

Appendix One – Additional Personas



Maureen works in the **Property Services** team and is a mix of a **hybrid** and **mobile worker**.

Maureen and her team split their time between the office, at home and attending site visits.

She plans her week and uses the office as a base when she has site visits on certain days as she does not live local, so this is the best option for her. She uses hotdesking space within the office in between site visits as she does not have a set desk location, space is shared between the team. Maureen uses social zones for her lunch breaks. When in the office Maureen uses this time to access printer facilities to print letters, site notices and legal documents that require paper copies as well as carrying out tasks that is more efficient utilising dual screens as she doesn't have the space for dual screens at home.

On days when Maureen doesn't have any site visits, she works from home, taking advantage of the hybrid working model, saving time on the commute into the office as well as being able to focus better without distractions of an office environment.

Records are digitised which allows Maureen to access information wherever she is working without the need to go in the office, however, occasionally archived paper records are required which Maureen will plan to access during her days in the office.

Maureen and her team work together to ensure there is always cover daily in the office as they are a reactive service that often need to attend site visits urgently, however if staff are at home and need to mobilise they still do so if required based on business need.

Maureen and her team use Microsoft Teams to communicate with each other but do meet in person every 2 weeks for a team catch up. These catch ups take place in different locations either in the office, at Strawberry Fields or other Council sites. After the meeting they either continue working where the meeting took place, go home, or attend site visits to continue with their working day.



Anne works in the **Public Protection** team as part of the **Communities directorate**.

Anne is a mix between a **hybrid** and **mobile worker**, she generally spends half of the week at home and half of the week in the office but does also attend site visits, she bases her working location on business need. Most of her work can be done at home as she has dual screens available at home which makes it a lot easier for her. Anne does acknowledge that some of the team do not have the space for dual screens at home, so they may work in the office more often than she does if they require access to dual screens, some of the team work just fine on a laptop, its personal preference Anne believes.

Some of the team within the service work on a rota to meet business need providing office presence within the office for times when immediate site visits are required as the service is a reactive service, while for other roles this is not necessary. Some of the team do not live local so for urgent site visits it is more suitable for office cover to be provided rather than mobilising from home. If required to mobilise from home due to demand, then the team will still do so if required.

Anne does attend planned site visits weekly; she uses an iPad and has technology available to her for these visits. As Anne lives local, she uses either the office or home as her base on days she does have site visits. Anne's colleagues that do not live local but attend planned site visits, plan their week so they use the office as a base during days they have site visits to attend. If they do not have any visits, they take the opportunity to work from home to carry out admin and other tasks that are able to be carried out at home.

Anne books out space in the office as and when she requires. She does not have a set desk within the office, she finds suitable space to allow her to work as he needs. On occasions Anne needs quiet space to concentrate on a piece of work, she often does this at home, or she books out quiet space within the office for time to focus.

Anne and her team use Microsoft Teams and mobile phones to communicate with each other. In person meetings are not essential, however are useful to have occasionally. The team book out meeting space and collaboration space so they can meet and work together within the office at least once every 2 weeks.



Leanne works in the **Democratic Services** team and is a **hybrid worker**, spending 2 or 3 days a week in the office at either Chorley or South Ribble and the rest at home based on business need. Some weeks she works in the office more than others, no week is the same.

Leanne attends evening meetings, she plans her week, working in the office on the days that she has an evening meeting to attend. As these are member meetings, they take place in person at either Chorley or South Ribble offices. As Leanne does attend evening meetings her days are often more flexible and does work in the evenings occasionally. This improves Leanne's work life balance, allowing her to do the school drop off and pick up, working around the family lifestyle which includes often working in the evenings even when there is not a late meeting.

As the team supports members, there is always cover in the office with a minimum of 1 member of staff being in to support members. The team are in a specific location within the office to ensure members can find the team when required.

When working in the office Leanne works in the set team location, she has a locker for personal and work items. During lunch breaks Leanne uses the social zone to relax away from her workstation.

Leanne attends team meetings with staff across shared services with staff being in different locations using Microsoft Teams. However, every 2 weeks the team do get together for a meeting in person at either Chorley or South Ribble offices.



Colin works in the **Finance** team and is a **hybrid worker**.

Colin works from the office more than he works at home, this is because he does not have space at home for dual screens which are an integral piece of technology for him as he feels he works much more efficiently using dual screens than a single laptop screen. He works in the office when he knows his tasks will require dual screens, but he also works at home when he can complete tasks where dual screens are not essential. He enjoys being able to split time between both as and when needed.

Colin's colleagues are not in the office as much as he is, they are mainly based at home as they have space for dual screens at home and find there is less distraction in a home environment than there is in the office setting. They do however come into the office based on business need and for face to face meetings when required.

The finance team have their own office space due to the nature of the role, there is secure financial information and secure data that needs to be kept for audit purposes. Most records can be accessed electronically from anywhere, however on occasions paper files are required.

Within the office nobody in the team has their own set desk, the team hotdesk, finding available space when they are in the office. At the end of each day they clean their workstation for hygiene safety reasons.

Colin and the team catch up together at the office every few weeks in person using the meeting areas. Some staff stay in the office on these days, others go home depending how long their commute is.

Colin takes breaks in the social zone when he is in the office, he uses this space to switch off, he usually watches TV whilst on his breaks.



Charles works in the **Investment and Skills** team and is a **hybrid** worker

Charles splits his week between the office and at home, working at home 3 days a week. He works in the office when face to face meetings are needed and for collaboration and support /learning sessions with his team. He will go in the office as and when required but does spend most of the week at home in general.

Charles meets businesses on an appointment basis most of the time in a coffee shop as this is a more relaxed environment and feels the meetings are better this way. Sometimes he does meet at the business premises or virtually wherever he is.

When attending meetings virtually with businesses when he is in the office he uses private spaces within the meeting area as this allows him to ensure conversations with businesses are private and also prevents him from being disturbed by others or disturbing other colleagues within the office space.

Charles lives local but it often takes 40 minutes to get to work due to congestion on the roads. When he is working in the office, he logs into work from home in the morning first until 10am before going into the office. By doing this he avoids the congested times and it is more efficient and productive for him this way.

Charles has an iPad and laptop and can access all the information he needs electronically.

Charles finds working at home much more efficient, there are no distractions, he can concentrate and prioritise his schedule much better allowing him to manage his workload more effectively. His home environment feels more comfortable, he finds home comforts are better for his health and wellbeing and personal comfort. He goes for a walk before work or at lunch time, feels refreshed afterwards and adds clarity to his thought process, he would not do this when in the office setting.



Frank works in the **Communities** team; Frank's team are a mix of **hybrid** and **mobile workers**; the roles of the service differ so they work accordingly to suit their role.

The Community Development and Social Prescribing teams spend their weeks out and about across the borough, they either use the office or home as a base depending on their location making them a **mobile worker**. They have devices to allow them to access emails and calls wherever they are. They occasionally nip into the community centres to log in and work, depending on their schedule. They often work on their own so also have access to a solo protect device for safety.

The **hybrid workers** in the service book space in the office as and when they require, they do not have a set desk each, just space to share as a service. They do also spend some of the time working from home. They have access to the technology and tools to work and communicate wherever they are working.

The team do meet in the office occasionally and have 1-1's in the office where private meeting areas are utilised. These 1-1's do sometimes take place over MS Teams.

Some of the team do work in the office more often than others as they live alone and feel they are socially isolated so prefer to work from the office environment. As the team deal with vulnerable people and emotional work this sometimes has an impact on personal mental health, anxiety, and resilience, so they find it better to have support of colleagues available to them if needed, this is a benefit to them, so they do prefer the office location but can work from home if they need to do so.

The service have a contained space available within the office, due to emotional and private nature of phone calls, private space is needed, not only to maintain privacy of customers, but also so other colleagues in the office are not affected by any calls they may hear taking place.

Frank attends regular hospital appointments during the day which does take a couple of hours. When he needs to attend these appointments, he makes up for time working in the evening at home, which is a benefit to Frank as he is able to keep on top of his work around his appointments.



Gemma works in the **Council Tax** team in the **Customer Services** back-office.

Gemma spends most of the time working from home but does occasionally go into the office for training and support days as well as catch up with colleagues. Gemma is a **hybrid worker**.

Gemma finds working from home improves her work life balance, as well as being more productive and efficient when working. Gemma's commute to the office is 60 minutes which means she is rushing in the morning to get ready for work and into the office in time to deliver the service which is required during the hour's customers expect. Working from home allows Gemma to take a walk before work and be ready for the day ahead, this makes her more relaxed and more focused increasing her productivity and morale. Gemma's working day is also more flexible, rather than having to be out of the office for 5pm each day, she can work a little later if needed or log on in the evenings to finish off pieces of work to fit in with her day.

Working from home allows Gemma to concentrate much better than she can in a noisy office with lots of distractions so finds that she is able to focus much better.

Gemma communicates with customers using email and Microsoft Teams, the same way she would if she were in an office setting. Gemma also uses the same tools to communicate with her team. In addition, the team use Microsoft Team chat to arrange lunches and ensure there is cover to take phone calls while members of the team have a break.

Gemma occasionally does go into the office for training and to catch up with members of her team. When working in the office Gemma utilises the quiet zones as she finds it much easier without distraction to carry out her role.

Gemma has access to a council laptop, headset, and dual screens at home, as she would in the office, this helps Gemma as dual screens are an essential to allow her to carry out her role effectively. Gemma acknowledges that for some staff, space at home may not allow for this which may be a hindrance.



David works in works in the **Planning Team** and is a **hybrid worker**

David works some of the week at home and some of the week in the office based on business need and as his role requires. David finds working from home is more suitable for him when he needs quiet time to write reports or needs to really focus without any distractions. He does sometimes use quiet spaces in the office to do this but does prefer doing this at home.

David is aware that different colleagues may work slightly different to him and would be more office based as this is a better option for them and they feel more productive working in the office setting.

David and the team do work in the office as a minimum 2 days a week. This is important for them as it allows time to share ideas, experience, and recommendations to facilitate appropriate decision making on planning applications and new developments. There is a mix of experience in the team, so it is helpful for them to be in the office on a mentoring and learning capacity. Being in the office also allows time for training and transferring of skills to ensure there is a consistent approach to recommendations and decision making on planning cases. The team can do this over MS Teams, however, find there is more quality when in the office. The team is not fully paperless and often need to print large plans which they can do when in the office, however generally most processes are paperless.

David does site visits throughout the week, either using the office or home as a base on these days as he lives local, some of the team use the office as base on these days as they do not live local.

David has access to laptop at home and a large screen as space allows so he can easily view documents and plans he needs. He also has access to technology to allow him to carry out his site visits efficiently.

Desks within the office for the team are large enough to work on large plans. He uses the social zone for lunch and meeting spaces with space for planning documents to discuss with the team.



Margaret works in the **Planning Policy** team and is a **home** worker.

Margaret is able to fulfil her role completely from home; however, she does go in the office for meetings or to print documents when needed. Margaret enjoys working from home and finds there is less distractions.

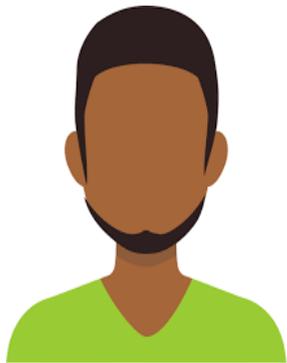
Margaret does catch up with colleagues often in person, but this does not necessarily take place in an office setting. They often catch up in coffee shops, at the Park or other locations across the borough.

Margaret communicates with colleagues using Microsoft Teams and emails and has a WhatsApp group for the team for informal conversations. The team use their personal phones for this WhatsApp group as it is not really work related. They use Microsoft Teams for work related chats.

Margaret communicates with customers via email.

At home Margaret has a laptop and a large screen which helps to view maps. She also has a headset and an iPad for when carrying out site visits, but these are only occasionally.

Margaret has care needs for her child and partner due to disabilities. Flexibility of working from home allows her to better manage this whilst still being able to work effectively. Occasionally her child may be sent home from school meaning Margaret would need to leave the office, at home she can continue working, catching up in the evenings where needed. This makes Margaret less stressed and finds it improves her mental health and work life balance.



Ken works in the **Environmental Health** team and is a mix between a **hybrid** and **mobile** worker.

Ken splits his time between the office, at home and attending site visits based on business need.

Ken's commute into the office is stressful, busy, and often has many delays due to traffic. Ken is a single parent to 2 children who have lots of hobbies in the evenings.

Ken plans his week so that his site visits and face to face meetings are on the same days, on these days he uses the office as his base, when on-site visits he accesses his jobs using his council mobile and uses hotdesking space in the office in the morning and to complete admin tasks at the end of the day. He also uses the social zones for his lunch.

Hybrid working has many advantages for Ken. He is less stressed as he does not have a stressful commute every day. He can get his children ready and off to school and can log into start work earlier when at home than he would if he had to commute into the office after school drop off. He finds this helps his to focus and helps to be more productive, whilst also reducing the cost of childcare.

Working from home also allows Ken to work more flexibly. When in the office he would have to leave the office early to get back home to take his children to their hobby classes, however working from home allows Ken to continue working later as he can easily get the children to their classes without a long commute home first. This not only improves Ken's work life balance he also finds it has an added benefit to his children's lives also, it is especially difficult for Ken as a single parent.

Ken communicates with colleagues using Microsoft Teams. He also attends multi agency meetings with partners from the borough and from other boroughs. Being able to attend these meetings from anywhere is a huge benefit to not just Ken, but other members of staff from the council and other agencies. The meetings often take place in locations in other boroughs, being able to use Microsoft Teams to attend saves Ken and others travel time to and from the meeting. Ken does sometimes attend in person, however having the option to attend remotely helps massively saving up to an hour not having to travel.



Mike is a **Director** and is a **hybrid** worker. Mike spreads his time working at both Chorley and South Ribble Council offices as and when required based on the need of his role.

Mike does not have a set office at each Council location, he has a shared space with other Directors that he can use when in the office as well as a shared meeting space, this is due to the fact that not all Directors will be in the same location at any one time so a set office space for each director is not required.

Mike utilises the quiet zone within the office when he needs to be able to concentrate on a piece of work without distraction, alternatively he is able to do this at home should that be the best option for him, depending on his day. He may work into the evenings at home if required.

Mike occasionally sits within the interaction/hotdesking/collaboration zone within the offices to allow for interaction and collaboration with his service and to be more visible to his colleagues.

Mike attends meetings at both Councils either in person or utilising Microsoft Teams, joining the meeting from wherever he is, this saves Mike time travelling between Councils to attend meetings in person when it is not essential. Meeting spaces are set up for video conferencing so attendees can join the meeting from wherever they are, saving time again on them having to travel to the meeting location.

Mike has access to technology to allow him to work in a hybrid way including access to Council systems at home, a headset as well as an iPad to access agendas and minutes of meetings.

