

Hybrid model exploration

Ways of working programme



THINKING ABOUT YOUR FUNCTION: WHAT HAS BEEN THE IMPACT OF CHANGES TO YOUR WAYS OF WORKING SINCE MARCH 2020?

SERVICE EXPERIENCE – RESIDENTS OR CUSTOMERS	SERVICE FLEXIBILITY	MEASURING PERFORMANCE	OTHER SERVICE CONSIDERATIONS
<p>To explore how teams have adapted to change since March 2020, and what impact this change may have had on the experience of residents, service users or customers.</p> <p>Consider:</p> <ul style="list-style-type: none">• What has changed from the team and user experience?• What impact has this had on the quality of service?• What impact has this had on how services are accessed?	<p>To explore how much flexibility teams have in the work that gets done and how outcomes/outputs are enabled or delivered.</p> <p>Consider:</p> <ul style="list-style-type: none">• How do changes get made to the services that you offer?• Do you have a fixed service offer and do you deliver services to specific levels or standards?• How much flexibility do you have around when the work gets done?	<p>To explore how you currently measure the performance of your service as a whole and the individuals in your team.</p> <p>Consider:</p> <ul style="list-style-type: none">• What kinds of measures do you use to understand the performance of your services and individuals in your team?• What is the balance between volume-based or outcomes based measures?	
ATTRACTING THE RIGHT TALENT	LEARNING AND DEVELOPMENT	ENGAGEMENT AND CONNECTION	OTHER TEAM CONSIDERATIONS
<p>To explore the impact of change on teams ability to attract and retain talent.</p> <p>Consider:</p> <ul style="list-style-type: none">• How closely the work is tied to specific geographical areas?• What impact this has had on the availability of talent?• What impact external changes (outside the organisation) might have on our ability to attract and retain talent?	<p>To explore how team members learn the skills they need to perform well and develop in their career.</p> <p>Consider:</p> <ul style="list-style-type: none">• Is learning generally self-paced and easily scheduled or based on more spontaneous observing and shadowing?• Are learning materials easily structured and documented?• How is high-performance identified and development and growth opportunities accessed?	<p>To explore how teams engage, connect and work with each other to support wellbeing, practice and service delivery.</p> <p>Consider:</p> <ul style="list-style-type: none">• How important the building of strong connections across teams are, or whether people generally work independently?• How changes to ways of working have impacted on resilience and accountability?• How important are relationships between team members?	
TECHNOLOGY AND DATA	WORKSPACES	LOCATIONS	OTHER ENABLER CONSIDERATIONS?
<p>To consider the relationship between technology, data and service provision.</p> <p>Consider:</p> <ul style="list-style-type: none">• What technology do you need to work in a hybrid way?• Is any of the technology you rely on location-specific? Are you able to work as effectively when not in an ECC building?• Has there been any impact on the flow of information and collaboration across teams?	<p>To consider the specific needs of teams and the workspaces they use, in ECC buildings and when working offsite.</p> <p>Consider:</p> <ul style="list-style-type: none">• What are the specific requirements for workspaces and how do these support service delivery?• How do needs change when working together and individually?• Can the workspace and the location of the work be considered separately?	<p>To consider the locations of your workspaces and the dependencies across teams that enable your service provision.</p> <p>Consider:</p> <ul style="list-style-type: none">• Is the work specific to a geographical area and how does that affect how and where your teams need to work?• Are there specific needs that should be considered for the locations of your workspaces?• What dependencies do you have with other teams, and how do these impact on service delivery?	