Appendix C
Working Locations Survey (Nov/Dec 2020)
Presentation and analysis of results
Summary for Scrutiny

January 2021
Liz Chiles, Director of HR & OD

Background:

- A staff survey on 'working locations' was carried out from Tue 24th Nov to Tue 15th Dec 2020
- Aim was to use the survey to pick up staff views on their preferences in terms of working location over the longer term, assuming that the Covid situation allows it, to help inform the work we are doing to plan for requirements during the approx 3 year period of the decant, whilst the new office is built, currently scheduled from Dec 21 to June 24

Scope of survey was:

- To understand how many days per week staff might need / want to come into an office based environment over the longer term, particularly for staff who are based in Perceval House
- To better understand what staff needs might be when they do come into an office-based environment and what they need to do when they come in
- To understand how many days per week staff would like to wfh in the longer-term

Results:

- *1228 members of staff* responded to the survey which provides us with a rich data source in terms of

  a) Ascertaining what the need for workstations is for services during the decant period, particularly for those currently based in Perceval House

  b) Understanding staff views across a wide spectrum of areas for us to take on board in terms of working requirements as we plan for the future

1. Which department are you working in currently?

More Details

	Department	
🔵	Chief Executives Business Sup...	14
🟠	Finance - Ross Brown	86
🟢	HR & OD - Liz Chiles	53
🔴	ICT (CIO) and Property Service...	64
🟣	Legal and Democratic Services...	49
🟤	Transactional and Customer S...	58
🩷	Strategy and Engagement - Ki...	42
⚫	West London Alliance (WLA) -...	28
🟡	Children, Adults and PH Direct...	76
🔵	Children and Families - Caroly...	263
🔵	Learning Standards and Schoo...	24
🟠	Schools Planning and Resourc...	21
🟢	Adult Services - Kerry Stevens	97
🔴	Public Health - Anna Bryden	15
🟣	Place Directorate Support - G...	49
🟤	Community Development - M...	84
🩷	Growth and Sustainability - Lu...	54
⚫	Housing Development - Philip...	18
🟡	Place Delivery - Dipti Patel	133

- **1228** members of staff responded to the survey
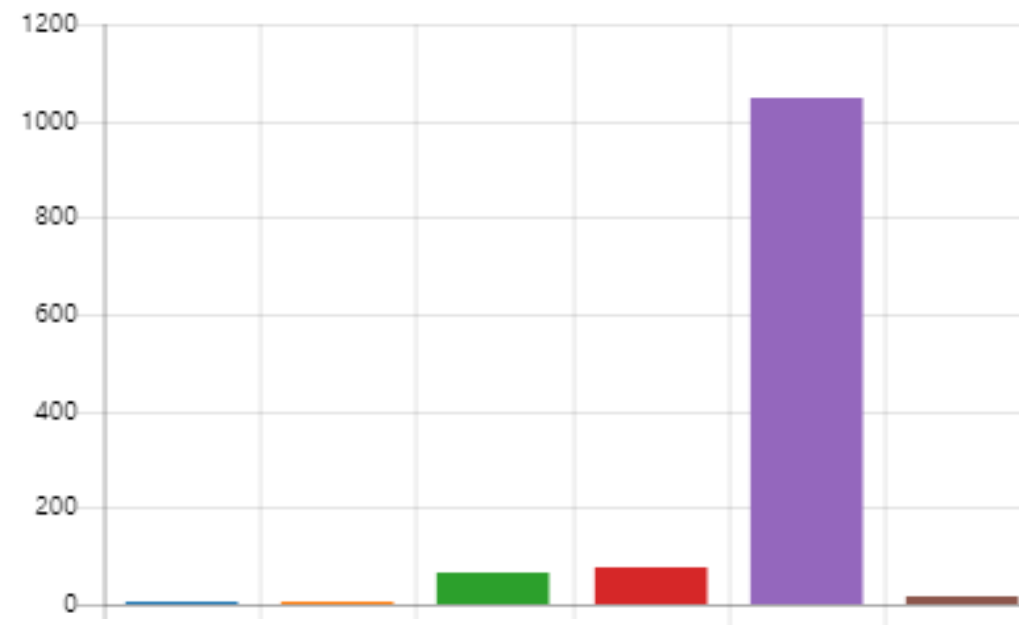- The breakdown of responses by department is as per left / below
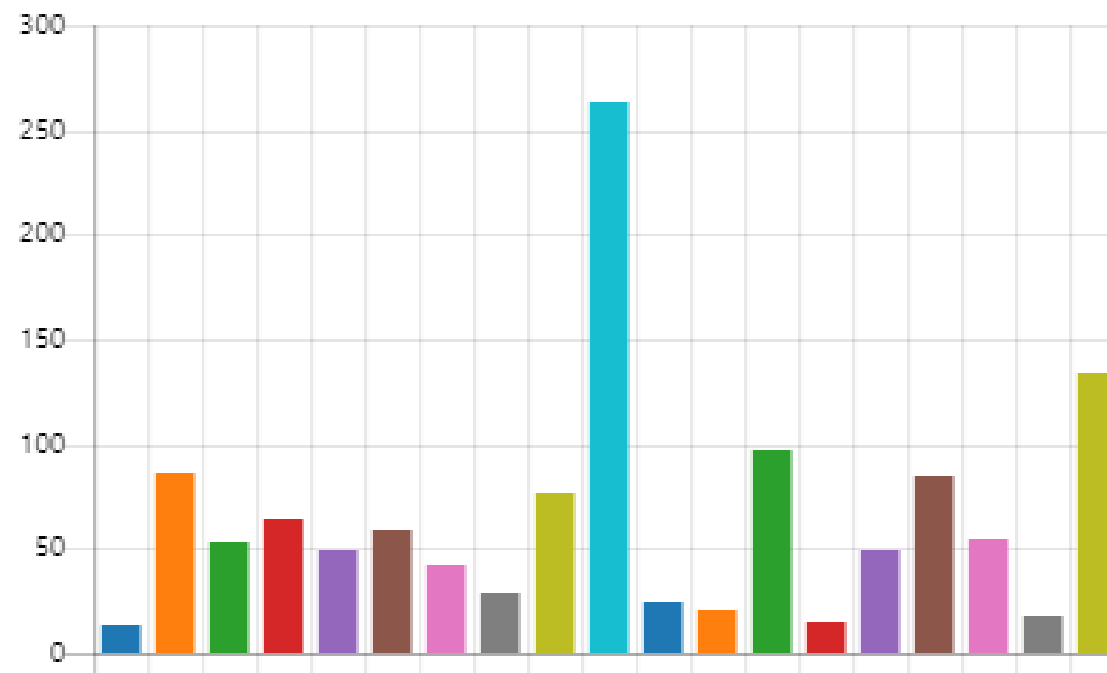
2. How many days per week do you work?

More Details

🔵	1 day per week	6
🟠	2 days per week	8
🟢	3 days per week	68
🔴	4 days per week	78
🟣	5 days per week	1050
🟤	Other	18

3. In terms of your employment, are you?

More Details

🔵	On an Ealing Contract	1074
🟠	Agency	121
🟢	Interim	21
🔴	Consultant	12

4. Do you manage or supervise other staff?

More Details

🔵	Yes	402
🟠	No	826

5. Thinking about your role before COVID 19 and taking into account service delivery requirements, where was the majority of your working time normally spent?

More Details

🔵	In the office / at a council buil...	1024
🟠	Out in the community	70
🟢	Permanent Homeworker	38
🔴	Other	96

Before COVID 19
- **83%** of staff say the majority of their working time was normally spent 'in the office / at a council building'

6. Thinking about your role after COVID 19 and taking into account service delivery requirements, where do you expect the majority of your working time will normally be spent?

More Details

|		
🔵	Working from home	857
🟠	In the office / at a council buil...	234
🟢	Out in the community	45
🔴	Permanent Homeworker	25
🟣	Other	67

Whereas after COVID 19…
- Only **19%** of staff say they expect the majority of time will be 'in the office / at a council building'
- **70%** of staff expect the majority of their working time will normally be spent wfh

7. Which building do you normally work out of when you come into an office-based environment?

More Details

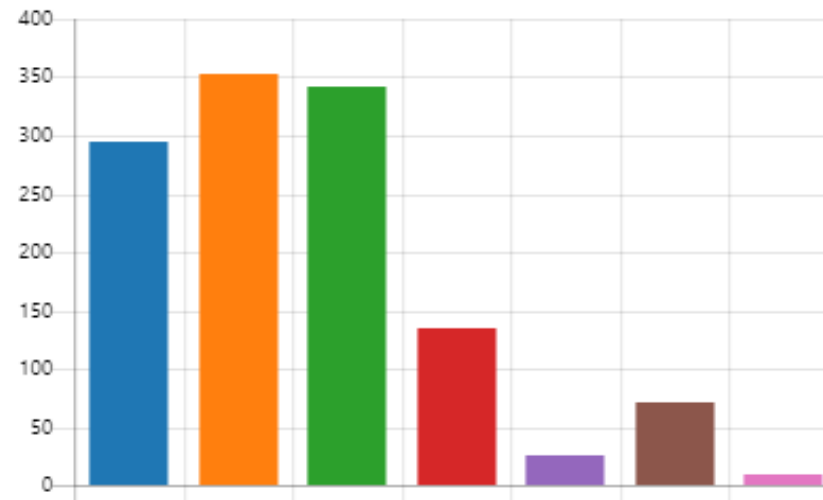|		
●	Perceval House	992
●	Greenford Business Centre	27
●	Everyone Active Acton Centre	36
●	Westside Young People's Centre	16
●	Carmelita House	32
●	Not Applicable	20
●	Other	105
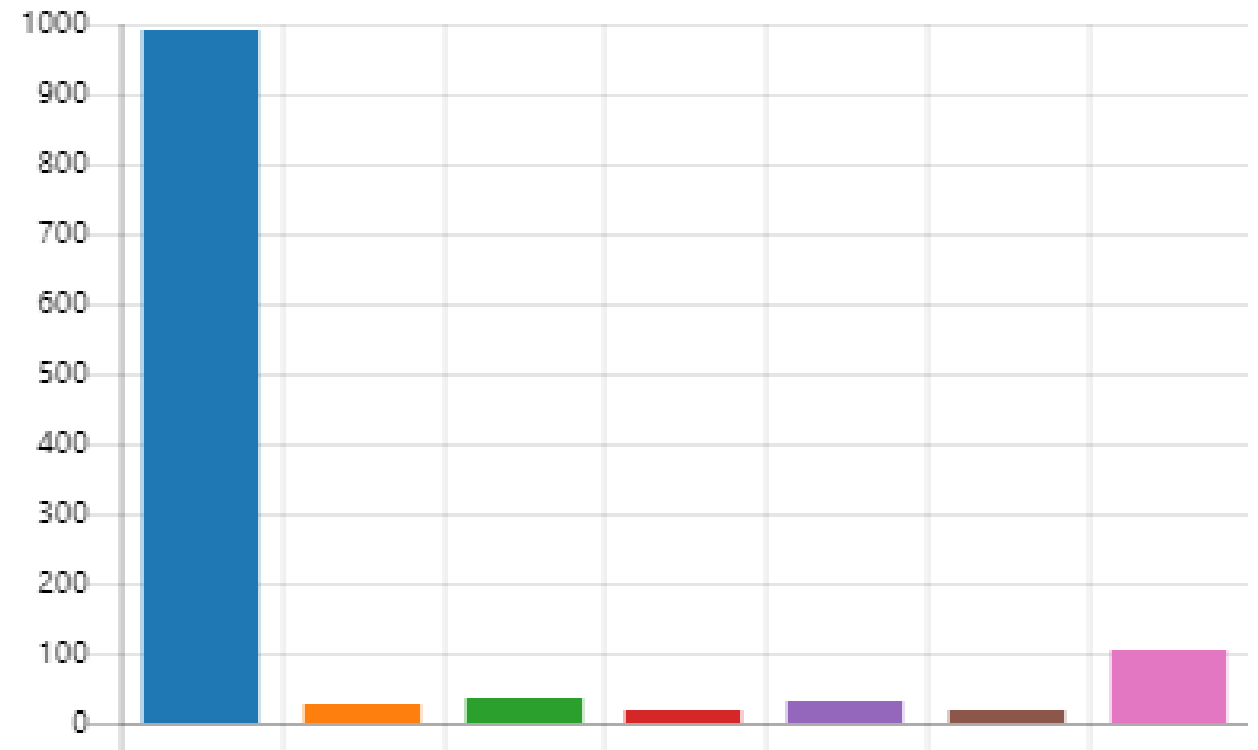
Building location
- **80.8%** of respondents say Perceval House is the building they normally work out of when they come into an office based environment (992 out of 1228 respondents)

8. Over the next three years, while the new office is being built, how many days per week would you prefer to work in an office-based environment (assuming the COVID 19 situation allows it)?

More Details

● 0 days per week	294
● 1 day per week	352
● 2 days per week	341
● 3 days per week	135
● 4 days per week	26
● 5 days per week	71
● I am a permanent homeworker	9

9. Over the next three years, while the new office is being built, how many days per week would you prefer to work from home?

More Details

● 0 days per week	55
● 1 day per week	62
● 2 days per week	179
● 3 days per week	361
● 4 days per week	282
● 5 days per week	272
● I can't work from home becau...	17

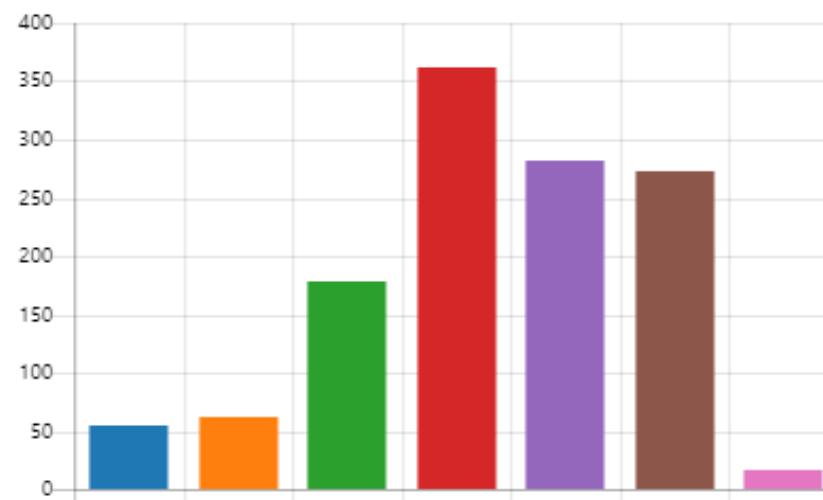**Future views on coming into an office based environment**
Very clear that the vast majority of staff would prefer to come into an office 2 days or less **(80.4%!)**. Similar % choose 1 or 2 days, with 0 days slightly less.
-    0 days (23.9%)
-    1 day (28.7%)
-    2 days (27.8%)
-    3 days (11%)
-    4 days (2.1%)
-    5 days (5.8%)
-    Perm homeworker (0.7%)

Future views on working from home
Very clear that the vast majority of staff would prefer to wfh 3 days or more over the next 3 years **(74.5%)**.
-    0 days (4.5%)
-    1 day (5.0%)
-    2 days (14.6%)
-    3 days (29.4%)
-    4 days (23.0%)
-    5 days (22.1%)
-    Can't wfh (1.4% - so not really an issue?). Clear indicator of success of staff adapting to new ways of working
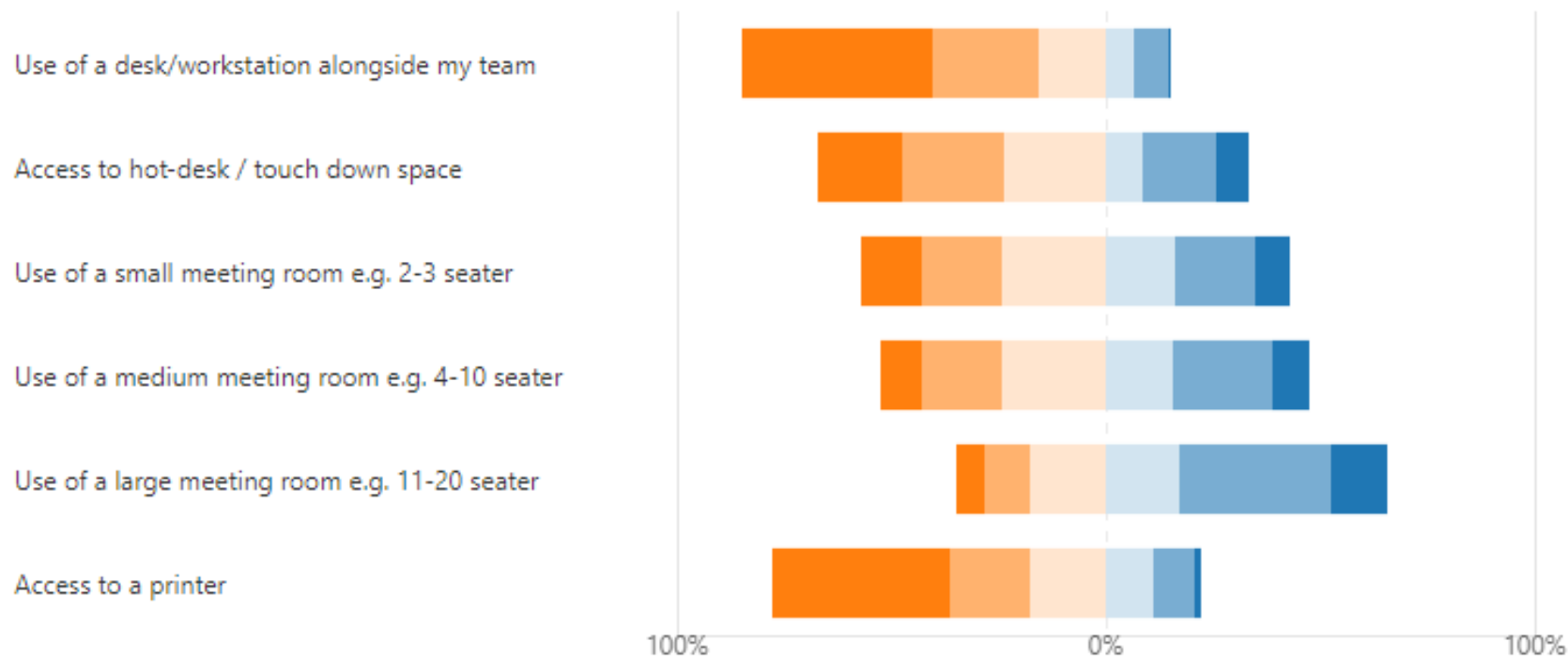
Note the figures just for staff based in PH are even higher at **82.1%** in office 2 days or less and **77.2%** wfh 3 days or more

10. How important to you is each of the following facilities when you come into an office-based environment?

More Details

■ Extremely important ■ Very important ■ Moderately important ■ Slightly important ■ Not at all important ■ n/a

- Use of a desk / workstation alongside their team seen as most important **69.1%** either rate as extremely or very important (For hot-desk / touch down its **43.0%**)

- Access to a printer seen as next most important **59.9%** rated as extremely / very important

- Meeting rooms seen as significantly less important, with gradience of importance clearly showing small / medium are more needed
  - Small – **33.0%**
  - Medium – **28.1%**
  - Large – **16.9%**

- Question 11 of the working locations survey gave respondents the opportunity to give qualitative feedback asking 'Do you have any other comments or suggestions about this subject?

- Of the 1228 respondents, 516 gave comments, of those 88 were 'no' or 'not applicable', meaning **426 respondents** gave feedback

- As this was free text there was a broad spectrum of responses across a wide range of areas but some key common themes did come through

Theme: Working from home / remotely – what's going well

- Most commented on theme, with the majority being positive feedback about the choice and positive effects wfh gives staff e.g.

  - No travel time which can save between ½ hr - 3 hrs for people a day

  - Better work/life balance, more flexibility for staff

  - More productive / efficient in their role

  - Less distractions / noise

- Many comments how as a service we've '***adapted to wfh***', proved '***it works*',** become more ***'paperless'*** and built on existing wfh that existed in teams, which was then accelerated because of Covid 19

- Clear that ***this is the new norm*** and ways of working won't go back to what they were before. Comments around how going forward can we

  a) Enable this to be a ***choice*** for people i.e. don't force people to come back to office based environments

  b) Embed ***flexibility*** in working arrangements e.g. working hours based around the staff members need

Theme: Working from home / remotely - concerns

- For some working from home isn't working in particular because

  - Their home environment is not conducive

  - They have ICT issues either with their hardware or broadband

  - People are missing human contact with others and their team

- What kit might we might provide to staff if wfh is the norm in the longer term

- Would any costs related to wfh be reimbursed for staff e.g. heating

Theme: Meeting face to face

- Lots of comments that although wfh is fine for the majority of time you can't beat **meeting face to face with** colleagues for a number of reasons and this needs to be enabled for the following reasons:

  - Human interaction, to catch up with colleagues

  - For a change of scenery

  - Team dynamics, peer and management support, dealing with difficult cases, ideas gathering / brain storming

  - For people's mental health and their wellbeing

  - For some teams it is easier if they are physically co-located to discuss service related issues more fluidly

  - Particularly not easy for new starters in current environment if they haven't physically met colleagues

- This can be enabled by having

  - Team meetings in person

  - Keep in touch days

  - Some staff / teams being more regularly based in the office

Theme: Delivery model for services – two emerging themes (post Covid 19)

1. Those services which are now very comfortable with wfh both a) for majority of time and b) for the majority of staff, and where service delivery hasn't been negatively affected, but they still ***need planned periodic time*** in the office to meet, could be weekly, fortnightly or monthly, just needs to happen. When this happens needs to be:

   - Planned / Rota'd - no point coming in if rest / majority of team don't

   - Be confident there is a desk/space that can be utilised on that day and meeting room availability

2. Those services delivered on a daily basis in the field to residents / businesses, where staff member might need access to

   - touch down space / team workstations in between visits and

   - Access to facilities to enable them in their roles e.g. storage, printing

Theme: Needs / requirements from office based environments

- Bookable *workstations* specifically for one's team

- *Meeting rooms* – mixture of need small / large, but also clear direction of travel that many meetings can happen equally effectively remotely as is currently happening. Need is mainly being able to use meeting room as/when based in office and ensuring availability – i.e. no point coming in for a team meeting if don't have a space for it

- *Hot desks* – mixed views

  - *For* - those who work in a mobile way e.g. site visits and need touchdown space at various times in day – can be in any council building (more likely could pick this up as part of allocation for a team and flexible use of that rather than large scale use of hot-desks per se)

  - *Against* – for many no need or point to use a random hot-desk, whole point of coming into a building is to be with their team, also don't want to risk travelling in and one not being available. Some cleanliness concerns as well

Theme: Needs / requirements from office based environments

1. Printers - as per the finding that access to a printer was the second highest rated need for staff when they come into an office, a number of staff gave comments about the need for this, variety of needs

    a) A standard printer in any council building they could use

    b) Specific printing needs related to service delivery e.g. large scale

2. Post & Print & Scanning - a number of staff also raised that they are coming into PH to collect post as and when required, do scanning. Some feedback around whether

- Printing at home – any mechanism to support this for staff
- Move to a different delivery mechanism for print and post or not
- Could this be enabled across a wider spectrum of council buildings
- Facility for print requests to be directed through the central print room was noted

3. Storage - Access to storage space where service specific items are kept or stored highlighted in a number of areas e.g. for PPE, service assessment materials, specific files, safes

Theme: Needs / requirements from office based environments

- *Delivering training* mixed feedback

  - In some cases have moved to online delivery model and works better

  - In other cases need that defined large space to deliver training f-2-f in person still

- **Cleaning** - some concerns around cleaning and cleanliness in buildings / toilet facilities / if hot-desking particularly given Covid 19

- **Break out space** – for people to talk / catch-up

- **Quiet space** – any potential to create these as staff now more used to working in quiet (home) environments and extended use of MS teams probably means will be more noisy in offices as people are in online meetings using headsets

- **Ability to access more than just your usual office** – if feasible across a more broad spectrum of council buildings

- **Sit/stand desks** – as an option for more people?

- **Cycle facilities / showers**

Theme: ICT

- **Positive**
  - Use of **MS teams** was highlighted by a number as a real enabler and actually better and more efficient than having to meet in person

- **Negative**
  - Kit issued e.g. are surfaces enough, people not having the right specialist equipment to wfh or in a mobile way effectively over the longer term
  - Issues with ICT when wfh and not being able to resolve

- **Question raised** - could we move to Citrix storefront

Theme: Chairs

- Option to take a chair from PH noted, but questions around longer term supply of (standard) chairs for people wfh

- Ergonomic / specific chairs – point noted by those staff with specific requirements and how this would be met / not lost in any future arrangements

Theme: Decant

- Number of respondents said current working arrangements support:

  - A direction of travel to fully decant out of Perceval House rather than out of 2 claws

  - Don't want to come back to work on a building site if latter option chosen

Theme: Engagement through being surveyed

- Number of respondents said thanks for carrying out the survey, and being giving the opportunity to provide feedback and have this taken on board

- Need to think about how we build on this initial survey on working locations, and continue to monitor and engage with staff on their preferences and gather their views as we move forward