

## WAVERLEY BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE – RESOURCES

21 NOVEMBER 2022

---

**Title:**

**Hybrid Working**

---

**Portfolio Holder:** Cllr Paul Follows, Council Leader  
Cllr Clark, Portfolio Holder for Business Transformation

**Head of Service:** Robin Taylor, Executive Head of Organisational Development

**Key decision:** No

**Access:** Public

---

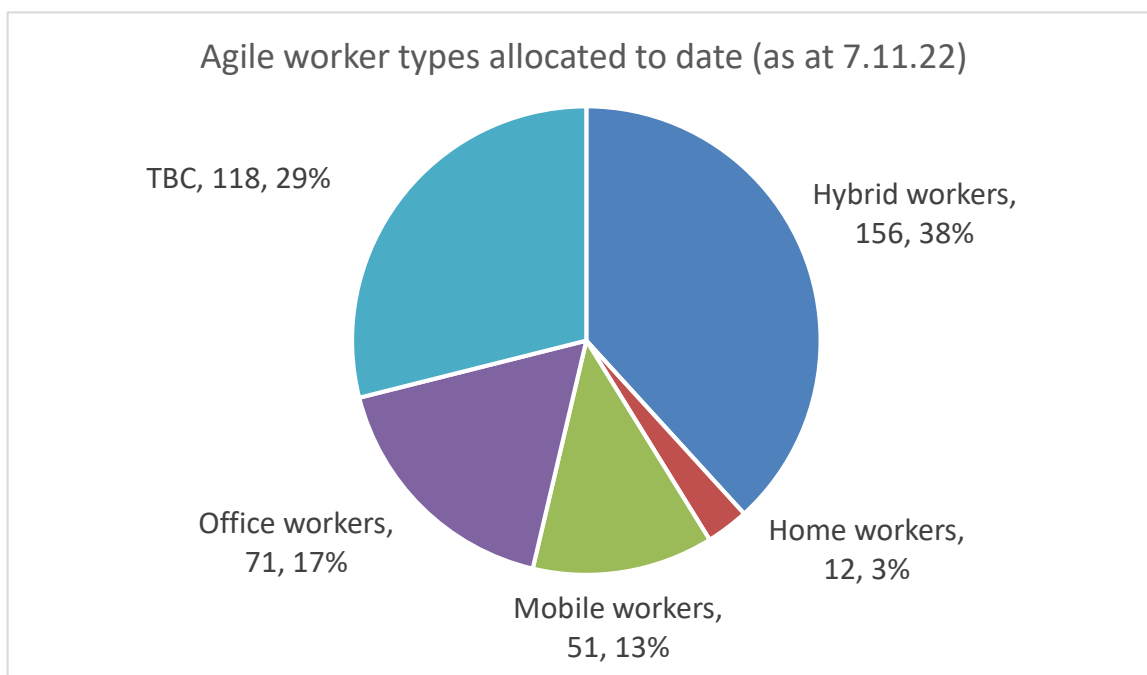
#### **1. Purpose and summary**

- 1.1 On 20 June 2022, this committee received two reports relating to hybrid working at Waverley Borough Council. The [first](#) focused on the practical arrangements that had been made, in terms of facilities and ICT, to enable hybrid working by Council staff. The [second](#) set out an up-to-date profile of the Council's workforce and the approach which was being taken in terms of agile working at the Council.
- 1.2 As a reminder, Waverley offers most of its employees the ability to work in an agile way with a mixture of home and office working dependent on business need. Policies have been updated to reflect the lessons learned because of the Covid-19 pandemic and the enforced move to home working. The following policies and guidelines have now been implemented:
- Agile Working
  - Flexible Working
  - Home Working guidance
  - Safe Site Working
  - Safe Office Working
  - Performance Management guidelines
  - Leadership Competency framework
- 1.3 These policies and guidance provide managers with the framework to understand how to lead in a hybrid working environment. Training has been provided to all managers to support them in the implementation of the above. The intention is to remain a hybrid work force based on business and customer need.

The aims of remaining a hybrid workforce are to:

- 1) Be attractive and flexible as an employer, improving recruitment and retention;

- 2) Build on the improvements we have seen during the pandemic on staff sickness and inclusion because of flexible and home working options;
  - 3) Continue to improve on the digitalisation and accessibility of customer services to improve access to our services; and
  - 4) Build a culture of high performance and team cohesion in a hybrid working environment.
- 1.4 At the request of the committee chairman, this report provides a very brief update on the ongoing implementation of the Agile Working Policy, specifically the Council's approach to managing the different working arrangements and patterns of staff under the new policy.
- 1.5 The intent of the Agile Working Policy is to ensure that officers can work with their manager (with guidance and support from HR as required) to identify whether they are:
- Expected to work in the office all or most of the time (Office profile)
  - Expected or able to work at home all or most of the time (Home profile)
  - Expected to split their working pattern across the office or at home (Hybrid profile)
  - Expected to work primarily out in the field and only work at a desk occasionally (Mobile profile)
- 1.6 The process of identifying and recording worker types is currently underway. As expected, the most common classification is hybrid workers due to the nature of the work undertaken by the Council's directly employed staff.



- 1.7 The policy will be kept under review. However, the Council's performance in terms of sickness absence and turnover compares very favourably to the performance in District and Borough Councils across Surrey.

## **2. Recommendation**

It is recommended that the Overview and Scrutiny Committee notes the contents of this update report.

## **3. Reason for the recommendation**

This update report, focusing specifically on the progress of the implementation of Agile Working at the Council, was requested by the committee.

## **4. Relationship to the Corporate Strategy and Service Plan**

- 4.1 The Council's corporate strategy 2020-2025 says that *'in order to meet changing circumstances we will embrace new ways of working whilst maintaining standards, improving public participation and caring for our staff'*.

## **5. Implications of decision**

### **5.1 Resource (Finance, procurement, staffing, IT)**

No immediate implications arising from this report.

### **5.2 Risk management**

No immediate implications arising from this report.

### **5.3 Legal**

No immediate implications arising from this report.

### **5.4 Equality, diversity and inclusion**

No immediate implications arising from this report.

### **5.5 Climate emergency declaration**

No immediate implications arising from this report.

## **6. Governance journey**

- 6.1 Resources Overview & Scrutiny – 21 November 2022

---

## **Background Papers**

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

---

## **CONTACT OFFICER:**

Name: Robin Taylor

Position: Executive Head of Organisational Development  
Telephone: 0148 3523108  
Email: [robin.taylor@waverley.gov.uk](mailto:robin.taylor@waverley.gov.uk)