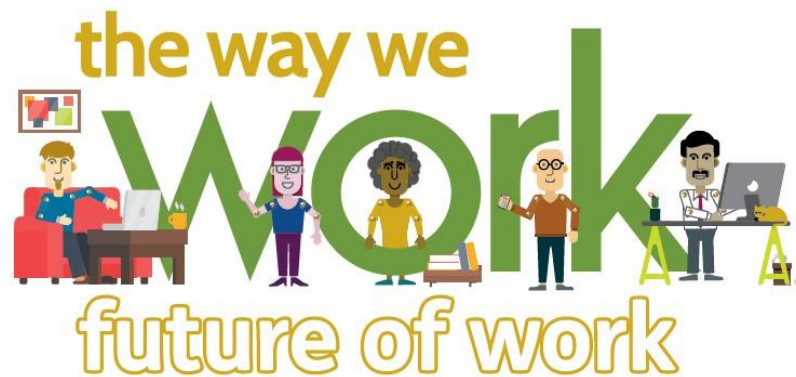


# the way we



# future of work

# Future of Work: Guiding Principles

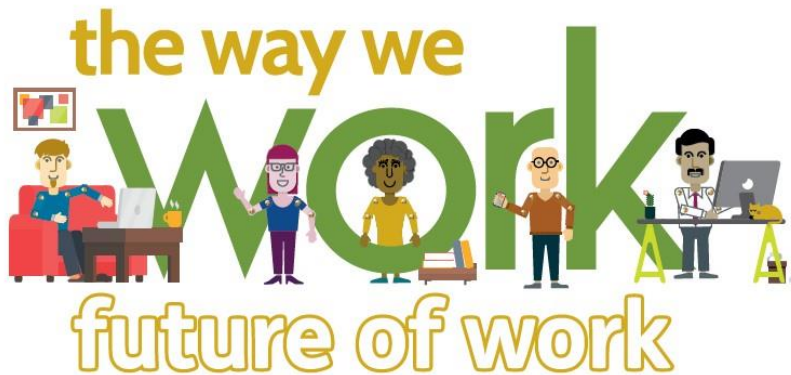


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# Purpose

The purpose of these guiding principles is to provide an over-arching framework for both staff and managers to decide working arrangements into the future. We want to ensure that we can continue to provide excellent services to residents and communities, whilst also taking account of personal preferences and the need for our staff to retain a healthy work/life balance. We want our workforce to remain productive, engaged and healthy, whilst also making the best use of the council's office accommodation.

These principles are intended as a guide to future working arrangements. Each team must develop their own principles (based on the following slides), taking full account of business needs, but also reflecting the preferences and circumstances of staff.



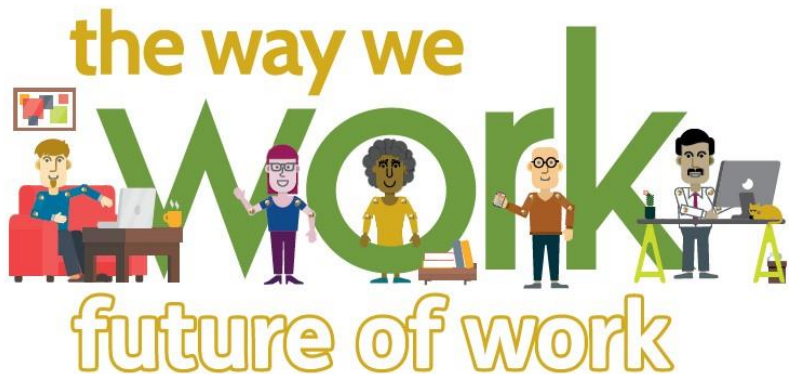
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# Application

The guiding principles are based on a “post-COVID” assumption, ie. that restrictions and measures associated with the pandemic, such as social distancing (and hence limitations on the capacity of the office) and restrictions to travel, have ceased.

To aid decision-making with the application of these principles, managers should consider the relevant categories of worker within their teams (accepting that some staff will flex between them):

- Fixed location workers (those that have to work in a fixed location due to the nature of the service, eg. receptionists, registrars, library staff)
- Field-based workers (those that are delivering a service in an outside location, e.g. refuse staff, street cleaners)
- Community-based staff (those that are predominantly delivering services in community locations such as clients’ homes, business premises etc)
- “Anywhere workers” (those whose work is predominantly not specific to a location, eg. support service staff)

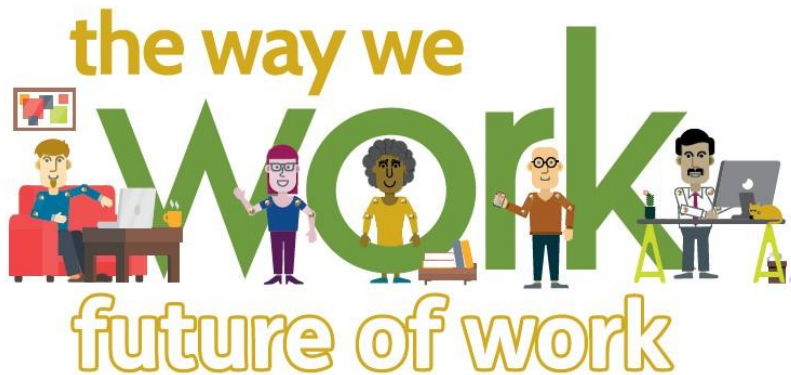


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# Application

These guiding principles apply principally to “Community-based” and “Anywhere” workers as their roles are less likely to be dependent on a specific location. However, they should be regarded as being relevant to all staff if and when they are not required to operate from a fixed location.

These principles apply to the whole organisation, covering all areas of council accommodation. Each team/department is expected to develop (or, where they already exist, update) their own set of guiding principles to ensure the smooth operation of “Future of Work” at a local level. Teams should engage with others who share their area of the office, to ensure that attendance is spread evenly across the week.

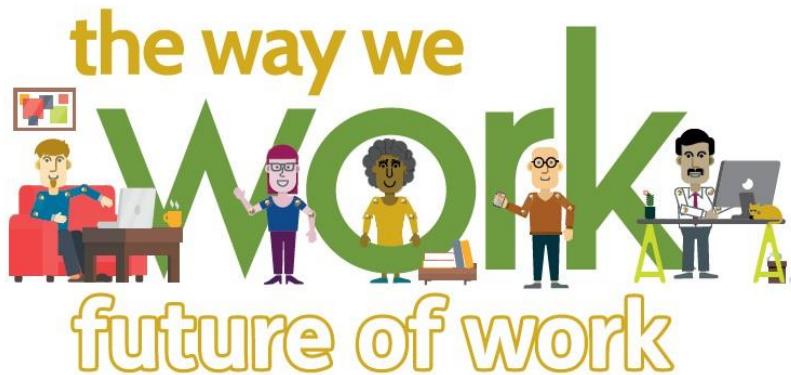


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# Guiding principles

1. The underlying assumption is that all community-based and “anywhere” workers will be “Hybrid Workers”. A hybrid worker is someone whose working location is not fixed, and could include a mixture of office, home, community setting and mobile. The precise location on a given day is determined by business need, with the worker having the flexibility to choose their own working location where business need does not dictate otherwise. Hybrid workers are also able to exercise flexibility over their working pattern, subject to business needs.
2. All hybrid workers will be provided with the necessary equipment (including IT) to perform their role from both home and the office, and other locations if required by the nature of their role. Staff with disabilities should be provided with reasonable adjustments for both home and office-based working if required.
3. The balance of time spent at different working locations will be determined by business need and personal preference, as set out below. It is likely that for most hybrid workers this will work out at around 2-3 days per fortnight in the office.

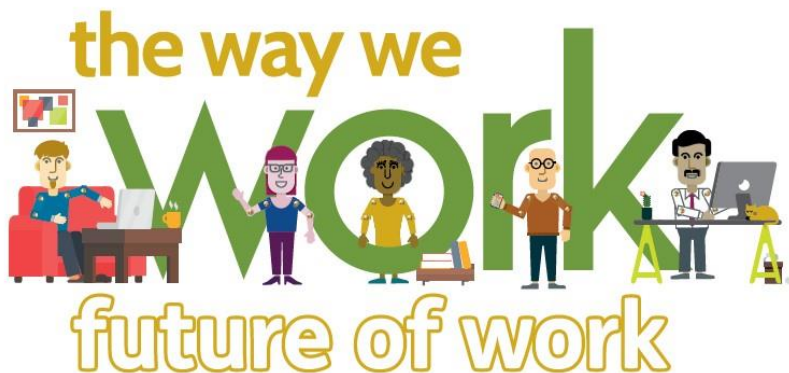


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# Guiding principles

4. Hybrid workers should generally only attend the office for one or more of the following reasons:

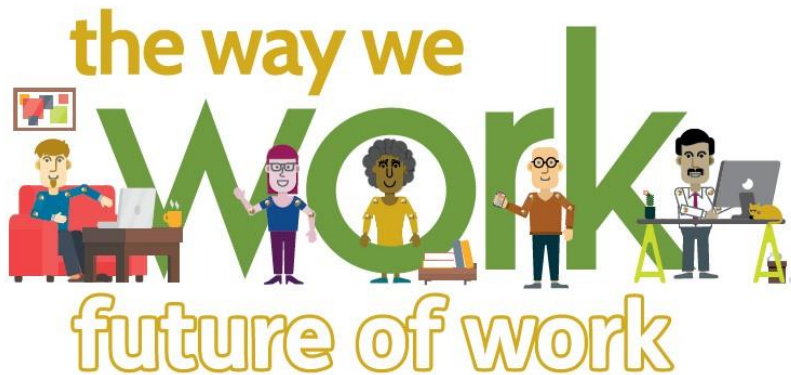
- for meetings (including committee meetings) where attendance in person is necessary
- for collaborative work, where greater benefit can be gained from people coming together in person
- where work is dependent on specialist equipment or information that is not available outside of the office
- where attendance in the office is necessary to ensure physical or emotional wellbeing (this should not assume full-time attendance at the office unless circumstances are exceptional)
- where a worker is unable to work at home or another location due to domestic circumstances (this should not assume full-time attendance at the office unless circumstances are exceptional)
- to meet Members, clients or external contacts, where meeting in person is preferable or necessary
- for training, where this is best delivered face-to-face
- to improve professional practice, where it is deemed beneficial for staff to sit with colleagues from time to time to learn from, and mutually support, each other in their professional roles
- for team-building – a manager may on occasions bring their team together
- as a touch-down point between other meetings or visits in the local area
- as part of onboarding arrangements for new staff.



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# Guiding principles

5. Staff should not ordinarily attend the office to carry out work that could be done at home or elsewhere, unless one of the above criteria applies
6. Managers should not expect hybrid workers to attend the office for reasons other than those listed above. Appropriate training and development will be provided to managers to ensure that they have the skills necessary for managing a hybrid workforce.
7. All staff should attend the borough (if not the office) on an occasional or regular basis in order to maintain a connection with, and a “feel” for the locality and its communities. The frequency of such visits will vary depending on the nature of teams’ and individuals’ roles, and should be covered by team principles.
8. Hybrid workers are responsible for ensuring that their working location (whether at home or elsewhere) is conducive for work, i.e. free from distractions and excessive noise, suitable for confidential conversations if required, with adequate WiFi etc. Staff are encouraged to switch on their video during meetings unless there is a good reason not to.

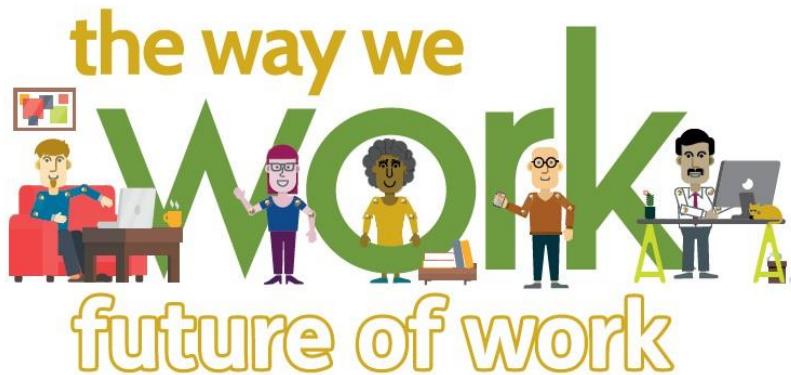


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# Guiding principles

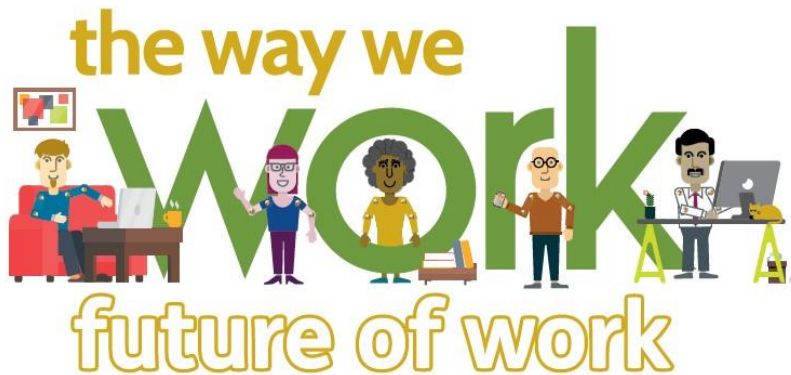
9. Hybrid workers must ensure that they are able to focus fully on their work whilst working. This includes having adequate arrangements in place for the care of young children at times of work. All staff are entitled to ask for flexible working arrangements, and these arrangements may be helpful in managing childcare and other caring commitments. In exceptional circumstances, staff should agree suitable short-term arrangements with their line manager.
10. Office space will be reconfigured over time to ensure an appropriate balance between collaborative, meeting and desk-based space. Where services require secure areas to carry out particular functions (due to specific security or confidentiality issues), these will be provided at an appropriate scale to ensure those specific requirements are met.
11. Staff should be predominantly based in the UK, and any spells of overseas working must be agreed in advance with a senior manager (HoS or above), and in consultation with IT.
12. Senior staff (HoS and above) should be available to attend meetings in the borough as required, at reasonable notice.



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# Guiding principles

13. Hybrid workers are able to exercise reasonable flexibility over their working hours, but working patterns must be agreed with line managers and meet business needs. This will vary depending on job roles, but staff must be available for customer contact, meetings and collaborative activities.
14. The council will not tolerate any discrimination, bullying or other negative behaviours towards staff relating to hybrid and flexible working arrangements



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