by highlighting areas for consideration and providing practical advice and information.

- The policy should be considered alongside the Council's other corporate strategies and policies, in particular those relating to Human Resources, ICT, Health and Safety and Information Governance.

# Values & Principles

- Linked to the Values review as part of the Workforce Strategy 2023-2027

- Needs of the customer, service and individual

- Support hybrid working because it is effective and as a modern employer it helps us recruit and retain diverse and talented people

- Hybrid working will not compromise service delivery. If we need to be in, then we need to be in. All services will agree clear expectations about being present in the workplace – when and why – to ensure a quality service is delivered.

- We won't have a single, set working pattern for everyone. The hybrid working model needs to flex by team, role and individual.

- No one will be forced to work from home. Staff will always have a choice to come in, if that's what works best.
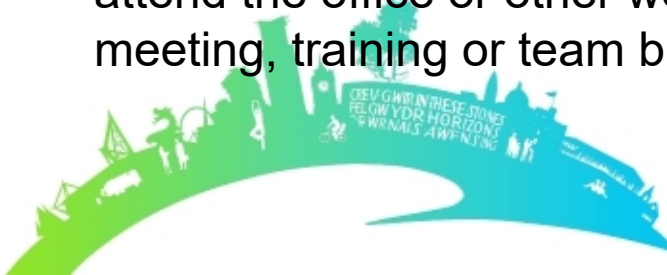
# Work Styles

- The Council has established four generic work styles that will be allocated to all employees and recorded on our HR system as follows:

  - **Fixed location**: Employees who needs to be at the same location or desk every day, including frontline workers who commence from a set non home base. This could be an office; depot; school; or, frontline location.
  - **Hybrid**: Employees who will be office based but may work from home or spend time out of the office, meeting service users or partners. Hybrid workers could be in the office for one or two days a week, but not necessarily full days. These days should be flexible, depending on work requirements
  - **Home-based**: Employees who commence and end their work at their home, but are mobile throughout the day.
  - **Home**: Employees who perform 100% of their duties from their home but may be required to attend the office or other work location on a very ad hoc basis e.g. face to face meeting, training or team building activities

# General Approach

The policy will provide a framework for non fixed working styles where this is both feasible and desirable. Any arrangement for working style should be by mutual agreement between the service area and the employee but is at the discretion of the manager. It is critical that any arrangement does not impact detrimentally on the quality and continuity of service provision in all of the functions and activities of the Council. The key to success is mutual understanding and trust, leading towards mutual benefit.

# Manager's Responsibilities

To include:

- Ensuring all staff have any reasonable adjustments in place and any other appropriate assessments e.g. if staff are carers
- Appropriate contact details are available for staff
- Regular check ins, team communications and 1:1s
- New starters and appropriate training
- Managing productivity / outcomes remotely
- Ensure employee is supported to ensure confidentiality of service users at all times
- Ensure proper procedures and policies are still followed e.g sickness when too unwell to work or ensure appropriate probationary period support / monitoring for new employees

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# Employee's Responsibilities

To include:

- To include appropriate place to work, not just workstation but in terms of confidentiality if working with others in a room
- Appropriate contact details are available for managers
- To ensure a reliable internet connection that means they can sustain working from home for a number of hours or a full working day
- Working time/days/hours – normal working arrangements in place unless otherwise agreed with manager
  - This includes ensuring taking regular breaks
  - Still log and complete hours on flexi system etc
- Have the arrangements in place for Information Governance considerations
- Ensure proper procedures and policies are still followed e.g sickness
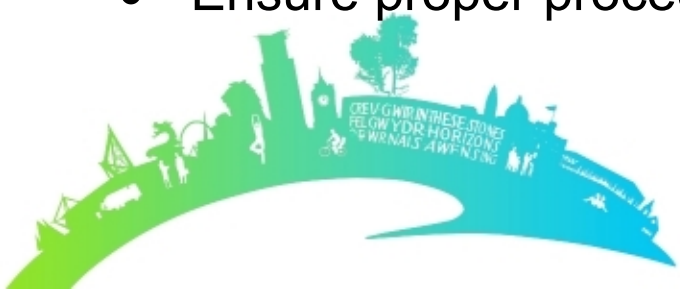
#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

# Requests for a change in work style

As part of the development of the policy, due regard will be made to the process by which employees can request a change of work style whether that be individually or as part of a group and the escalation process should agreement between the employee and manager not be reached. There will also be clarity in the policy, linked for example to the restructure process, of the procedure the employer will follow if a work style needs to be changed by the employer for whatever reason.

# Principles

The policy will also set out principles and details regarding, but not limited to, the following:

- Classification of 'home'
- Working outside of the UK
- Availability of the employee and the manager
- Financial considerations, including insurance
- Travel expenses
- Claiming of travel time
- Personal security and wellbeing
- Data Security and Information Management
- Team and performance management
- Management accountabilities

# Additional links and sections

The Policy will also link to other strategies and policies with regards to:

- Core accommodation
- Health and Safety
- ICT
- Information Governance

The following sections will also be included in the policy:

- Health & Wellbeing
- Homeworking Etiquette – including team meetings and wellbeing
- Performance Management – Communication and consultation between managers and Hybrid / homeworking staff
- Insurance
- Information Governance
- Management Accountabilities

We would welcome input from Scrutiny on what they would like to see in the policy.