

CIPD

*Championing better
work and working lives*

Positive Flexible Working Practices

Feb 2023

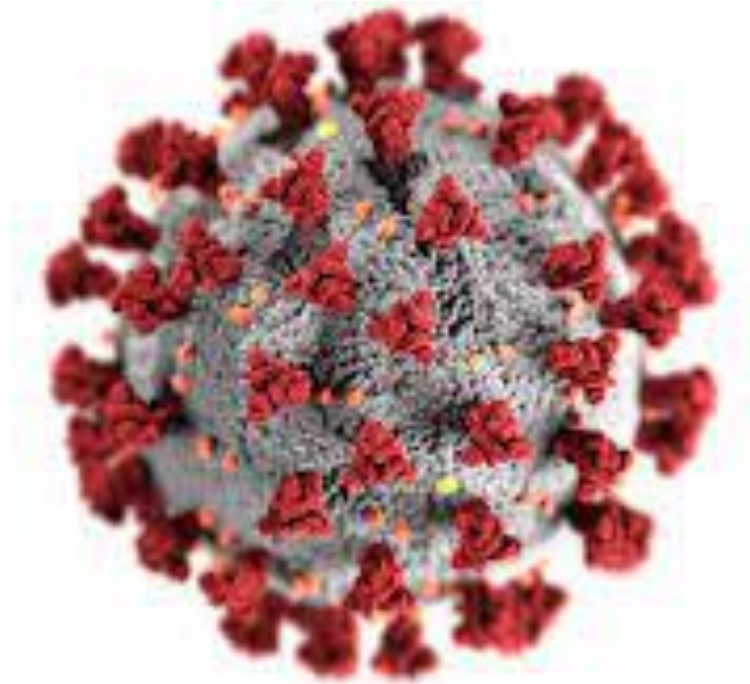
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Local
Government
Association

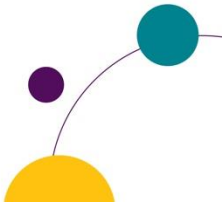




Job role

Salary

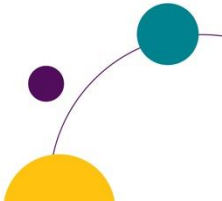
Location



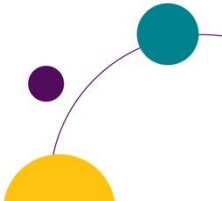
Flexible & Hybrid Working



Figure 1



Where Is Your Organisation At?





Agile Working The Evidence



75%

spend more time
with friends and
family

79%

are better able to
balance running
their households
with work

70%

have more
time to invest in
their personal
well-being

31%

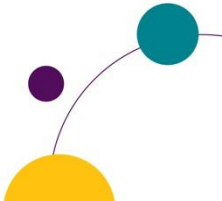
feel they have to be
twice as productive
when they work from
home

52%

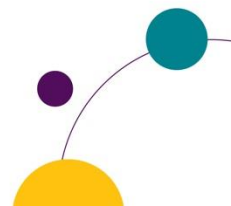
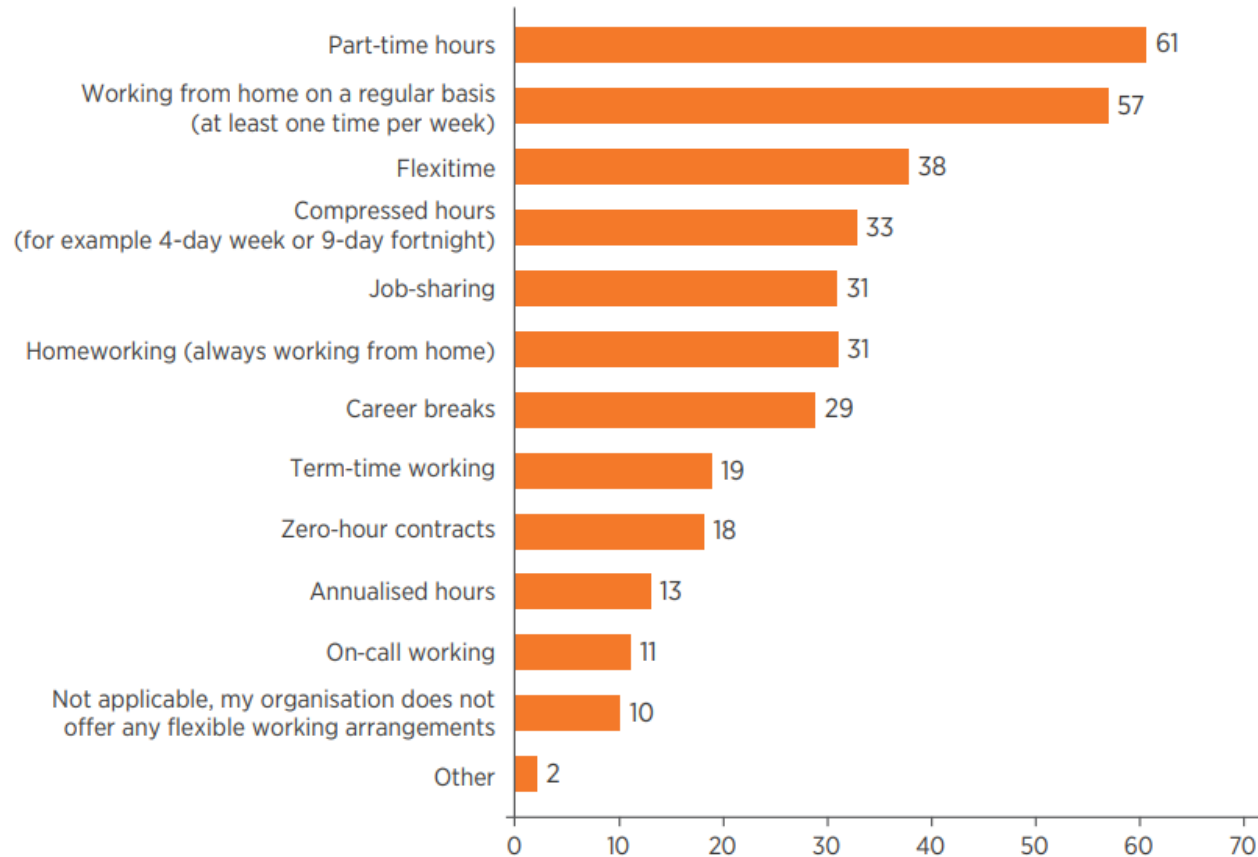
are working longer
hours and taking
fewer breaks

42%

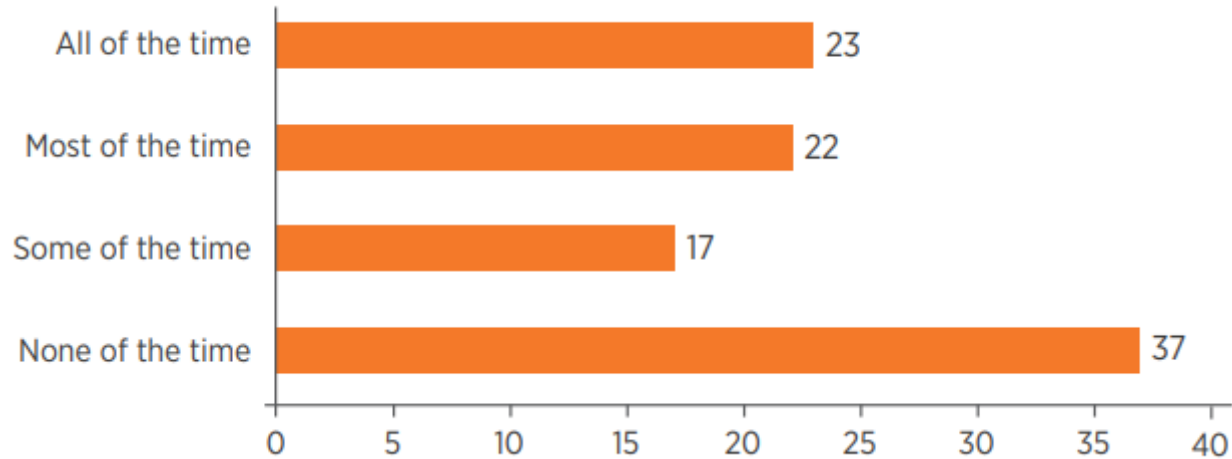
are working longer
hours as they are not
having to commute
to and from work



Trends – Organisations Offering Flexible Working



How often, if at all, have you worked from home since the end of the pandemic?



Market Trends - Availability & use of flexible working

The evidence shows that post Pandemic more organisations are adopting flexible approaches to working practices. The cost of living has also increased the demand for flexible working patterns.

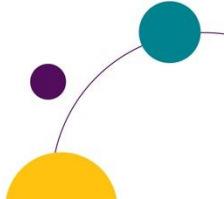
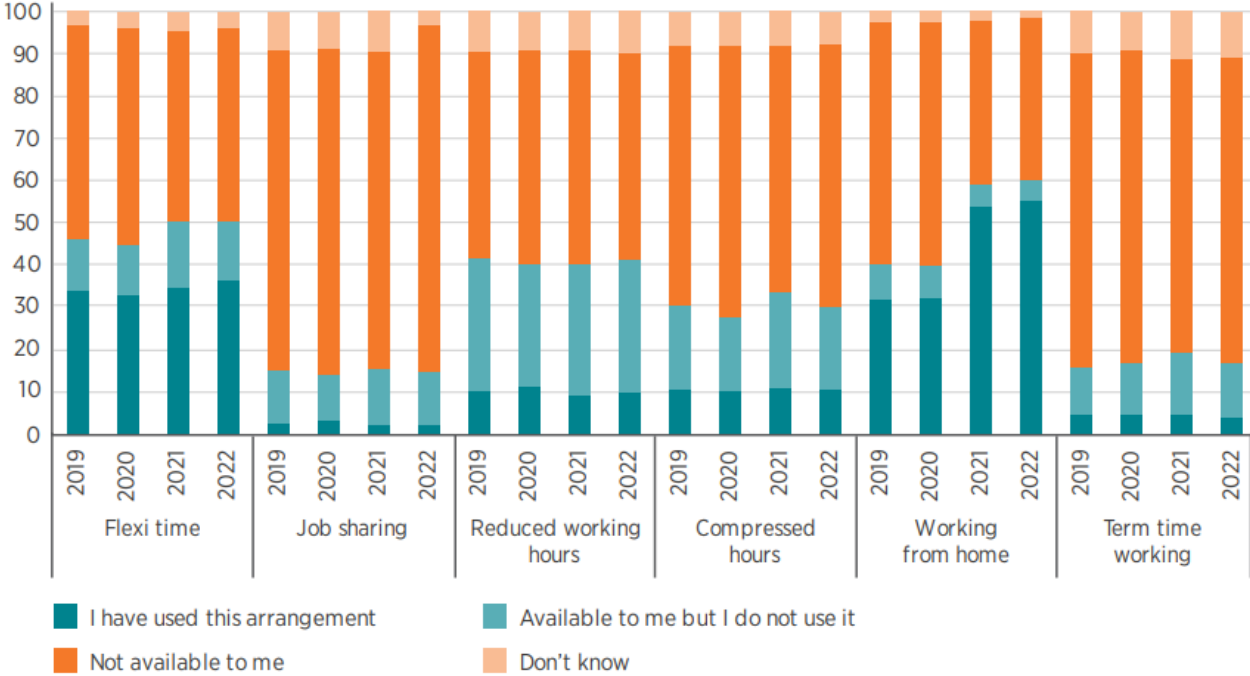
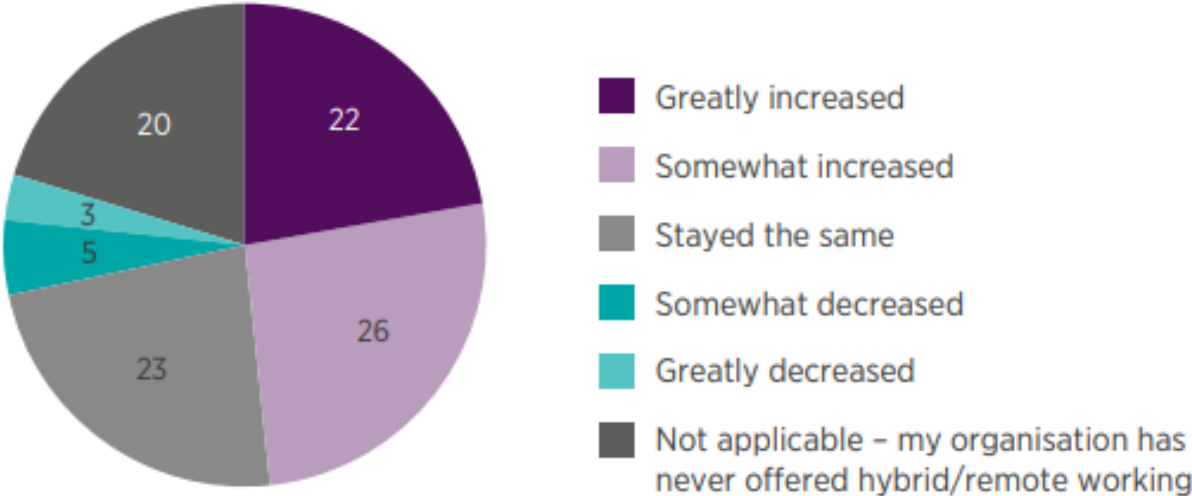


Figure 11: Has your organisation’s use of hybrid working increased or decreased in the last 12 months? (%)



Base: 1,055.



Market Trend – Home Based Working

Figure 12: For roles that can be based at home, how much of the average working week can employees work at home? (%)



Base: 1,055.

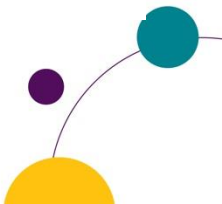
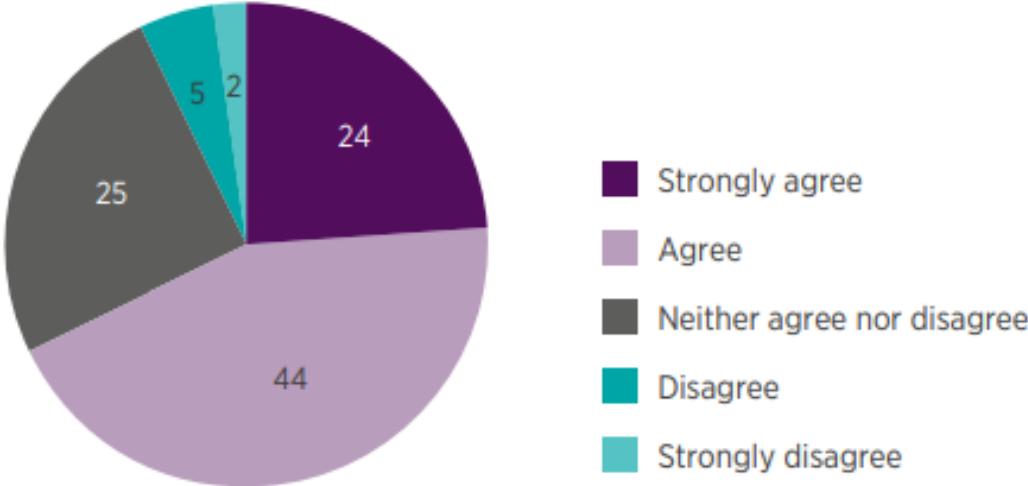


Figure 14: Offering work from home or hybrid work has allowed our organisation to attract and retain more talent (% of those currently offering hybrid/remote working)

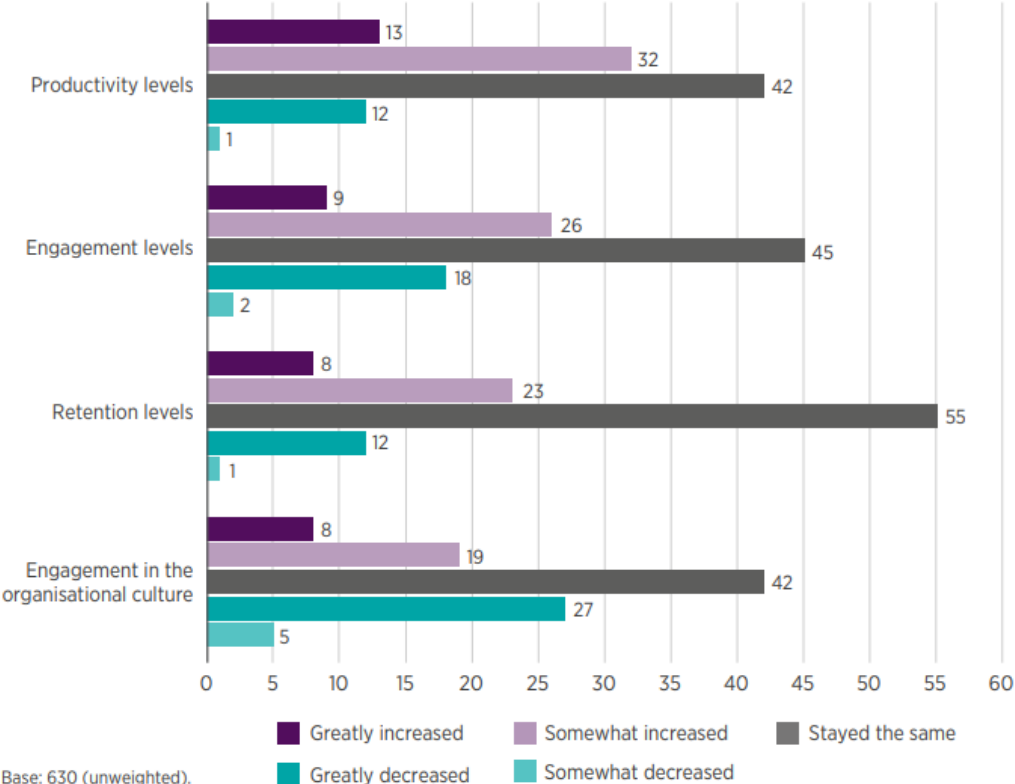


Base: 630 (unweighted).



Market Trend - The Myth of Decreased Productivity

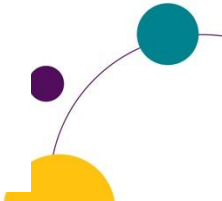
Figure 15: Have any of the following increased or decreased as a result of your organisation offering hybrid/remote working? (% of those currently offering hybrid/remote working)



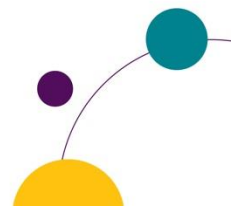
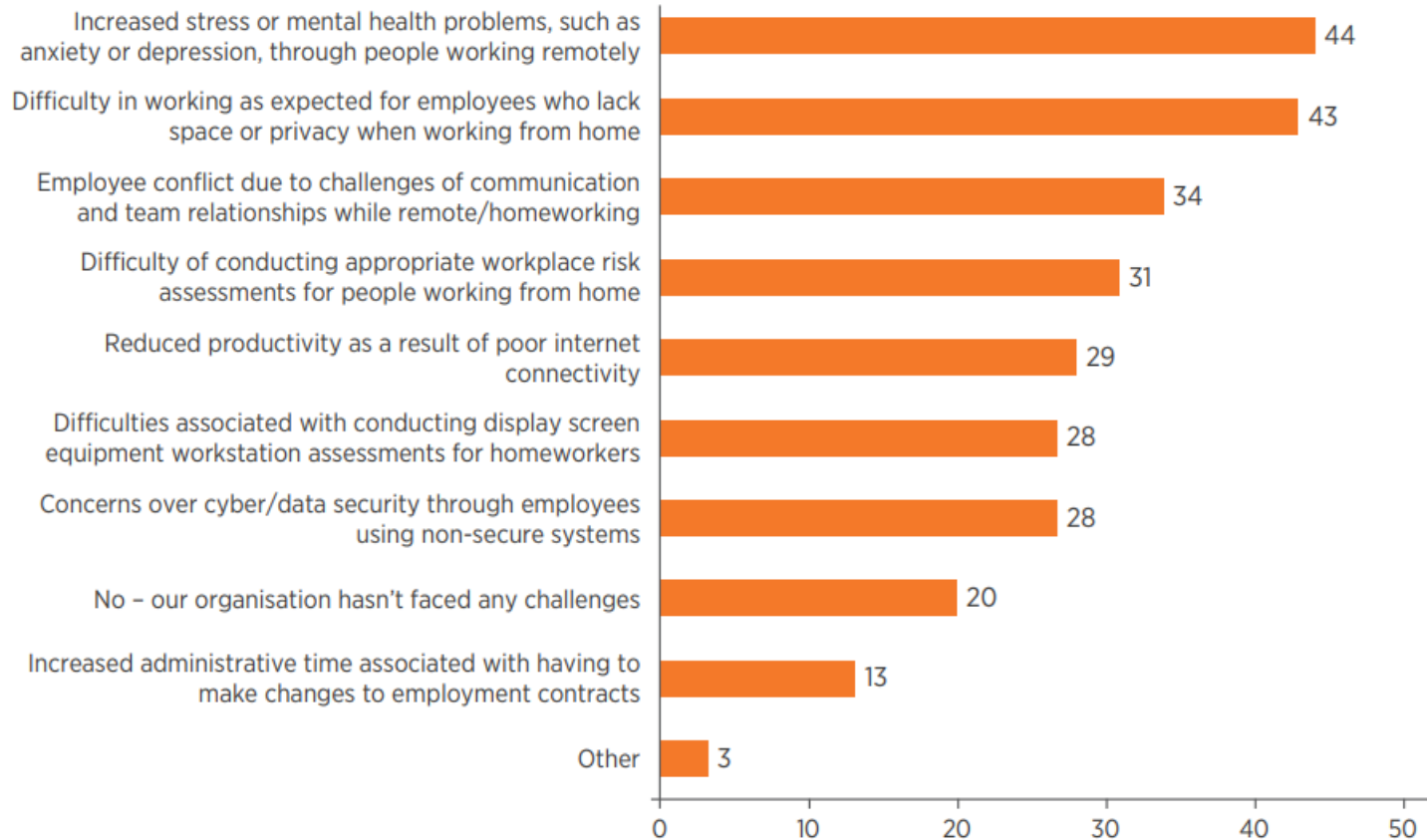


Agile Working What do we need

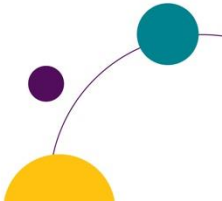
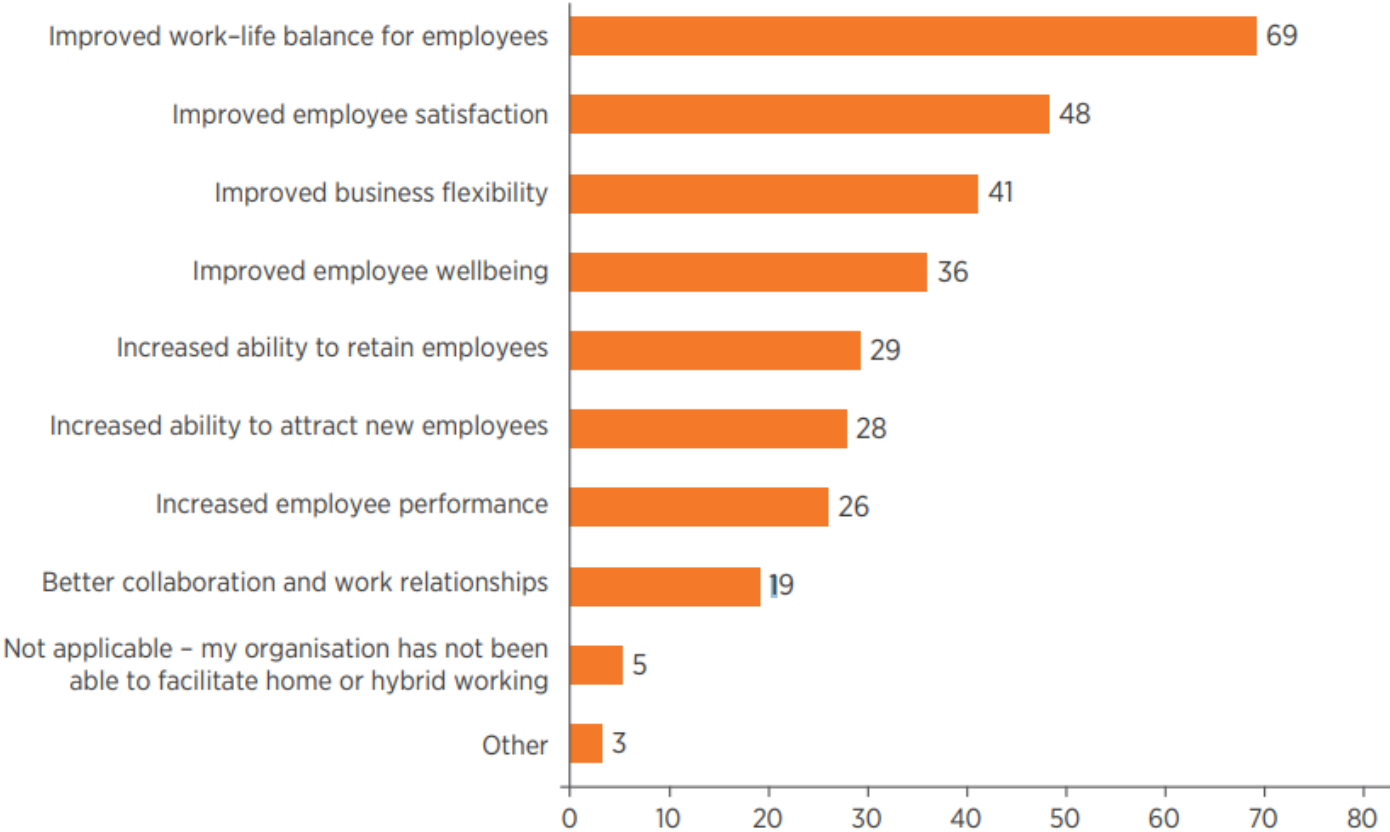
Measures to Support Hybrid Working



What We Must Address To Support Effective Hybrid Working



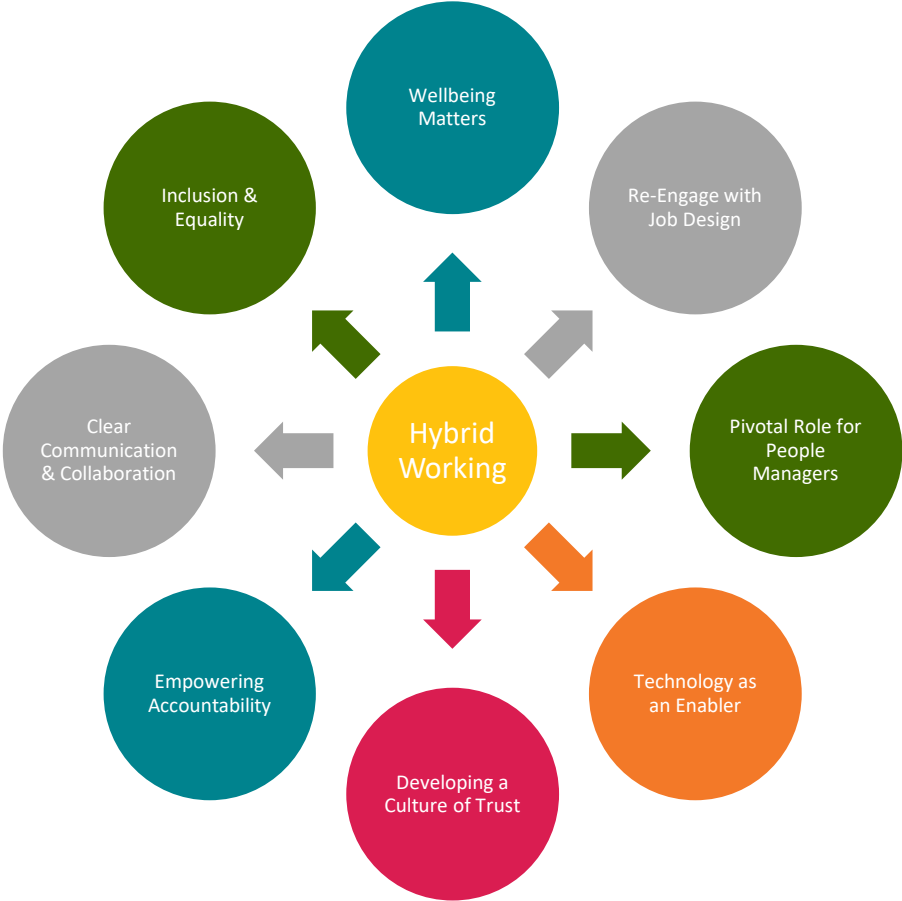
Benefits Of Hybrid Working





Hybrid Working How?

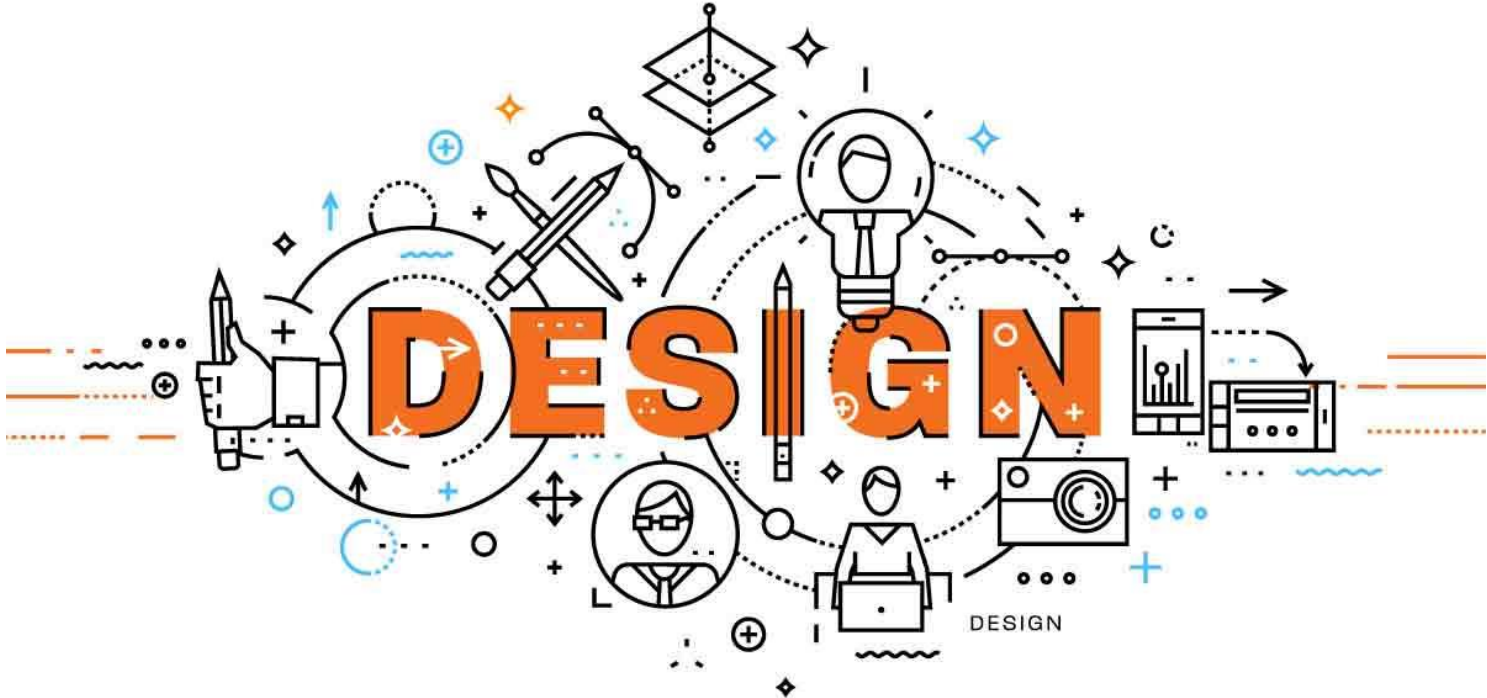
Successful Hybrid Working



Wellbeing



Re Engage Job Design



People Managers



Developing a Culture of Trust



Empowering Accountability



Clear Communication & Collaboration

COLLABORATION



SUPPORT



TEAMWORK



COMMUNICATION



TRUST



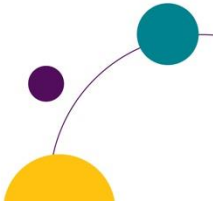
MOTIVATION



INSPIRATION



SUCCESS



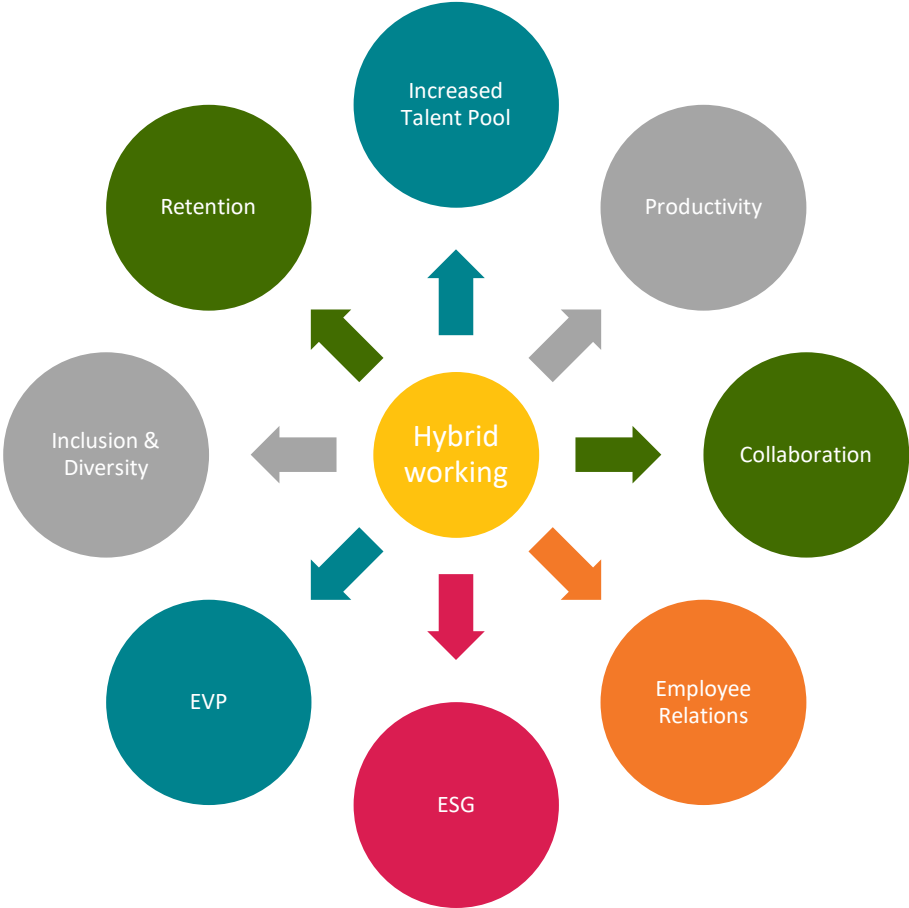
Inclusion, Diversity & Equality





Hybrid Working Why?

Benefits Working





Flex from 1st

Day One – Flexible Working



Changing World of work

FLEX **1st**

Types of flexible working

CIPD

Zero-hours contracts:

an individual has no guarantee of a minimum number of hours, so they can be called upon as and when required and paid just for the hours they work



Term-time working:

a worker remains on a permanent contract but can take paid/unpaid leave during school holidays



Job-sharing:

a form of part-time working where two (or occasionally more) people share the responsibility for a job between them



Part-time working:

work is generally considered part-time when employees are contracted to work anything less than full-time hours

Annual hours:

the total number of hours to be worked over the year is fixed but there is variation over the year in the length of the working day and week. Employees may or may not have an element of choice over working patterns



Hybrid working:

splitting time between the workplace and working remotely



Career breaks:

career breaks, or sabbaticals, are extended periods of leave - normally unpaid - of up to five years or more



Commissioned outcomes:

there are no fixed hours, but only an output target that an individual is working towards



Flexitime:

allows employees to choose, within certain set limits, when to begin and end work



Four-day week:

working four days a week for the same pay as working a full-time five-day week



Home/mobile working:

predominantly working from home or at a location remote from the employer's workplace

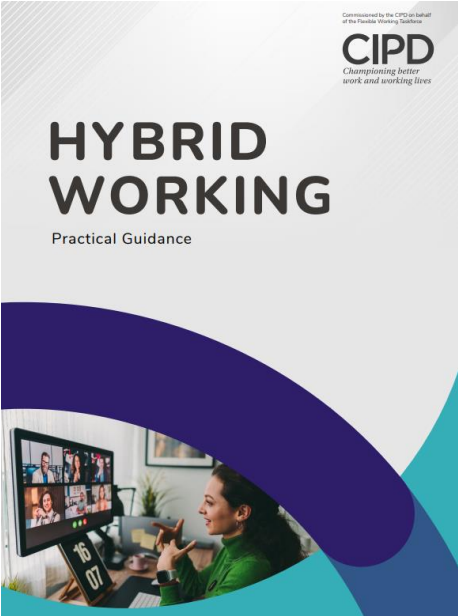
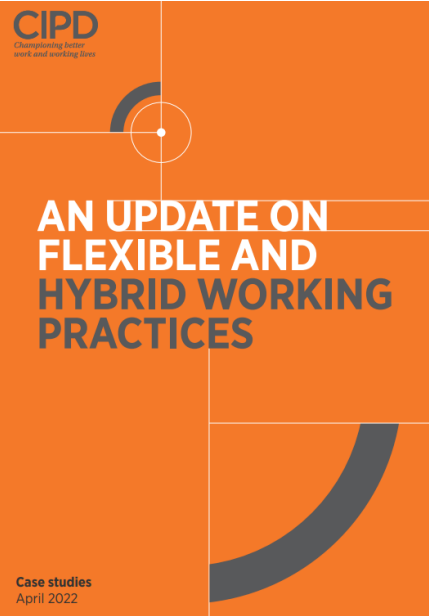


Compressed hours:

the central feature is reallocation of work into fewer and longer blocks during the week



Data to Inform





Creating the right Workforce



CIPD Resources

Addition Resources and Data Points

[CIPD Good Work Index](#)

[CIPD Cost of Living Hub](#)

[CIPD Covid Hub](#)

[CIPD Remote and Hybrid Working Hub](#)

[Practitioners Guide -Line Manager Support for Hybrid Working](#)

[Practitioners Guide – Planning for Hybrid Working](#)

[Toolkit - Assessing Roles for Hybrid Working](#)

[Top Tips- Hybrid Meetings](#)



Good capability, a solid platform to build and evolve.

Thank for your time

Any Questions?

