Ways of Working Programme Update

Scrutiny Meeting: **28th July 2022**

Pam Parkes: Executive Director People & Transformation

The Ways of Working Programme (WoW) Recap

The Ways of Working Programme Overview (4.28min video presentation)

This programme has been set up to:

Establish and deliver the Councils new way of working for the future ('Hybrid working/Better ways of working'), including the workspaces and hybrid technology needed to support this.

Exploring a hybrid working model
Building on the successful remote and flexible ways of working established during lockdown; ensuring their long-term sustainability

Property and workspaces
Optimising and consolidating our property estate to reduce costs, increase efficiency and support modern working practices

Investing in supportive technologies
Exploring the use of new technologies to support collaboration, increase efficiency and improve service delivery for residents and partners

Each of these three areas supports each other: hybrid working models will require the right property and workspaces to support them; similarly, access to the right supportive technologies will open up opportunities around how and where we work.

WoW Programme Objectives Recap

o Increase flexibility (where business need is not comprised) around how and where we work, conducive to a work life balance - Workstyles

o Retain and attract employees from the competing market

o Test and roll out new Hybrid technology to support the Council employees to remain connected and collaborate, regardless of physical location

o In collaboration with Property - Provide workspaces that enable new efficient ways of working – creating the spaces that employees need:

  ▪ Provide modern and functioning workspaces that enable employees to thrive and carry out their roles successfully

  ▪ Provide workspaces that employees can be proud to travel to and happy to work in when needed

WoW Programme – Delivery to date

People

- ✓ Development & alignment of employees to Workstyles

- ❑ Workstyles - alignment to MyOracle – *in progress*

- ✓ Workstyles – alignment to recruitment site

- ✓ Implement future WFH equipment process

- ✓ Embedding WOW change - ongoing
  - ✓ WOW organisation expectations
  - ✓ Team charters
  - ✓ Considerate Colleague campaign

- ✓ Managing in a Hybrid world training course – Live

- ✓ Thriving in a Hybrid World – repository for ALL employees

- ✓ Hotspot Movements Research

Property

- ✓ Interim people moves to E block – to support Property's hibernation plans

- ❑ Deliver a Workplace Strategy
  1. Blueprint - complete
  2. Workplace building proposals and investment (Estates Appraisal) - PLT Decision **DELAYED**
  3. Workspace designs *– in progress – dependent on Workplace decision & final functional space utilisation data*
     - Workspace requirements – *gathering complete*

Technology

- ✓ 27 Hybrid meeting rooms – County Hall

- ✓ Hybrid meeting rooms in 12 sites across the Quadrant areas – *DofE funded (see slide 5)*

- ❑ Hybrid meeting room CR1 – premium member room – *in progress*

Latest Achievement (Good News) – As at July 2022

Children and Families secured a bid through the Department of Education which was opened to Local Authorities that were performing good and outstanding overall and across all sub-judgements. The funding was put in place to help develop practice solutions to challenges which have emerged during the pandemic. The service selected to install hybrid meeting room equipment to help the teams work in a more collaborate way across the region. Managed by a WoW PM, this has now been implemented across the 4 quadrants into 12 meeting rooms across 7 sites. This also includes 3 family centers.

The IT Training team have been holding training sessions with the service to familiarise and encourage them to use the equipment in their roles. So far feedback has been good with employees saying the equipment is easy to use. The service will continue to monitor the benefits over the next few months.

The below map gives a visual on the ECC quadrants that now has hybrid technology along with some pictures of the rooms at these sites.

As you can see the equipment replicates that of the first rollout at County Hall, however we have included interactive screens into meeting rooms where there are 2 screens, and scribes in 2 of the meeting rooms at Harlow.

Woodlands Family Centre
Chestnut Room (medium)

Colchester Family Centre
Garden Room (large)   Bluebell Room (small)

Basildon Willowbrook Family Centre
Butterfly Room (medium)

Clacton Family Centre
Willow Room (large)   Honeysuckle Room (small)

Basildon Ely House
BG3 (large) Large Conf Room (large) IT Training Room (medium)

The Four ECC Workstyles

Anywhere workers can work from home or remotely most of the time (ultimate Hybrid worker)

Community based-workers spend most of their time in the wider community

Fixed-base workers carry out all or most of their work at a specific location

Across the Council all employees have been allocated and informed of their workstyle, determined by job role

Operational field-based workers work in the wider environment and community most of the time

Note: Practicality of role delivery is driven by a combination of workstyles, job role, Team charters and workstyle personalisation

The Four ECC Workstyles continued

Table 1: Distribution of workstyles across the organisation as of May 2022

Count of Workstyle	Column Labels				
Row Labels	Anywhere worker	Community-based worker	Fixed-base worker	Operational Field-based worker	Grand Total
L1 - Adult Social Care	428	747	141		1316
L1 - Chief Executives Office	153				153
L1 - Children & Families	99	1079	386		1564
L1 - Climate Environment & Customer Services	565	145	695	385	1790
L1 - Corporate Services	845		9		854
L1 - Economy Investment & Public Health	572	35	174		781
L1 - Education	135	707	34	127	1003
L1 - People and Transformation	712		2		714
L1 - Place & Public Health			1		1
Grand Total	3509	2713	1442	512	8176

<u>Next steps</u>:

Oracle system change to link job role to workstyle to replace current manual process

Embedding Hybrid Working

Many people have deep-rooted behaviours, habits and beliefs about how they work. While many of these beliefs may have been disrupted by the pandemic, it is easy to revert to previous ways of operating to the detriment of newly adopted ways of working.

This phase of the Ways of Working Programme focused on embedding hybrid working; defining the conditions needed as an organisation and as individuals to embrace hybrid working, along with strategies and approaches to ensure employees have the awareness, knowledge and ability to thrive in a hybrid world.

We established feedback loops to monitor adoption and acceptance, reviewing data/insights, providing support and development for employees, and reviewing and adapting approaches as necessary.

"Unless we make a concerted effort to determine how, where and when we could embrace digital working in a systemic way the likelihood (despite the current wish) is that we will default back to our previous ways of working and the opportunity to change might be lost."

Gavin Jones
Chief Executive
Essex County Council

Anywhere Worker | Fixed-base Worker | Community-based Worker | Operational Field-based Worker
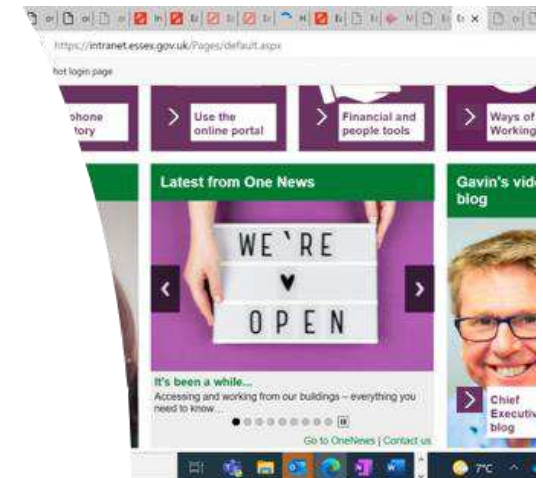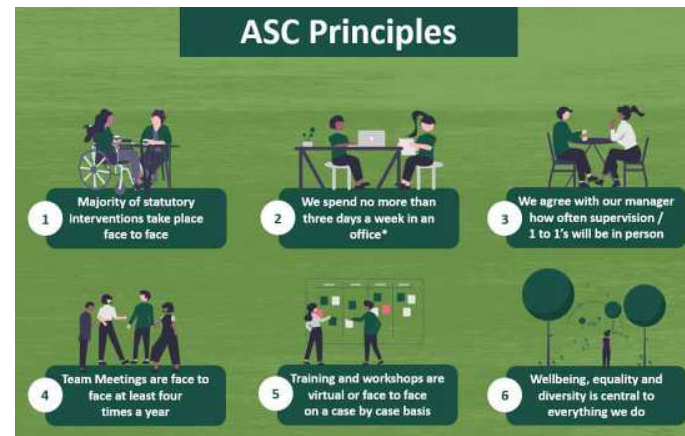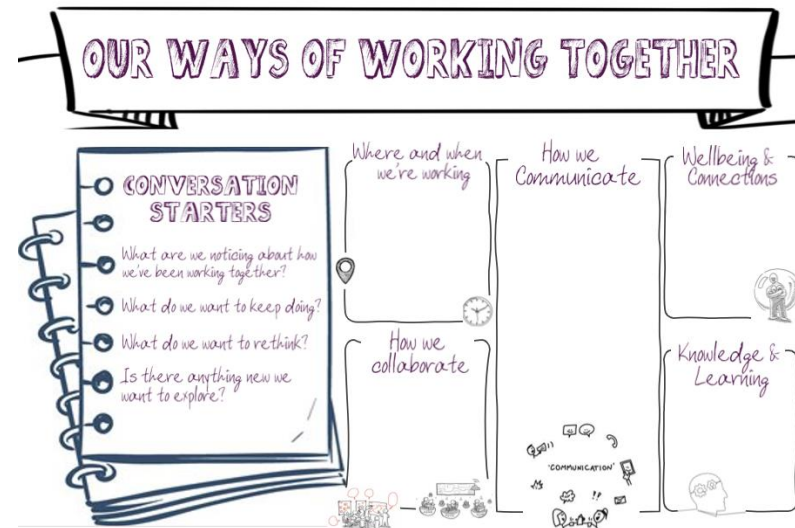
Supporting the functions

Supporting Managers/Leaders to reflect on and review new ways of working to increase embedding.

Targeted and function specific communication campaigns to increase awareness and knowledge.

Tailored function specific support materials and toolkits.

Functional 'Hybrid Working Principles & Expectations' materials

Tailored team related activities designed and delivered to encourage hybrid working.

Supporting Managers and Leaders

Introduction to WoW and Guidance to Hybrid Working live manager support sessions.

WoW drop-in sessions for managers with supporting video playlist.

Managing in a Hybrid World development programme to enable managers and leaders to create the conditions for teams to thrive in a hybrid world.

WoW champions group and function specific sub-groups developed create feedback loops and improved communication flows.

WoW intranet hub with manager specific areas and information.

# Supporting our employees

WoW Champions established to create feedback loops and communication flows.

Considerate colleague campaign designed to nudge behaviours aligned to hybrid conditions.

WoW OneNews hub for stories and articles.

WoW intranet hub for info & signposting.

Animation/Videos; introduction to Ways of Working, hybrid and collaboration spaces, and WoW Workstyles.
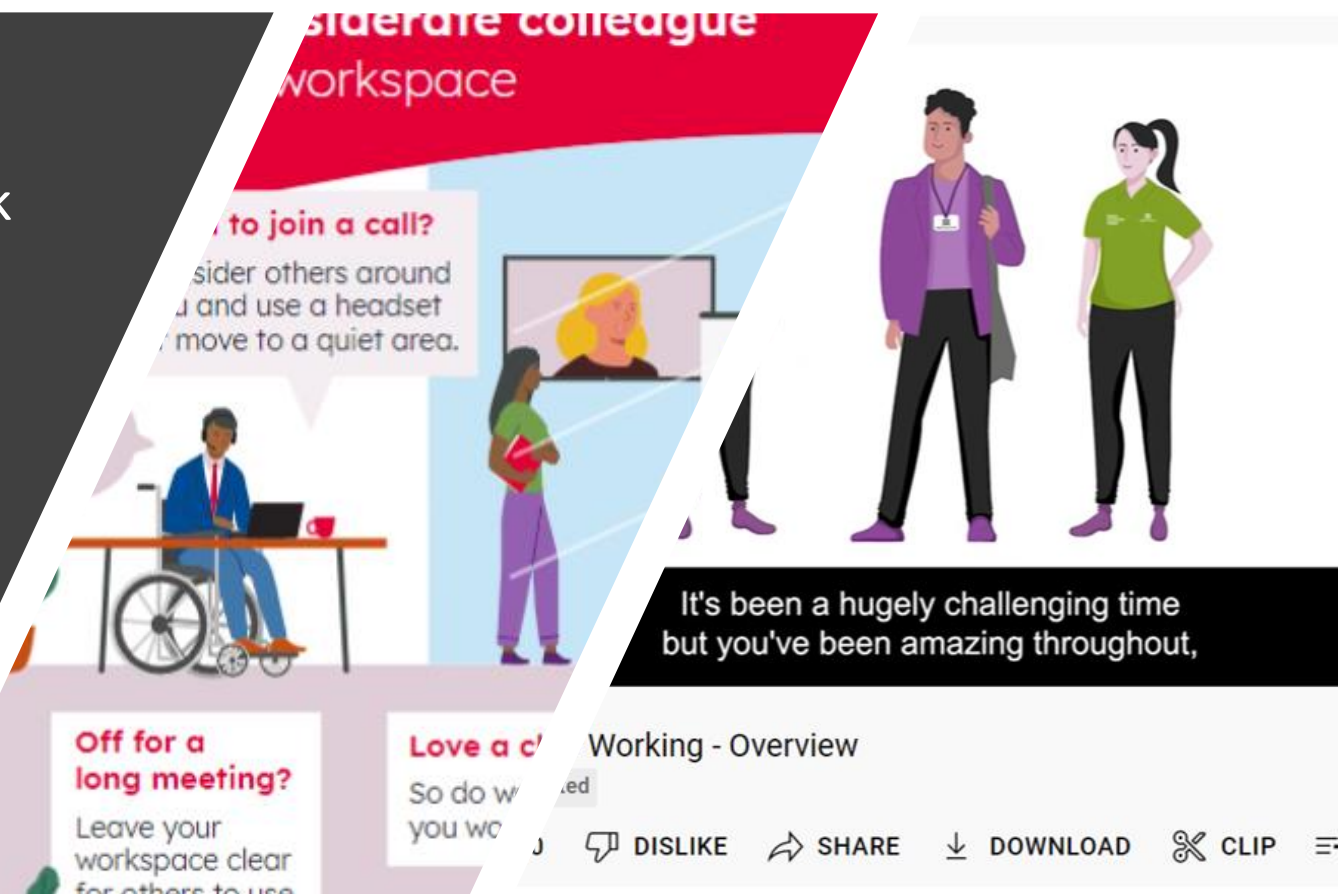
The voice of our employees

Our employees are our greatest asset and we have a duty to ensure we are providing a safe, welcoming and effective environment to work. It's equally important that we listen to feedback to continue to improve and enable our employees to deliver against the increasing demands of our services from Essex residents. This is critical for our Ways of Working programme as we continue to review and improve our ways of working as a council through our technology, our property and the way in which we work together to be effective in a hybrid world.

In March '22 we ran **a pulse survey** predominantly through our WoW Champions to get a temperature check on what extent teams are discussing their ways of working, experiences of using ECC buildings and any barriers to this, and to capture further feedback on employee experiences.

Received **484 responses** across grades A-B to I.
All workstyles represented in the results.

Approx. 85% of respondents are having conversations within their teams about how they are working together.

Around 83% of respondents have worked from an ECC building since 1st Jan 2022.

Positives of working in a hybrid way

The majority of responses stated the positives of being able to meet face to face have largely been around **social connection**. More specifically, seeing their colleagues has:
- improved engagement and wellbeing
- boosted morale
- increased the sense of connection within teams

The majority of respondents have stated that face to face meetings have been important for **team development**, **team building**, **collaboration** and **innovation**.

Challenges to working in a hybrid way
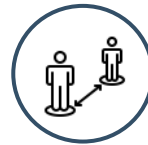
Covid-19 Office space Connection Equipment Expectations Stakeholder demands New starters & learning

Working from an ECC Building

What is working well?
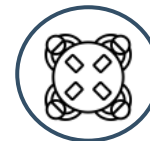
Social connection Collaboration spaces Pilot spaces Hybrid technology Cleaning equipment
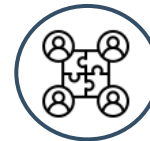
What can be improved?

Equipment Noise

The voice of our employees – 'Your voice survey' (WoW insights)

I feel my workstyle helps me to work effectively	4,496	80%	15%	
I feel my workstyle is positive for my wellbeing	4,494	73%	18%	9%

- **The above shows that at a whole ECC level, an employee's workstyle is positive for their work (80%) and to a slightly lesser extent, their wellbeing as well (73%)**
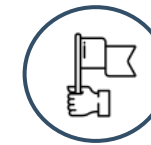
I have access to the resources (for example materials, technology, equipment, intranet etc.) I ne...	4,564	71%	15%	14%

- **Where an employee responded negatively to this question, they were given the opportunity to elaborate – many mentioned technology issues, which have been fed through to Technology Services**

I feel safe while I am at work	4,560	90%	8%	2%

- **Overwhelming majority of employees feel safe at work, potentially due to the emphasis on employee safety and wellbeing through the Covid-19 measures**

The voice of our employees – 'Your voice survey' (WoW insights)

This organisation supports my efforts to balance my work and personal life	4,565	74%	18%	9%
I can manage my job responsibilities in a way that enables healthy work-life balance	4,565	73%	17%	10%
My manager is open to discuss flexible working options that suit me and the business needs	4,564	85%	11%	4%

- **At a whole ECC level, work life balance is generally quite positive, particularly regarding the willingness of managers to discuss flexible working options (85% positive)**

Overall, my experience of working at Essex County Council meets my expectations	4,563	77%	16%	7%

- **Over three quarters of employees feel that that experience of working here meets their expectations**

Workstyle response rates

	Overall	Anywhere worker	Community-based worker	Fixed-base worker	Operational Field-based worker
Total Number	8,041*	3,447	2,651	1,286	471
Responses	4,576	2,431	1,278	746	68
% Response Rate	57%	71%	48%	58%	14%
*NB includes 186 employees without 'Work Style' recorded on Oracle					

- Priority for the survey was making it more accessible and inclusive than ever (available on mobile, non-ECC devices, personal emails, etc)

- Hard to reach teams were identified by the People Business Partners and line managers reached out directly – dozens of new email addresses were added to the survey, featuring many who had never been included in the survey before

- Despite the focus, we still saw a far lower response rate (14%) in the Operational Field-based worker work style

- Part of this reason is that several hundred employees included in the overall figures didn't have email addresses recorded on Oracle and we were unable to obtain them through other sources – the majority of these email-less employees were Operational Field-based workers (Essex Outdoors seasonal workers; crossing patrol officers; etc)

- **11 Local Authorities have been compared:**
  - Braintree; Cambridgeshire; Central Bedfordshire, Colchester; Kent; Maldon, South Cambridgeshire; Southend on sea; Tendring; Thurrock; West Sussex

    - **Four** have adopted workstyles or something similar.

    - None of the Local Authorities have confirmed their workstyles/new way of working (if applicable) to their employees at the time this presentation was developed

    - None of the Local Authorities have amended their employee contracts to accommodate Hybrid working. However, one Local Authority have made a voluntary opt-in hybrid contract available.

    - None of the Local Authorities have changed any other contract terms and conditions to accommodate workstyles/Hybrid working

    - However, **three** Local Authorities have changed their policies and/or benefits to accommodate their new ways of working

ECC workforce in Cat 1 buildings

ECC Employees distribution in Cat1 and other buildings

Total number of
ECC employees:

8176 *

*as of May 2022

ECC employees registered work base

- ECC workforce in Cat1 buildings (administrative base)

35%

65%

- ECC workforce in other buildings / locations (administrative base), e.g. Youth Centres, Libraries, Hospitals, Family Centres, Adult Community Learning, Country Parks, Recycling Centres, etc.
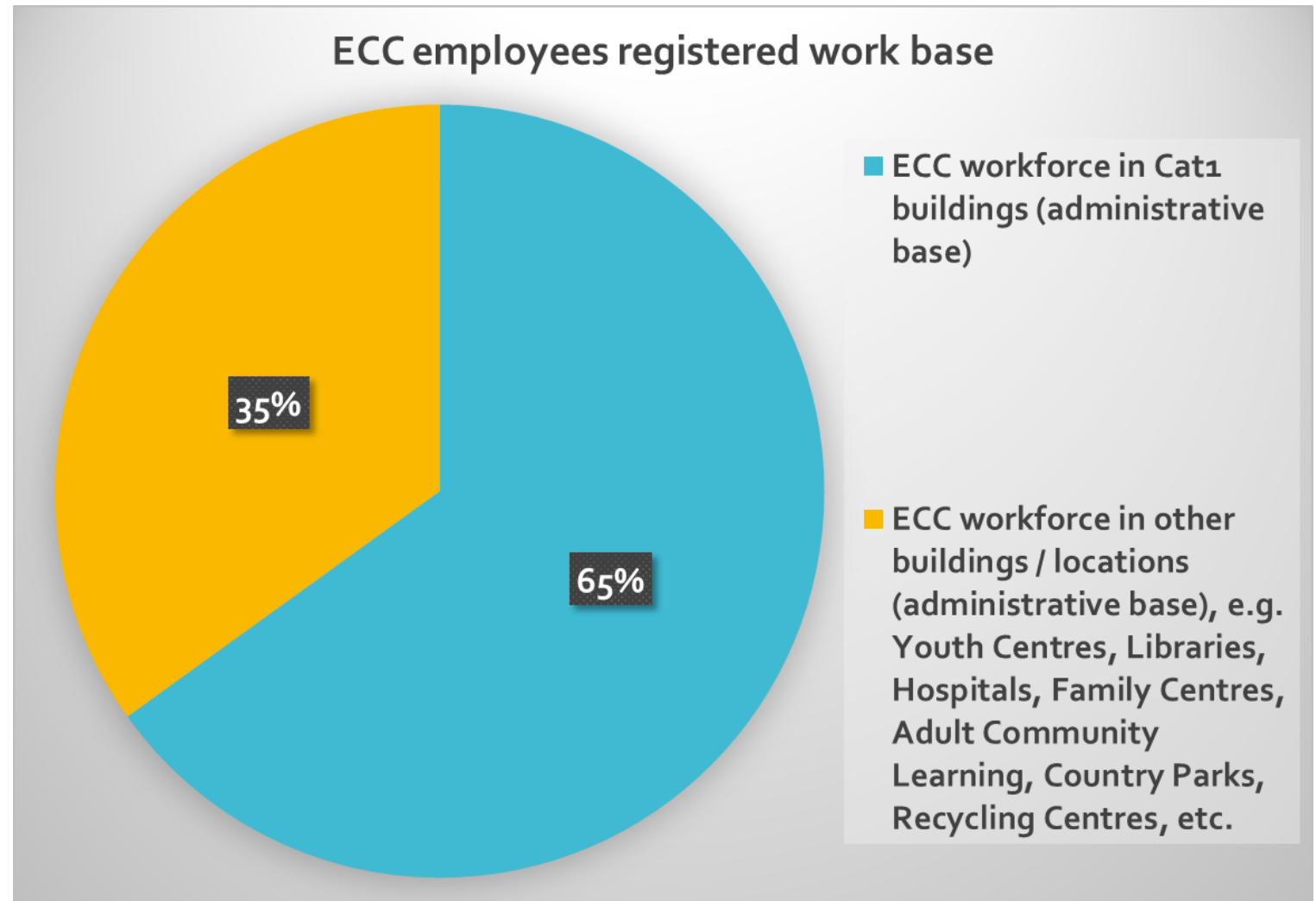
ECC Employee breakdown per Cat 1 building and workstyle*

	Anywhere worker	Community-based worker	Fixed-base worker	Operational Field-based worker
County Hall	2433	603	218	163
Goodman House	86	331	29	0
Ely House	105	403	42	1
Magnet House	38	141	10	1
Stanwell House	19	141	25	1
Essex House	275	195	73	3
Total	2956	1814	397	169

Distribution of employees in ECC Cat1 buildings, per workstyle
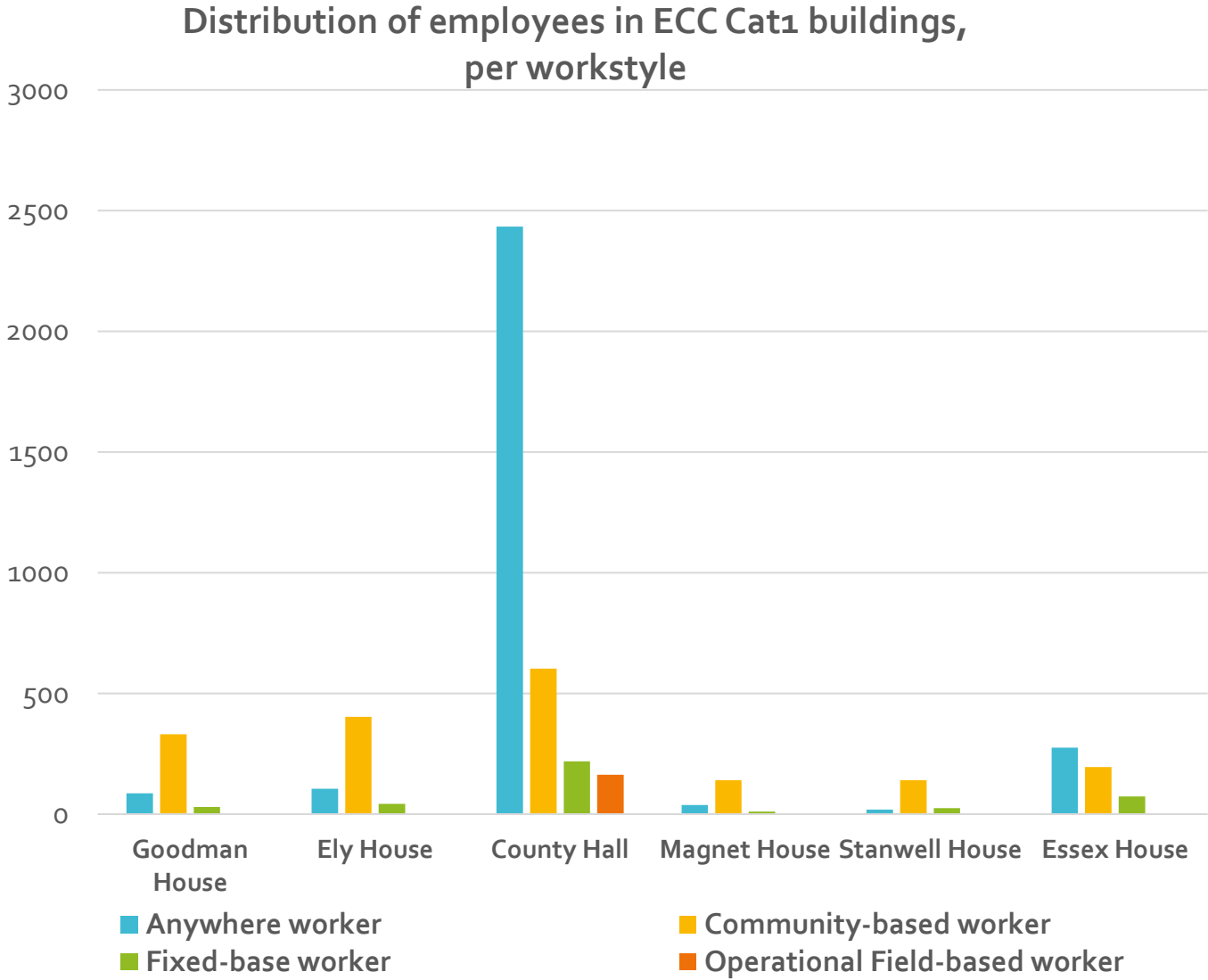
STAFF RETURN DATA ANALYSIS MARCH - MAY 2022

Data Overview and Key Assumptions

- Swipe card data collected across all core office sites during March - May 2022
- Single swipe utilised each day as a record of attendance
- Short visits **not** excluded at this stage
- Organisation information applied to data via look up table
- Personal data not utilised – lowest level drill down to team
- Temporary day passes included in overall figures but not service charts
- More work required on room booking data – this will be issued once collated
- Data workbook will not be shared

Utilisation Data – Summary

Location	Current forecast figures* (Mar 2022)	Peak utilisation figure (Mar/Apr 2022)**	Space utilised vs Forecast (Mar 22)	Peak utilisation figure (May 2022)	Space utilised vs Forecast (May 22)
County Hall (A & E block)	1499	638	43%	703	47%
Ely House	315	207	66%	229	73%
Goodman House	256	132	52%	146	57%
Magnet House	107	79	74%	88	82%
Essex House	208	138	66%	133	64%
Stanwell House	126	82	65%	93	74%
Total	2511	1276	51%	1392	55%

*Under their new ways working, functions provided their estimates for the number of employees (at a maximum/peak) that would be using the buildings and their designated team areas per week – the number of fixed desks were allocated on that basis.

**The maximum number of employees at any one time during the month(s) stated (based on swipe care data for that period)

Lastly, a brief update on Property (the Future Workplace)

Workplace Proposals and decisions making

County Hall
- Short Term – decision to be made whilst long term plan is agreed
- Medium / Long Term – Master Planning exercise and long term decision to be made

Colchester Offices
- Essex House – Vacate by September 23 – relocate to other premises
- Stanwell House – Vacate by Spring 23 – relocate to other premises

Goodman House – Review of need and potential co-location opportunities

Magnet House – Review of need and potential co-location opportunities

Ely House – Review of need and potential co-location opportunities