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To: Personnel Committee **Date:** 30 September 2021

Subject: The Future of Work

Classification: Unrestricted

Summary **This paper introduces a presentation that will be made to Personnel Committee on the Future of Work, including hybrid working at Kent County Council.**

1. INTRODUCTION

- 1.1 The Covid pandemic has resulted in a scale of change and impact that is unprecedented. As restrictions begin to ease but the threat of further outbreaks and variants remain, the impact on the world of work is yet to be fully seen.
- 1.2 KCC has, along with many other organisations, moved to a model of flexible working for its staff, recognising that many of our staff prefer to work more flexibly in terms of where they work, and many customers and service users have responded well to different, more flexible methods of service delivery. The pandemic has given the Authority the opportunity to accelerate implementation of its business change agenda and has proved that flexibility and hybrid working can be successful.
- 1.3 It will be crucial that the right infrastructure, management training, engagement and support are in place to ensure flexible and hybrid working is sustainable and leads to improved service delivery.
- 1.4 Before Covid -19 struck, the need to ensure that as a large employer our HR and Organisation Development strategies took due account of the changing nature of work and people's aspirations was already well understood. After such a significant period of accelerated thinking and changing priorities in the landscape of work, it is appropriate to begin a wider debate about this now as we continue to develop HR and OD policy for the Authority.

2. HIGHLIGHTS

- 2.1 A more comprehensive presentation will be shared with Personnel Committee on both KCC's hybrid working implementation and the broader Future of Work.
- 2.2 The Hybrid working presentation will include:

- Our ambition and standard
- Staff responses about future working arrangements in the pulse surveys
- Other organisations' approaches
- Interdependencies
- Risks and mitigations
- Opportunities
- Implications and timetable for office reconfiguration

2.3 The Future of Work presentation will include:

- Issues and Trends – technological; socio-economic; and geographic
- Employment in the future
- Impacts of likely changes
- How is KCC placed to respond
- The skills agenda

3. RECOMMENDATION

3.1 Personnel Committee are invited to consider and comment on the content of the presentation

Background papers: None

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