

Transitioning out of Lockdown – 2021 A Guide

How to use this guide

With the end of Covid restrictions on the horizon, our attention now turns to the future - transitioning safely out of the way that we have been working in response to the pandemic and into a more agile way of working.

This guide provides some resources to help meaningful conversations take place within teams and in 1:1s as you prepare for the transition out of lockdown. We would encourage you to do this over the next couple of months. Should you need additional support to do this or simply want to talk it through, please contact AOP@surreycc.gov.uk

Included in this guide are the following:

- An overview of the impact the Government lockdown roadmap is likely to have on the way that we work
- Some general principles for you to consider when discussing the transition out of lockdown
- A reminder of what we mean by 'Agile'
- Some guidance to help you think about where, when and how you will work and communicate as a team in the future
- A simple template and guidance to frame a team discussion about the transition out of lockdown into a more agile way of working (a Microsoft Word template is also available)
- A template and guidance for a 1:1 discussion with members of your team – this includes some guidance both for the line manager and the individual (a Microsoft Word template is also available)

Circumstances for every team and individual will be different and the approach that you adopt should reflect these circumstances. However the key principles at the heart of an agile way of working should apply to everyone.

What impact does the Government roadmap have on how we work?

	29 March	12 April	17 May	21 June
Lockdown Roadmap	<ul style="list-style-type: none"> • Rule of 6 <u>outdoors</u> • No indoor mixing households 	<ul style="list-style-type: none"> • Non-essential retail opens • No indoor mixing of households 	<ul style="list-style-type: none"> • Rule of 6 <u>indoors</u> • Outdoor restrictions lifted; gatherings >30 illegal 	Planned lifting of all restrictions
Working implication	Continue working from home, if possible		<ul style="list-style-type: none"> • Work from home if possible • Possible larger meetings outdoors 	<ul style="list-style-type: none"> • Able to use the office*
Team activity	Transitioning out of lockdown and into Agile planning: Team and individual discussions to determine the right approach and ways of working on a local basis**			

* Subject to the outcome of the Government's review of social distancing restrictions

**templates and guides to be provided

Guiding principles: Transitioning out of lockdown



Consider what could be and not what has been. Agile working provides us with a great opportunity to think about how we can all work differently. Reflect on those things that have worked well over the last 12 months – how can these be maintained? What are the old habits or practices we must avoid drifting back into?



Collaboratively define the future way of working as a team – it needs to be flexible and work for the team, for the wider Council and for the residents that we are here to provide services to.



Where we work and how we use the workplace will be different – Teams can make choices about what work makes sense to do remotely and what will be more effective in a physical setting.



Every team is unique and will need to make choices about what works best for them, their colleagues and residents. Ways of working over the last 12 months will have been different across the Council and this needs to inform the thinking about future ways of working.



Agile is new to everyone, so it's unlikely that everyone will get it right, first time. Accept that there will need to be an element of 'trial and error'; learning as we go.



Be guided by the Government 'lockdown roadmap' and adopt a timeline that works for the team.

What does 'Agile' mean?

With the end of Covid restrictions on the horizon, our attention turns to the future: transitioning out of the way that we have been working and into a more agile ways of working. Agile working provides us with a greater level of flexibility and choice about how best we get work done within our teams and services: where and when we are most productive, how we best engage with our customers, and how we get the most value out of coming together as a team. As we start to think about returning to our workplaces, we won't simply be returning to the way things were; we have a great opportunity to shape our approach and transition to agile working – at the heart of this is a shared sense of purpose, focus on outcomes, trust, collaboration, a learning mindset, and adaptability.

Strategy

Clear purpose. Resident and outcomes focused. Emergent. Systems thinking. Shared goals

Leadership

Adaptive. Authentic. Empowering. Inclusive. Visible. High Emotional Intelligence. Balance agility and stability

Culture

Collaborative. Networked. Values diversity. Transparent. Learning mindset. High trust/High accountability

Performance Management

Outcomes oriented: based on results and impact. Fosters resilience and productivity

Resources

Fluid. Based around outcomes. Matrix management.

Concept of work

Work is what you do. Working in the open. Outcomes based. Cross functional teams

Organisational Model

Outcomes based. Multi-disciplinary teams. Flatter structures. Flexible. Can move/adapt at pace.

Workspaces

Flexible spaces. Open & accessible. Incentivised desired behaviours and encourages collaboration.

Systems, tech & processes

Flexible. Adaptive. Intuitive. Integrated. Innovative. Automated. Maximising technology. Digitally enabled.

THE AGILE ORGANISATION
Outcomes driven
High trust
Adaptability
Collaboration
Common purpose
Learning mindset

Where we work in an agile organisation...

The way that we all use the workplace will be different – in the WoW polls, most people said that they wanted to work 2 days or less in the office and many saw the office in future as a place for collaboration, connection, and conversation. We all need to think differently about how we use the workplace. There will be work that can continue to take place remotely and work that will be more effective in a physical setting – these are choices that we all need to make and each have their own benefits. We need to consider what communication and activity needs to happen in ‘real time’ i.e. people need to be ‘present’ at the same time and what can happen ‘anytime’ i.e. virtual collaboration



Activities carried out in person/face to face

- Positive impact on wellbeing
- Opportunity to see team, colleagues and customers
- Chance and informal conversations
- Supports collaborative working, idea generation in group discussions and meetings requiring complex discussions or decision making

On the occasions that you are in the office, some workspaces will look different. Workspaces should be used to support agile working – this means that there will be fewer traditional banks of desks, more collaborative spaces and spaces put aside for quiet, focussed work.

As a team, discuss how best to use the workspace and for what purpose, this includes social interaction, collaboration and connection with colleagues.



Activities carried out remotely

- Improved work/life balance
- Reduced distraction and interruptions
- Increased flexibility and accessibility
- Ability to use technology to collaborate and interact with colleagues
- Environmental benefits

Feedback tells us that the use of virtual technology has enabled a greater level of flexibility and productivity in the way that we work and has positively impacted our lifestyles.

It is important that we continue to benefit from this, considering where work can continue to be done remotely and how we can use technology to collaborate effectively.

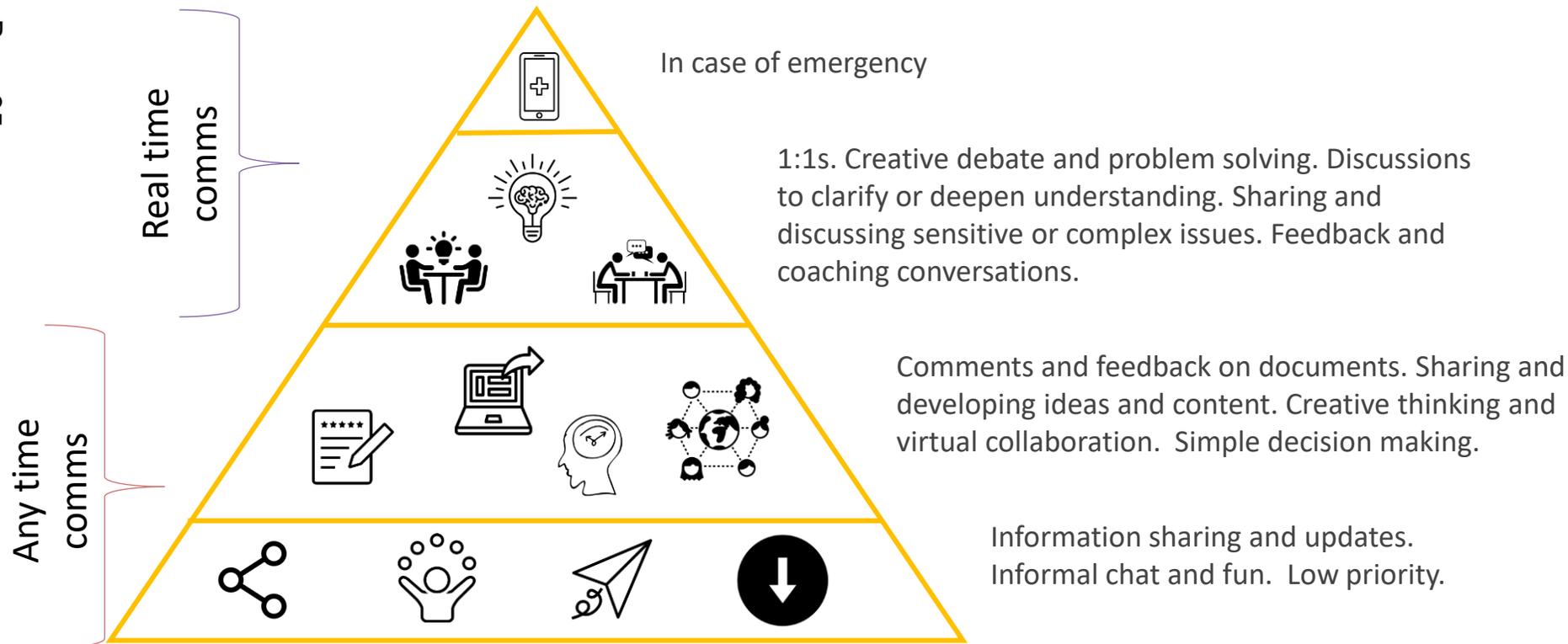
'Real time' vs. 'Any-time' communication

Any-time communication (aka asynchronous) is when two or more people can communicate without the requirement that they be “present” at the same exact moment in time. It is often cited as being both essential for effective remote working and the reason for greater productivity. It applies equally to a “hybrid” world, and can lead to better discussions, more productive meetings, and fewer knee jerk responses because people can process information at a time that suits them.

It doesn't replace the value and importance of face-to-face or online conversations, but it means a **more conscious choice, which in turn informs where and when you decide to meet in real time or in person.**

What's the right model for your team? What would be need to be different once restrictions have lifted?

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How and when we work in an agile organisation...



Agile working is about focusing on the work that you do - not where or when you do it. It is about being trusted to deliver outputs and achieve outcomes, having greater autonomy and not needing to ask permission to work in a different way. This way of working requires everyone to be accountable for the delivery of their work on time and to a high standard.



Teams working in an agile way focus on the 'task at hand' and have opportunities to work outside of their normal team and collaborate and network across the wider organisation.



Working in an agile way means that teams are more flexible, responsive and adaptable – this means that we need to share information, update colleagues on progress against outcomes and continually learn from others.



Agile working allows us to make choices in the way that we work. Focusing on outcomes means that we can be flexible about when we work as well as where we work aligned to the needs of the individual, the customer, residents and the Council.

Agile Team discussion guide



*Allow enough time for the discussion. The first discussion is likely to take a minimum of **an hour**, but you may need further discussions.*



Purpose of discussion

In planning how to transition the team out of lockdown and into a more agile way of working, it is important to speak with the team to make choices about how, when and where to work. It also provides an opportunity to discuss wellbeing and how the team are feeling about changes to ways of working.



Planning for the discussion

In preparation for the discussion with the team, it would be helpful to:

- Consider when is most appropriate for the team to have the conversation
- Whether there are any key factors that need to be considered within the discussion i.e. Customer requirements
- Provide the template to the team to help them prepare for the discussion
- Consider the best approach to manage the discussion – i.e. how will you ensure everyone is able to contribute? How will the outcomes of the discussion be captured?



Key Considerations

Remember!

- The approach that you adopt is unlikely to be perfect first time! Try something and refine it.
- The whole team needs to be involved in the discussion as it will need to work for everyone and you will all be accountable for making it work
- Try to think about what you can do differently – What has worked well over the last 12 months and how can this be maintained? What are the old habits or practices you need to avoid drifting back into?

Agile working – Team discussion template

Agile aspiration for the Team

How we work

Where we work

When we work

Team discussion template guidance

Agile aspiration for the team

Define what the Agile aspiration for the team is – agree as a team what you will be doing differently

- Looking at the characteristics of an Agile organisation, what would this look like for our team?
- What habits and practices that we have applied during lockdown do we want to keep?
- What old habits from 'pre-Covid' do we want to avoid returning to?
- How as a team will you support each other?

Where we work

A key element of Agile working is the flexibility to choose where you work – agree as a team what activities work best in which location

- As a team, what activities do we agree work better in person? i.e. Collaborative activity etc
- What activities do we agree as a team can work effectively using a remote approach?
- What locations will we use as a team to work from?
- How will we use our workspace differently?

How we work

Working in an Agile way, requires different ways of working – agree as a team how you will work effectively together

- As a team how will we communicate with each other? What communication needs to happen in 'real time' i.e. people need to be 'present' at the same time and what can happen 'anytime' i.e. virtual collaboration
- What processes and approaches will we have in place to make sure that we can effectively collaborate with each other?
- How do we share expected outcomes, progress and learn from each other?
- When we are meeting – whether physically or remotely – what is our meeting 'etiquette'?

When we work

Collectively agree what flexible working will mean for the team and how this aligns to the needs of your Customers

- How do we know when people in the team are available?
- What is the most effective way to structure the working day?
- Are there any barriers in the team to flexible working?
- What customer requirements do we need to consider when determining when we work?
- When and where will we connect as a team?
- How do we build in 'social' time and fun - ensure that there is 'downtime' as a team?

Agile 1:1 discussion guide



Allow enough time for the discussion. Aim for a minimum of **half an hour**, but you may need further discussions.



Purpose of discussion

In planning how to transition the team out of lockdown and into a more agile way of working, speak with the team to discuss choices about how, when and where to work. Each individual will have specific areas that they will want to discuss with regards to a new way of working and may want to discuss their wellbeing or how they are feeling about changes to ways of working – this discussion will enable you both to explore these issues in a confidential environment that can then feed into a wider team plan.



Planning for the discussion

In preparation for the discussion, it would be helpful to:

- Consider when is most appropriate for you to have the conversation
- Whether there are any key factors that need to be considered within the discussion
- Provide the template to the team member to help them prepare for the discussion – there should be joint accountability for the outcomes



Key Considerations

Don't forget:

- The approach that you adopt is unlikely to be perfect first time! Try something, see how it goes, and refine it.
- Everyone will have reacted differently over the last 12 months and will have different feelings about transitioning out of lockdown. It's important to recognise and support this.
- Try to encourage the team member to think about what they can do differently – What has worked well over the last 12 months and how can this be maintained?
- Encourage the team member to think about the flexibility and choices available to them and remind them that they don't need 'permission' to apply this!

Agile working – 1:1 discussion template

Individual agile aspiration
and wellbeing

How you'll work

Where you'll work

When you'll work



Agile working – 1:1 discussion template Line Manager guidance

Individual agile aspiration and wellbeing

Define what the Agile aspiration for the individual and how they feel about transitioning out of lockdown

- How is the individual feeling about transitioning out of lockdown?
- Are there any wellbeing concerns that you need to be aware of and any additional support or reasonable adjustments may be needed? Complete personal and workplace risk assessments.
- Does the individual have any personal circumstances or caring responsibilities that will have a bearing on agile working?
- Aspirationally, what does Agile working look like for the individual?

How you'll work

Working in an Agile way, requires different ways of working – understand what support and structure the individual will need to be able to adapt to this

- How does the individual prefer to communicate?
- What level of support will the individual need to work in an Agile way?
- Is there any development that the individual needs to support them working in an Agile way?
- How does the individual like to learn?
- What approach does the individual prefer to take to collaboration?

Where you'll work

A key element of Agile working is the flexibility to choose where you work – understand what location works best for the individual and whether there are any specific considerations

- Considering personal circumstances and location of Customers what locations are preferable for the individual to work from?
- How frequently does the individual feel they need to be in an office and for what purpose?

When you'll work

Collectively agree what flexible working will mean for the team and how this aligns to the needs of your Customers

- Are there any specific considerations regarding the individual's approach to flexible working?
- When is the individual most effective and what does this mean for how to structure the working day?
- What customer requirements need to be considered when determining when the individual works?

Agile working – 1:1 discussion template individual guidance

Individual agile aspiration and wellbeing

Be clear what Agile means to you. How are you feeling about transitioning out of lockdown?

- How are you feeling about transitioning out of lockdown and working in an agile way? Is there anything you would like to discuss with your line manager?
- Are there any wellbeing concerns that you would like to discuss with your line manager or additional support or reasonable adjustments that you might need?
- Do you have any personal circumstances or caring responsibilities that will have a bearing on agile working?

How you'll work

Working in an Agile way, requires different ways of working – consider what support and structure you are likely to need to be able to adapt to this

- How do you prefer to communicate?
- Is there any support that you need to be able to work in an Agile way?
- Do you need any additional development to support you working in an Agile way?
- How do you like to learn and share information?
- How do you like to collaborate? What approach works best for you?

Where you'll work

A key element of Agile working is the flexibility to choose where you work – consider what works best for you and if there are any specific considerations you need to discuss

- Considering your own personal circumstances and the location of your Customers what locations are preferable for you to work from?
- How frequently do you feel you need to be in an office and for what purpose?

When you'll work

Consider what flexible working means for you and how this will fit with the wider needs of the team and the needs of your Customers

- Are there any specific considerations you'd like to discuss with your line manager regarding flexible working?
- When are you most effective and what does this mean for how you'll structure your day?
- What customer requirements do you need to consider when determining when you'll work?

Additional support, guidance and resources

[An Agile Organisation | JiveSurrey \(jiveon.com\)](#)

[Staff Coronavirus information](#)

[Covid 19 Wellbeing support](#)

[Covid testing](#)

[Employee Assistance](#)

[Ways of working update - October | JiveSurrey \(jiveon.com\)](#)

[Agile working - the human factor \(surreycc.gov.uk\)](#)

[Managing by outcomes guide](#)

Agile working toolkit – coming soon!

Article: [Flexible and Agile working – do you know the difference?](#)

Article: [Covid killed the traditional workplace](#)

Report: [The five trademarks of agile organisations](#)

Article: [Agility, it rhymes with stability](#)

Article: [Designing the hybrid office](#)