

Our Journey So Far

A practical perspective on the impact of Hammersmith & Fulham's
Covid journey on its workforce

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It took a global
pandemic ...

For us to consider carefully what defines a 'workplace'

- Working through national lockdowns we've been crafting a new normal
- We need a new narrative as we move from work/life balance to work/life integration
- So how's Hammersmith & Fulham Council capturing the art of the possible and embracing opportunities for rapid cultural change?



The evolution of the Office in 2020

Drivers:

- Thirst for innovation and efficiency
- Keeping our workforce safe (H&S, working from home IT kits, risk assessments, Covid-safe workplaces)
- Using technology as an enabler; laptops, TEAMS, ZOOM, 'camferences'
- Unequal access to working from home especially Fridays
- Financial challenges – premises costs (challenging presenteeism, productivity)
- **Primarily office/borough-based workforce moves to 70% working from home overnight**

Focus:

- People first; building trust and new behaviours; (PPE, social distancing, free parking for frontline workers)
- Rapid cultural change; elongating the working day; walking meetings, conducting interviews and inductions on-line, dress codes, screen backgrounds
- Workforce resilience and wellbeing; very low sickness rates
- Supporting staff through change; more on-line L&D, forums, staff engagement, Appraisal lite
- Maintaining and measuring staff engagement, performance and productivity
- Workplace readiness – Covid secure buildings

What's driving change

New opportunities

- From hot-desking to collaboration spaces (desks, sofas, coffee anyone?) - a new look at the benefits; can we reduce office space/cost, invite in partner agencies, co-work
- Opening up our opening hours - moving away from the 9-5 to 8-8 and potentially a 7-day week to better meet residents' needs
- Making work/life integration the new work/life balance
- Keeping staff engaged; best ideas don't always come from the top!
- Bringing back non-frontline staff safely to the office - introducing Team days and desk booking
- Rethinking total reward and recognition; 4-day week trials, working from anywhere
- Using matrix working/redeployment to 'Get Ahead' and capacity build
- Greater use of business intelligence, AI and data



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WoW staff guide
New ways of working
COVID-19 and the new normal

The Intranet > WoW staff guide →

Embedding change

- Work's started to enable more self-service and automation (residents & staff) – this requires an even greater focus on digital inclusion
- More work needs to be done to tackle staff burnout, resilience and address isolation and loneliness
- Keeping staff and residents connected with the borough
- Opening up workforce matrix working (talent, recruit for attitude/skills?)
- How can we better support everyone to work away from the office (other workplaces not just @ home)
- Thinking about equality, attitudes and assumptions (home-life, on-camera and visibility)
- **Giving workforce and office planning new meaning...**

BUILD MY RESILIENCE

As the far-reaching impacts of COVID-19 continue to have a significant global impact, we - and those around us - have likely witnessed and felt worry, anxiety, and instability.

Join our Wellbeing Wednesday sessions

Resilience tools	Wellbeing	Resilience reads
COVID and your career	Helpful sites	Fun for families