

Widening Opportunities for Hybrid Working Styles Post Covid-19

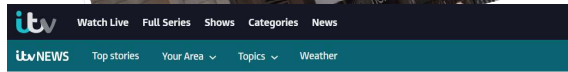
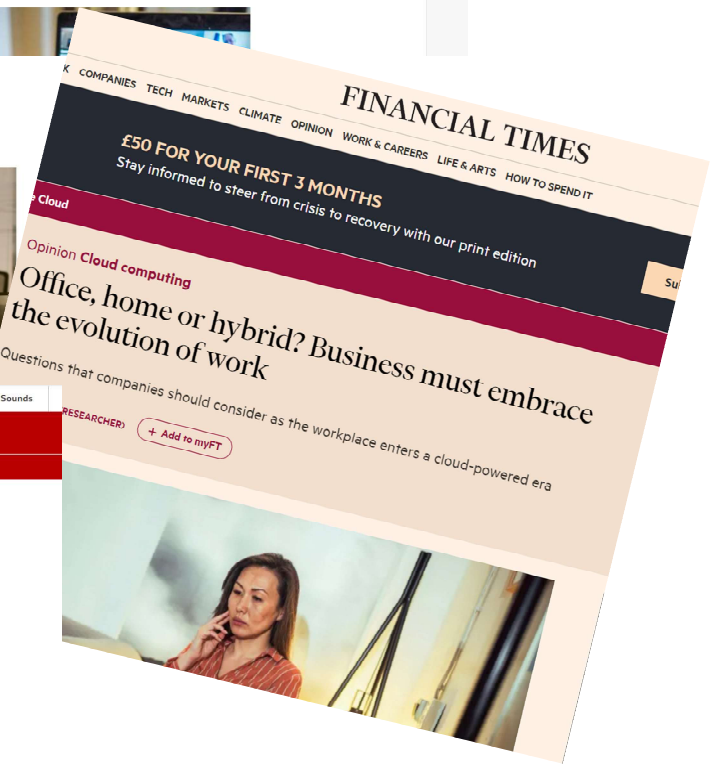
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Study finds two-thirds of employers plan to increase hybrid working - but what is it?

EMPLOYMENT | CORONAVIRUS | Friday 2 April 2021, 8:51am



Asda to allow permanent hybrid working for offices

4 days ago Comments

Coronavirus pandemic



Home v Office?

Figure 1 - Proportions of employees that always work from home by sector

	All industries	Professional, Scientific and Technical Activities (PST)	Public Administration and Defence (PAD)
Before lockdown*	2.7%	3.9%	1.4%
April 2020	31.5%	—	—
May 2020	31.5%	—	—
June 2020	28.9%	57.7%	54.8%
July 2020	26%	47.9%	50.2%
September 2020	21%	—	—

The Great 'Working from Home' Experiment?

What did we learn from the last year?

Pivotal role of the
line manager

Communication and
team cohesion
impacted

Equalities
weaknesses
exposed

We can be remote,
flexible AND
productive

Wellbeing matters

hybrid working is not
the only form of
flexible working

Hybrid working in local govt (1)

There will be more hybrid and flexible working

Hybrid working in local government will be about location, but also about the structure of work, communications, hours, and be a system that supports staff to be as productive as possible no matter where, when or who they work with

It must be built around some key considerations that balance the needs of the councils, our staff and our residents

Hybrid working in local govt (2)

But hybrid working in local govt must:

- Support wellbeing and work-life balance
- Encourage collaborative working
- Be outcomes focused for our residents
- Support innovation in services
- Be inclusive
- Happen alongside digital transformation
- Support employee choice and engagement

The challenges for hybrid working

Creating working cultures for collaboration, communication, and connections between **all** staff

Knowing what flexibility exists for any job (it may apply differently to different jobs, and maybe not at all)

Using office space differently for blended ways of working

Ensuring health and safety (wellbeing, mental health, DSE, work-life balance) for all jobs

Managing inclusion and fairness, particularly for new or more inexperienced employees

Need performance management cultures focused on effort contributed and outcomes achieved

Other things to think about

Do you have ways for teams to come together, share ideas, innovate, and learn from each other?

Will you need to rethink what jobs, skills and behaviours are suitable to deliver work in new and effective ways?

Do managers understand how to manage, motivate and include staff who don't sit next to them?

Do your governance and reporting systems support more devolved decision making and agility?

Some solutions



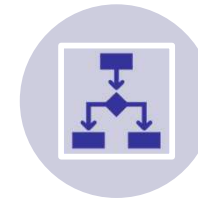
WIDE-RANGING,
CROSS-COUNCIL, NEW
STRATEGIC
WAYS OF
WORKING
PROGRAMMES



SURVEYING
STAFF FOR
FEEDBACK AND
PREFERENCES



FRAMEWORKS
OF FLEXIBLE
WORKING
OPTIONS
SUPPORTING
EMPLOYEE
CHOICE



NEW MODELS OF
DECISION MAKING
AND
ACCOUNTABILITY



DEVELOPING NEW MANAGEMENT
COMPETENCY FRAMEWORKS
BUILT ON TRUST, EMPOWERMENT
AND MORE AUTONOMOUS
WORKING



EMBEDDING
WELLBEING
CULTURES

The future of work in local govt?

More flexible
working options
for all staff

Employee-
centric and
collaboration
focussed

Agile working
cultures

Compassionate
management
styles

Outcomes-
focussed
cultures

Supports
knowledge
management not
process

Questions?

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