What is hybrid working?
Doing your office-based job from campus (Egham or London depending on your role) and remotely, including from home.
Why hybrid working?
• Global context:
  - The pandemic forced home working, accelerated greater use of digital technology and fast-tracked the evolution of both nascent and established digital platforms
  - The personal and professional benefits of what is now being referred to globally as ‘hybrid working’ (working part of the time in an office environment and part remotely, for example from home) for office-based workers have been recognised by employers and employees around the world, and there is a willingness to embed these mutual benefits into business as usual.

• College context:
  - The College’s Three Year Strategic (3YSP), has been developed to address underlying challenges and supports us to move forward as we emerge from the impact of the pandemic. It sets us on a ten year trajectory designed to enable the College to better meet modern needs, both in terms of our educational offer to our students and our research
  - Among other factors, the successful delivery of the 3YSP will be supported by the use of the strategic levers ‘Digitisation’ and ‘Simplification’ as well as a People Strategy
  - The decision to adopt hybrid working aligns to the College’s strategic ambition to embrace and embed the positive changes that students and staff have experienced using digital technologies, and the feedback from staff on their positive experience of hybrid working for operational delivery and personal wellbeing.
Home working to hybrid working

• Exclusively working from home (WFH) was a crisis response to the pandemic. We now need to move from home working, to hybrid Working, and provide a framework to enable that.

• Reflecting on home working, a survey of office-based professional services staff, conducted in June 2021, identified:

  - 83% said that, in terms of the delivery of their role, WFH has had a very positive or somewhat positive impact (60%), or that it had made no difference (23%)
  - 81% said that, from a personal perspective, WFH has had a very positive or somewhat positive impact (74%), or that it had made no difference (7%)
  - Top three negative impacts of WFH were; lack of social interaction, it was difficult to switch off from work, and it was harder to make and maintain good connections with other staff. Corridor conversations and face-to-face interactions with individuals and teams were areas most missed about working on campus
  - 40% of managers reported that WFH made no real difference to how they manage people; although this was closely followed by those reporting that generally it has been harder to manage people (35%). A smaller number reported that generally it has been easier to manage people (23%). While exclusively WFH and hybrid working are different, it is recognised that leading and managing staff in a hybrid mode will require new and different approaches.
When asked to look forward, and consider hybrid working as a BAU way of working, office-based professional services staff who completed the survey said:

- 95-96% of respondents felt that hybrid working would support the effective delivery of the service they provide, the team they are a part of, and their role.

- The parts of the service felt to be required to be delivered in person include: Library and Art Gallery services; student support (international team, visas, finance, wellbeing, academic support); networking; collaborative meetings; Estates; IT; Open Days/on-campus events; training.

- 32% felt that hybrid working would impact how their team works with other College teams and departments, but no clear winner as to whether in a positive or negative way.

- Common suggestions to help with the success of hybrid working emerging from the survey:
  
  - Clear understanding of purpose in coming to campus
  - Structure / planning / scheduling
  - Flexibility in determining days on campus
  - On-campus meeting space and/or resources available
  
  - Ensuring necessary equipment and space to work
  - Communication
  - IT support / training / resources
  - Hybrid working guidelines / policy
Hybrid working strategic goals

- Increase employee engagement, recruitment and retention by providing a great place and way to work
- Provide spaces that enable and support a sense of belonging for teams and individuals
- Deliver workspaces that promote and enable knowledge-sharing, collaboration and productivity
- Support health, wellbeing and safety through good workplace design on campus
- Provide guidance and support to enable effective, safe working off campus
- Enable agility within workplace spaces in order to respond to emerging trends in hybrid working over the duration of the 3YSP as a minimum
- Create sustainable assets, identify and maximise potential savings through reduced, full-time occupation, re-deploy / repurpose vacated spaces to better suit modern needs.
Emerging thinking in relation to hybrid working
‘The hope in many companies is that this sort of working pattern will allow employees to do focused work at home, reduce commutes and enable them to better balance professional and personal lives. In turn, offices will become a destination for innovation, collaboration, networking, coaching and socialising.’

Source: https://www.ft.com/content/f568997c-513c-48b0-8422-fabacda46418
As asked for the top three most important purposes an office will serve:
- 79% chose team bonding and relationship building
- 78% chose collaboration
- 41% chose supporting employee wellbeing

More broadly:
- 44% of respondents expect people to work two to three days per week remotely
- 8% expect people to be in the office four or five days per week
- 2% expect people to be working remotely four or five days per week

Source:
https://www.pwc.co.uk/issues/transformation/case-studies-and-insights/the-importance-of-hybrid.html
What the emerging trends mean for us
Recognition of the long game

Three model ways of working

Adapting to new ways of working

Reimagined and differentiated spaces on campus
Strategy to action
Recognition of the ‘long game’
There is no blueprint for post-pandemic office working, each organisation will need to pioneer their own approach, based on their needs.

We need to be agile and adapt as we transition from home to hybrid and get used to new ways of working. It’s likely to be bumpy at first.

The 3YSP gives us a timeframe to get from where we are, to settling into a workable model, which offers, ideally, a blueprint for the future, including post any merger.

The effort we put in now, our willingness to adapt and embrace will allow us to excel in the future.
## Design to Blueprint: indicative timeline

<table>
<thead>
<tr>
<th>Design</th>
<th>Transition</th>
<th>Pilot</th>
<th>Consolidate</th>
<th>Blueprint</th>
</tr>
</thead>
<tbody>
<tr>
<td>May to July 2021</td>
<td>Aug to Dec 2021</td>
<td>Jan to July 2022</td>
<td>Aug 2022 to July 2023</td>
<td>By July 2024</td>
</tr>
<tr>
<td>• Work from home if you can</td>
<td>• Individual directorates transition to pilot Hybrid Working Model(s) for their services</td>
<td>• Pilot begins for all in-scope PS staff</td>
<td>• Respond to lessons identified and unmet needs e.g. culture/physical environment/training/technology/behaviours/policies/procedures/resources</td>
<td>• Blueprint for hybrid working in place for College</td>
</tr>
<tr>
<td>• Office working in response to business / individual need</td>
<td>• Pace of transition managed locally reflecting: • Business needs • Availability of kit to equip • Establishment of differentiated spaces</td>
<td>• End T2: Review: identify lessons and unmet needs. Fine tune model(s)</td>
<td>• Identify and harness where possible emerging cultural and technological innovations to support agreed model(s)</td>
<td></td>
</tr>
<tr>
<td>• Listening exercise / design pilots</td>
<td>• By Dec: • Policy and working practices approved • Individuals know which model is for them</td>
<td>• End T3: Agree substance of model(s)</td>
<td>• Identify areas for possible future investment / develop business cases as relevant / funds allow</td>
<td></td>
</tr>
<tr>
<td>• Prepare for transition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How might the transition to hybrid feel

2021/22: Yr1

2022/23: Yr2

2023/24: Yr3
Three model ways of working
On-campus high

Works mainly on-campus, spending at least 90% of time on campus over the year

- Remains in the office to attend planned touchdown days with entire team/department
- Works remotely only as required and agreed
- May have sole use of a designated desk.
On-campus medium

Works regularly on-campus, spending at least 20% of time on campus over the year

- Some degree of regularity / routine re: days of week / month, agreed locally
- Time on campus includes or is supplemented by required attendance at planned touchdown days with entire team/department
- Works remotely the remainder of the time
- Likely to need to pre-book desk space
- Collaboration supported by planning ahead to align time on campus with other members of team or collaboration partners.
On-campus low

Works occasionally on-campus, spending no more than 10-20% of time on campus over the year

• Comes onto campus only as and when required, spending majority of time working remotely

• Required to come to office for planned touchdown days with entire team/department or for specific meetings. These are likely to make up the majority of their time on campus

• Works remotely the majority of the time

• Likely to need to pre-book desk space.
Adapting to new ways to work
We are moving from home to hybrid, everyone will be expected to come to campus at least some of the time.

Time on campus will need to be planned ahead, and committed to when arranged.

‘Netiquette’ will be as important as etiquette on campus.

In time, there will be a standard set of equipment for working from home.

Health and safety when working at home is as important as health and safety as working in the office, with guidance provided.
Working on campus will be different from pre-pandemic

- Clear desk policy for most and likely to use different spaces in any one day
- Requirement to book space in advance in most cases
- Some lockers for limited number of personal items
- New and re-invigorated ‘etiquette’ required, for example:
  - Keeping own zone and communal spaces clean, clear, usable for all
  - Thinking hybrid when arranging meetings based on who is where
  - Book for use / release if not needed. Use spaces as intended
- Time on campus will need to be planned ahead, and committed to when arranged
- Longer term move to electronic filing
Applying the models to reimagined spaces
Some factors influencing space development

• Business need and individual’s needs for delivery of their role
• Addressing what we’ve missed about working on campus, together, in-person
• What different people need to come to campus to do
• The space, resources, technology and emerging ideas available to us in the time we have
• Recognition that needs will change and therefore so will the spaces.
Four space types on campus

Social
Somewhere you can sit with colleagues, meet informally, have a coffee / eat lunch.

Desk
Somewhere to sit down and do focused work for all / part of a day, either individually or as part of a project group of colleagues.

Collaborative
Somewhere to work collaboratively; brainstorm, plan, connect and can also be used to catch up on emails/work as well.

Meet
Spaces where you can meet face-to-face, or in hybrid mode, as an individual, team or group.

See Appendix 1 for images of example spaces and Appendix 2 for zone maps.
Transition timeline
Critical timeline requirement

• To enable the success of the transition to pilot, all personal and work-related items on desks and in pedestals will need to be removed

• All office based professional services colleagues, who will work in a hybrid way, will need to come to campus to depersonalise spaces they worked in before the pandemic.

• Recycling and landfill dustbins will be made available, your Director and Manager will advise when these will be available.

• During the clearance days, we are hoping that colleagues will also be able to visit an exhibition of what the new work spaces will look like. More detail will be provided soon.
# Hybrid working space timeline

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Lead/Director</th>
<th>Provisional move date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estates + H&amp;S</td>
<td>Mike Berry + Dougie Searle</td>
<td>Mid November</td>
</tr>
<tr>
<td>Marketing + Communications</td>
<td>Marie Ennis</td>
<td>Mid November</td>
</tr>
<tr>
<td>Strategy + Planning</td>
<td>Alison Wallis</td>
<td>Late November</td>
</tr>
<tr>
<td>Legal + Compliance</td>
<td>Elaina Moss</td>
<td>Late November</td>
</tr>
<tr>
<td>IT</td>
<td>Mike Johnson</td>
<td>Late November</td>
</tr>
<tr>
<td>SAS</td>
<td>Jon Howden-Evans</td>
<td>Early December</td>
</tr>
<tr>
<td>Organisational Development</td>
<td>Ellie Rayner</td>
<td>Early December</td>
</tr>
<tr>
<td>Student Administration</td>
<td>Caroline Beck</td>
<td>Mid December</td>
</tr>
<tr>
<td>HR</td>
<td>Helen Ellis-Jones</td>
<td>Mid December</td>
</tr>
<tr>
<td>Finance</td>
<td>Mary White</td>
<td>Early January</td>
</tr>
<tr>
<td>R &amp; I</td>
<td>Sue Starbuck</td>
<td>Early January</td>
</tr>
</tbody>
</table>
Managing space / getting feedback
Managing and monitoring space

• There is no standard booking and space monitoring package and, until we run the pilots, it’s difficult to know what our requirements would be from the current available packages.

• As such, for the pilots, booking space will need to be managed locally.

• Spaces should be mapped so that colleagues can, ideally, book a desk which will give them access to the software they need.

• Spaces should be booked on an AM and PM basis.

• Please release any booked space if you’re no longer planning to use it.

• Collaborative space will, initially, need to be on a first come, first served basis.

• The goal is that as the pilot progresses, we will begin to understand better our needs, and how software can support us in the future.
Identifying lessons

- Pilots will run during term two and term three 2021/22
- Adaptations during term two will be limited to give pilots time to bed-in
- Review at end of term two and apply lessons for term three using feedback loops and review sessions
- Review at end of term three in preparation for new academic year.
Appendices
Appendix 1 – Examples of spaces
Collaborative spaces can be booked to work with your team, or other teams, in the College.
Meeting spaces can be booked to attend more formal meetings in person, as well as to have colleagues join remotely via MS Teams.
Social areas will be available for breaks and to catch up with friends and colleagues. These spaces can also be used for informal meetings or catching up on emails between other meetings.
On-Campus High Colleagues will likely have a desk to use most days, possibly the same desk or one within the same area.

On-Campus Low and Medium Colleagues book desks in advance in order to complete concentrated work while on campus.
Appendix 2 – Zone Maps
Zone 1 to 2: Founder’s
Zone 1 to 2: Founder’s detail

Finance:
- Fees

HR: (Desks 35-38)
- Organisational development & diversity

Founders West Ground
Zone 1 to 2: Founder’s detail

- **MarComms:** (Desks 1-30)
  - External Relationships:
    - Alumni Relations
    - Development
    - Events
    - Operations
  - Departmental Administrator
  - Chief Marketing Officer
  - Student Recruitment:
    - Schools
    - Events
    - ISR
    - IBD
    - Admissions
    - Director
    - Team Administrator
  - Marketing Group:
    - Marketing Campaigns
    - Digital
    - Marketing
    - Assistant Director
    - Marketing Administrator
  - Creative Content Officer
  - Senior Creative Designer & Senior Creative Artworker

- **Founders South-West Ground**

- **FSW(A)**
  - SP: (Desks 31-40)
    - Policy Team
    - Dashboard Team
    - Analysis Team
    - Council Secretarial
    - Strategic Implementation Team
    - Director
    - Internal Audit

- **FSW(B)**
  - Hot desks (Desks 41-60)
Zone 1 to 2: Founder’s detail
Zone 3: EWD
Zone 3: EWD detail

**Hot desks** (Desks 43-44)
- Library, Careers: (Desks 1-25)
  - Academic
  - Acquisitions and Content
  - Acquisitions and Content Delivery
  - Administration
  - Culture Team
  - Customer Services Team
  - Leadership Team
  - Research
  - Systems Team
  - SSC

**SAS:**
- Careers: (Desks 26-35)
  - Consultants
  - Experiences & Oppo
  - Head of Service
- AQPO (Desks 36-40)
- EDC (Desks 41-42)
Zone 4: Computer Centre Annexe

Computer Centre Annex & Computer Centre First Floor

IT:
- Service Delivery:
  - S&N
  - IT Service Desk
  - Desktop Support
  - AV
  - Cyber Security
- Enterprise Apps:
  - R&I
  - Admin Systems
  - Business Application
  - Web&Mobile
- IT Admin
- Enterprise Architecture
- Portfolio Planning & PMO
- Project Delivery
- SMT

SAS: (Desks 1-12)
- Student Services
- Student Administration Operations
Zone 5: Orchard Building

R&I: (Desks 1-13)
- Research Contracts
- Research Services
- KEE
- Research Project Manager
- Director
- Administrator

Collaborative Space

Hot Desks (Desks 14-25)
Meeting/MS Teams
Incubation
Zone 6: Estates