

Hybrid Working Survey for CELC - June 2023

Heads of HR - please review your answers to those previously given in July, October, November last year

Responses in Yellow are June 2022 updates

responses in Green are at July 2023

London borough	Q. previously asked - answer from July 21 1. Approx what percentage of your workforce is currently still doing a large proportion of homeworking/ hybrid working?	Q and answer from Flex Wrkg Pulse Survey 2. What is the current approx. occupancy level of your office accommodation?	Q and answer from Flex Wrkg Pulse Survey 3. Describe any plans you have for a change in occupancy level. Please include the target occupancy level(s) and dates aimed for (if known).	Previous Q and answers from July 21 4. Have you got a Hybrid working split level target for home and office work? E.g. 80% home/20% office, 60 home/40 office, 50/50, 40% home/ 60% office, 20% home/ 80% office, No target aimed for	Q and answer from July 21 5. Will you be offering full time Homeworking contracts?	Q and answer from July 21 6. Will full time homeworking contracts permit workers from abroad?	Q and answer from July 21 7. Will you be giving staff choice of their working arrangement going forward?
Barking & Dagenham	75%	No actual figure but very low; 75-80% working from home. Staff need to get prior approval to come into the workplace.	We are moving to more flexible and dispersed working and not planning to go back to the old arrangements and occupancy. Redesigning our workspaces into e.g. bookable Team Hubs, Secure Hubs and Office Hubs	80% home/20% office	Yes	Yes, but not encouraging this	Yes, we are taking a participative approach to this.
Barnet	Around 50%, but almost all those who can home-work are doing so	Very low as majority of staff now hybrid woring	Office space is currently being converted to flexible working space. Excess accommodation is being commercially let	80% home/20% office	Not currently oplanned	Overseas working is currently permitted, subject to some safegaurds and limitations	Some degree of choice, but there will be an expectation of home-working for roles where it is possible
Bexley	We have moved to a hybrid working arrangement where services have determined what arrangements allow them to best deliver services. For some services such as Chidlren's Social Care staff are attending the office most days but for others, attendance is anticipated to be for 1 or 2 days each week with the rest of time on site, visits and at home. We expect all staff will be sepnding some time working at home.	Estimated at around 30% on average but varies between services.	No target but services will work in a way that is effective for them , but likely that most services will be in office for no more than 3 days per week from October, but with all services having a presence in the office for part of the week.	Services have determined what split best suits their delivery of services. We are encouraging home working across all areas but subject to the needs of the service. We expect that most services will be in no more than 2 or 3 days a week but some will be more and others may be once a week.	Under consideration for some functions eg contact centre, business support	We have to work through those issues including data protection laws. We have had some requests.	Although we will take into account individual preference and circumstances the overall model will depend on work requirements (but we will challenge any area that seems to be seeking a return to pre-covid practices without compelling reasons)
Brent	80%	Prior to pandemic our main Civic Centre building was occupied with a desk ratio of 6/10. It's now around 3/10 where 50% of desks have been taken out of operation to ensure social distancing can be achieved. This provides approximately 800 work stations. We are running at around 30%- 40% occupancy currently (500 - 600 approximately). Occupancy is noticably lower on Mondays and Fridays.	We are making available a 50% capacity presently (800 desks approx) although we are only currently seeing 500 - 600 desks approx being utilised at peak times in the week. Available capacity will increase back to 100% (1600 desks approx) by Xmas.	60% home 40% office	Not at the present time.	The Council's position is that no working from abroad will be allowed. There might be short term exceptions for specific circumstances depending on the location.	What is available for particular roles/individuals is a decision based on business need. Staff will not be forced to work remotely or to non-standard hours, other than where business need required this.
Bromley	Staff are expected to attend the office 2 days per week minimally but the arrangement can be flexed at departmental/service/team level			Answer same as Number 2.	no for now	As Question 1, subject to further clarity on tax implications	Yes subject to the above ratios.
Camden	80	649 is the maximum occupancy to ensure the building is covid-secure. Currently we have approx 150 members of staff entering office accommodation.	Services are required to complete 3 tier risk assessments which are then signed off by departmental senior management. All corporate sites have been assessed and maximum occupancy reduced in line with social distancing to ensure staff are not working within 2m of another person.	we don't wish to be prescriptive, we want people to be where they need to be when they need to be there and only come into the office when needed e.g. to collaborate, multi disciplinary meetings etc	Unlikely. We do not have designated homeworkers and have no plans at present to create any.	No	Subject to org parameters – yes
Croydon	80%	55% average (as of June 23)	No plans in place	Yes - we have a hybrid working policy with a specification of 40% time in the office and 60% at home but dependent on service needs and requirements	Not decided - but possible in some services	No we do not permit working from abroad unless for exceptional circumstances agreed by directors	Subject to org parameters – yes

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Ealing	Approx 80%	Approx 10-20%.	Ealing's hybrid guidance has been agreed which sets out expectations in terms of working arrangements, which is that hybrid workers will be in our workspace / buildings / on site on a regular basis (likely to be 2 days per week) as determined by the needs of the service. Managers are	No, we are not wanting to be prescriptive but ask staff and managers to decide where work in best undertaken based on the needs of the clients/customers, teams and individuals. We are particularly keen to stress the need to consider new starters	We already have approximately 25 people on homeworking contracts there are no plans currently to increase this	No	Working arrangements will continue to be driven by the nature of the role and services that teams deliver. We know from our hybrid working survey that many staff, where their role allows it, wish to continue with working patterns that are radically different from ?
Enfield	60%	33%. Average attendance at Civic HQ is 400 versus max capacity of 1200	sharing ratio reduced from 3.2:10 to 2:10	average is circa 70% home, 30% office	Only in exceptional circumstances	As above	As above
Greenwich	Approximately 65%	Approximately 40% at our main office	We have removed all COVID-related restrictions from our offices and are working on making them more suitable for hybrid working (e.g. better technology in meeting rooms). Target occupation levels are at the planning stages.	We have consulted with staff on our draft Future of Work proposals and have proposed four working styles: Anywhere Worker (e.g. back office staff); Fixed-Base Worker (e.g. Receptionist); Community-Based Worker (e.g. Social Worker); Operational Field-Based Worker (e.g. Environmental Cleansing Operative). Anywhere Workers are permitted to work from home but are expected to average twice a week in the office. There is no central requirement - this is a determination that will be made by each service/manager. Community-Based Workers may also work remotely as appropriate.	No	No	Our FoW proposals categorise staff in to four working styles. This working style will be determined based on job role. Anywhere Workers will be most suited to hybrid working but will still be required to attend the office. On average, we would expect this to be twice a week.
Hackney	80%	c 50% of core office capacity. This compares to c 75% prior to the pandemic and lockdowns.	We are seeing gradual increase in the number of staff using the office accommodation. We expect that this will continue but have not set a target for occupancy.	60% home / 40% Office. We have set the expectation that each service area will develop a plan for their ways of working which includes regular time in Hackney, with their colleagues and with partners, and residents. The mix of hybrid working will vary by service, depending on the nature of each service's work.	Hackney is a 'place based' organisation and would prefer employees to spend some of their working week in an office located within the borough. However, individual requests will be considered as appropriate.	TBC but current thinking is that this will only be agreed for short periods of time only	Yes. Hackney already promoted flexible working.
Hammersmith & Fulham	70%			No target aimed for, it will depend on service need.	No	No	This is primarily based on business need. We are working on the basis that staff working in the office must have a 'purposeful presence'. Our longer term aim is for staff to 'locate for their day'. Currently 70% of staff are expected to WFH until at least September 2021 and we have launched a workforce transformation programme called 'Hello hybrid Future' with a roadmap to Sept 2022.
Haringey	c50%	<40% of pre-Covid levels	We are encouraging more staff to make use of our office accommodation, rather than being entirely remote. We anticipate reaching a hybrid model by mid-2022 where most staff spend part of their time in the office. Following a rationalisation programme, our overall office accommodation capacity will be approximately half pre-pandemic levels. This is not solely in response to the pandemic, however, and would have always been part of our longer-term accommodation strategy planning. No change- we continue to encourage office working in line with our commitment to visibility for residents.	There is not set target but we will expect almost all staff to still have regular reason to come into the borough, either in our offices or out in the community. Precise splits will be role-dependent	No	No	Mix of organisational needs, team needs and individual needs will determine this

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Harrow							
Havering	80%	Approximately 60%	Our default position remains working from home for the majority of staff. We have also carried out an estate rationalisation programme and have significantly reduced the the size of the corporate estate, which in turn has increased overall occupancy levels across the remaining offices.	No target aimed for the aspiration is for the majority of staff to work remotely	No	No	The aspiration is for the majority of staff to work remotely
Hillingdon	Allowing for front line staff that cannot work from home this would be around 50%. Some functions are predominantly from home e.g. Legal	Around 700 employees on average per day in office. This is approximately 40% of workforce taking into account those that are frontline and not in Civic Centre	Currently office under a refurbishment but plan is to get employees working to the hybrid policy, refurbishment permitting.	We now have a flexible working policy in place which stipulates between 1-3 days per week in the workplace with the remainder at home. The days will depend on local arrangement and the nature of the role and hours being worked.	No	No -recently had a request to work in southern ireland with homeworking contract but declined due to tax complications long term and ability to attend work at short notice	Within the boundaries of the hybrid working policy employees discuss working arrangements and agree with manager.
Hounslow	Over 80% of the workforce works remotely some of the time, with the amount of time spent remotely varying between different roles. Everyone is required to be in the borough (either in council offices or in the community) on a regular basis.	Occupancy levels in HQ building approx 30% averaged across all weekdays in quarter to 9 June 2023.	There is no set target for occupancy levels. We already share our building with partner organisations and expect to increase this during the remainder of 2023.	Prepandemic we already operated a 50/50 ratio remote working amongst our office based staff. Presently the working from home figures remain higher than this 50/50 ratio. We continue not to have a split level target but there is an expectation that office staff do attend at least one day every fortnight. This measure is likely to be reviewed and may be withdrawn but nothing has been agreed at this moment. .	Unlikely. We do not have designated homeworkers and have no plans at present to create any.	Not applicable in that we are not considering full time homeworking contracts. In exceptional circumstances we may allow working from abroad as a temporary measure. This would be by request and subject to approval; there is no entitlement to work from abroad.	Working arrangements are first and foremost dictated by the work and service itself and some services have a more pressing need for physical presence than others. Services and teams have been asked to explore the best approach to work in a way that allows for individual preference and flexibility - so staff will have some influence on their working arrangements.
Islington	Islington has 4 workstyles that determine presence in the borough versus remote working. As of the end of May 23 the level of presence is broken down below: 1) 18% of the workforce work in the borough once a week. 2) 26% of the workforce work in the borough twice a week. 3) 23% of the workforce work in the borough 3/4 times a week. 4) 35% of the workforce work in the borough every day and do not work remotely due to their role.	The office occupancy is in the region of 50% across our main sites. This is because we have approx 6,300 sqm of excess office space.	We are rationalising our office accommodation from 9 main sites to 6 which will reduce our estate by 6,300 sqm, As a result occupancy future occupancy should be in the region of 80 to 85%.	As mentioned Islington has 4 workstyles that determine the hybrid split for remote/ in borough working. Workstyles are based upon the staff's duties, tasks and how closely they work with our residents and businesses. 1) Desk Based - work in the borough once a week. 2) Roaming - work in the borough twice a week. 3) Front Facing - work in the borough 3/4 times a week. 4) Frontline - work in the borough every day and do not work remotely	No they will not be a standard as we believe it is important that staff come into the borough to connect to the organisation at least once a week.	No, although we do permit short term working from abroad subject to various approvals on a case by case basis	Depends on role and their associated workstyle, i.e. not a personal choice
Kensington & Chelsea	c70% are hybrid working on a 50/50 model	averaging 50-60%	TBC	50/50 currently	No	No	Depending on service need

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Kingston	90%+			No prescribed target – will depend on service needs and working context	We will have some staff mainly based at home.	We are currently developing a working from abroad policy with consideration given to a maximum length of time that workers can work from abroad and the countries they can work from home to ensure IT security requirements are met.	yes, there will be flexibility based on the needs of the individual and the needs of the service
Lambeth	70%	30%	Staff are being encouraged to return under our new hybrid working arrangements: - So that everybody will spend some of their time in our borough and in our offices - For those in the borough to conduct business critical activity, either full time or part time - For those who require access to our offices for welfare reasons - So that everybody can participate in meetings, collaboration, training, working with partners and working with residents - There will be a number of staff who will spend most of their time working from home	No prescribed target – will depend on service needs and working context	No	No	Depending on service needs, employee needs and personal circumstances (Including. can they work safely at home). Service needs will come first
Lewisham	most office/desk based staff work 40%office and 60% home. We have very limited number of office/desk based workers that work from home.	approx 3/4	No planed changes.	40% home 60% office	Depends on role - currently only a very limited number but this was the case pre-Covid	No	Our aim is that for the majority of staff they will be able to work flexibly. There is an expectation that this will be prodominately remotely but centred around the needs of the services and residents. In the main, most services will operate a hybrid approach and our accomodateion is being remodelled to align to our new ways of working
Merton	If you count front line staff in this total percentage we would estimate 60% have some degree of home working but the proportion of time spent in the office has increased. We do not have formal monitoring of home working so this can only be an estimate.	Depending on the day of the week and service demands, we are seeing occupancy at 60% to 95% of pre-Covid levels.....on average, say, 75%. Please note this is based on building entry/exit data, not a count of who is physically at a desk.	There is an expectation of a higher level of office based working	There is an expectation that staff in non-front line roles are in the office at least 3 days a week, in practice this will vary depending on team function and individual roles, and the employee's contract	No contracts are for purely home based working, as all include provision to come in when needed. Going forward the expectation is that staff will be in the office at least 3 days a week	We do not permit full time working from abroad to potential issues e.g. tax, data security implications. Arrangement are in place for short-term working from abroad, for example accessing networks when on holiday, but this is not prevalent.	The principal consideration is the needs of the role and if this requires an individual to come into the office then this will come first. If the role can be worked from home then we will consider the individuals needs as much as possible but noting the expectation is normally for attendance in the office at least 3 days a week. For example the role might be able to be worked from home but to support the individual's mental health they may wish to come into the office for X% of the week or their home environment may not be conducive to home working.
Newham	50% are hybrid workers	50%	Employees to attend 1 - 2 days per week	60% home/40% office	No	N/A	Local decisions based on service delivery. 1 - 2 days per week in the office.
Redbridge	1800 out of 2400 - We are just about to undertake work to ascertain the position and any increased occupancy since last year.	Only frontline key workers are working from the office. Everyone who can work from home is working from home. Increased nos of staff working in the office, at the depots and in the usual front line community services. - usually one or two days a week. Front line staff continue to work at the office, depots and peripetetically.	We have told people to contonue working from home until xmas, possible March 2021 - Since then staff are encouraged to go into the office two days a week, if possible, and managers an request staff to come in for face to face meetings, team meetings etc.	No target aimed for, it will be more about what needs to be done face to face and what can be done at home. - No target set.	Not at present	We haven't ruled this out and have updated policies regarding information governance and working from abroad.	Yes

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Richmond/Wandsworth	circa 80%	Current occupancy continues to be low, between 15% and 20% campus wide. This varies across teams.	We're reviewing the role of the office through a series of Workspace Pilots, we expect this won't dramatically change the current occupancy levels.	Deliberate agility based on a set of agreed principles, no job context will be the same	No one will be obliged to work from home. However it may be appropriate for some roles to allow staff to work from home full-time if they wish. Such arrangements were already in place for some staff pre-Covid.	Any overseas work will be assessed on a case by case basis.	Yes, but within the context that service needs and team needs must be prioritised.
Southwark		The current occupancy levels vary considerably across our sites. Many sites have continued to deliver frontline services throughout the pandemic and occupancy has remained near to normal levels. In our office locations occupancy remains extremely low at around 5-10% daily as staff are continuing to work from home.	A plan is still being discussed for the reoccupation of our sites. Currently we are looking at between 30-50% availability as a maximum depending on location, and only across selected sites. It is likely that a number of desks will be made available in a phased plan, but dates are not yet agreed.				
Sutton	80%	Average is 141 per day	Capacity at Sutton Civic was approx 840 before Covid we currently run at a capacity 730 desks	No prescribed target, however we are operating a 2:1 desk ratio for some teams	No	n/a	This will be a local decision based on service needs and delivery
Tower Hamlets	Approx 70% June 22 - no change, c.70%	June 22 - 6:10, - 6 desks per 10 staff. Currently have c.1500 desks	June 22 - we are moving to a new town hall later this year. Occupancy ratio will reduce to 4:10	Dependent on role workstyle - mainly 20% office rest remote June 22 - 40% office, 60% home	Not at this stage - possibly in one or two roles only June 22 - for a minority of roles - c1% of the workforce	Not at this stage June 22 - no	yes June 22 - yes, in agreement with managers and based on service needs
Waltham Forest	Employees have been asked to attend the office on an average of 2 days per week based on the needs of the service.	60% approx	Our occupancy levels for 2m social distancing is only 40% we maintained that until September 2021. We have decided to remove the strict 2m and instead to promote ventilation, hand hygiene and making sure we all travel to and from work safely, do regular tests and work from home at the first sign of symptoms. We will give our messages to "give space" but have taken away the strictly measured out spaces we had previously. With regard to new ways of working and flexible working our new offices have a ratio of about 6 "workstations" to 10 staff but this includes collaborative work areas for actual "fixed desks" it is approx. 4 for 10. So we have to encourage hybrid working. At the moment we are being flexible and it is up to Directors what they ask in terms of whether we ask people to work collaboratively on site one or two days a week. We are keeping infection rates under review.	40% home/ 60% office, however this will be dependent on service needs and delivery. The Council aims to offer a flexible and agile working to support work / life balance	We do not currently offer 100% home working contracts of employment	We do not currently offer 100% working from abroad contracts of employment	Yes, based on the flexible working principles, and on the needs of the employee and the council service

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Westminster	In common with all good employers we offer flexible working. The majority of our staff are in the office every week or on site in other locations across Westminster. We cannot provide an exact monthly figure, but the average number of staff who are working from home across any current week is a third. We have no permanent homeworkers and everyone is expected to attend work in the City regularly.	We want people to work in an appropriate agile way that ensures face to face contact with residents and partners. Services have determined what arrangements allow them to best deliver services. We have no permanent homeworkers and everyone is expected to attend work in the City regularly.	The targets are as yet not set. We do not wish to have a binary rule.	We do not wish to have a binary rule. However we have no permanent homeworkers and everyone is expected to attend work in the City regularly.	No	no	We want employees to agree the best working arrangements that suit services and their individual needs with their service and people leaders, with the agreement that everyone is expected to attend work in the City regularly.
City of London	80% office working 2 days per week (June 2023)	There were 668 employees attending Guildhall office in mid June 2023.	60% occupancy will remain the "temporary" target for likely the rest of 2023	2 days per week in the office (June 2022). This remains the same in 2023 currently.	No	No	Flexible working applications via individual requests are considered and agreed subject to service needs. (June 2023)

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