

Returning to the workplace

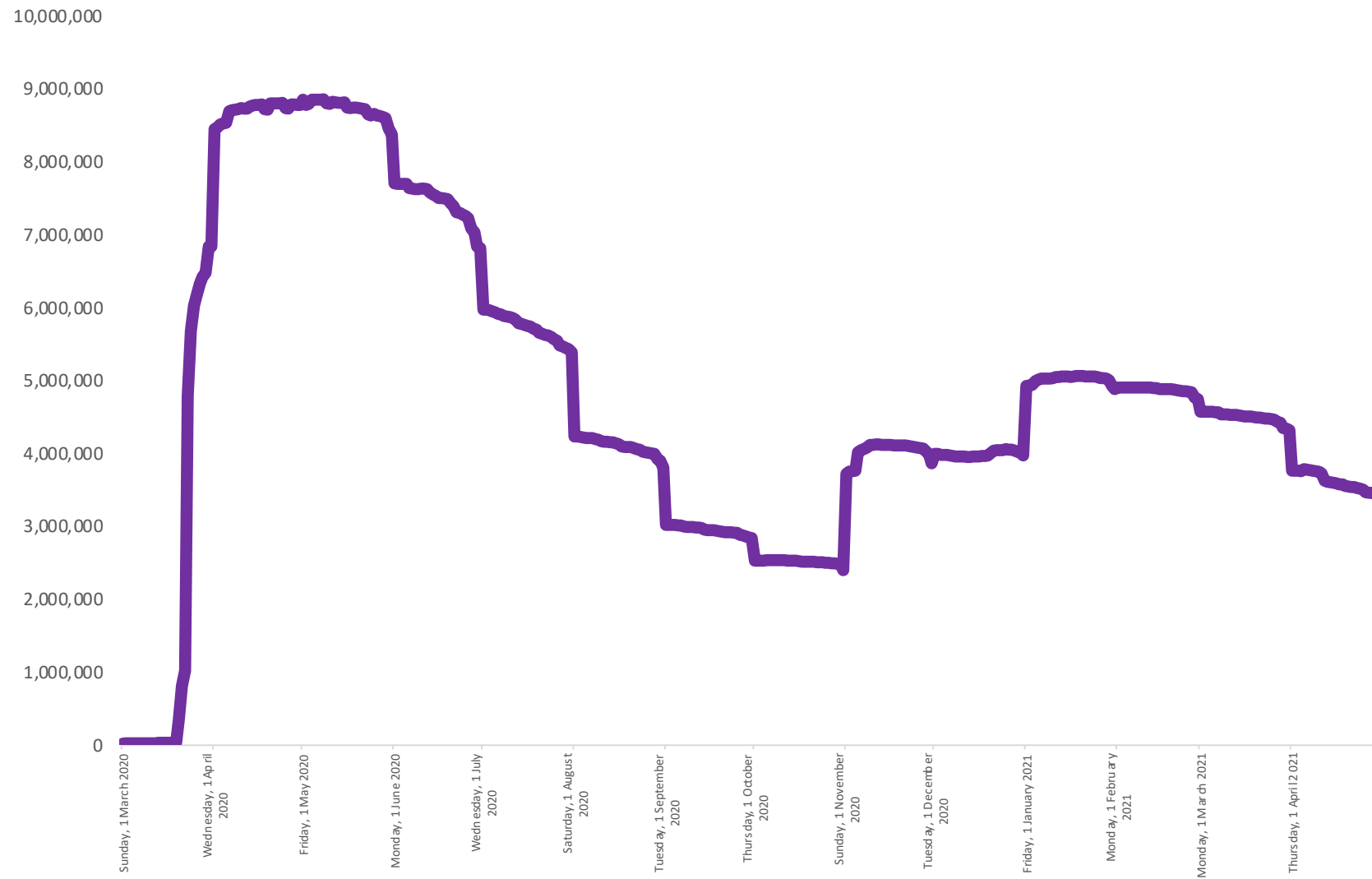
People: engaging your most vital asset

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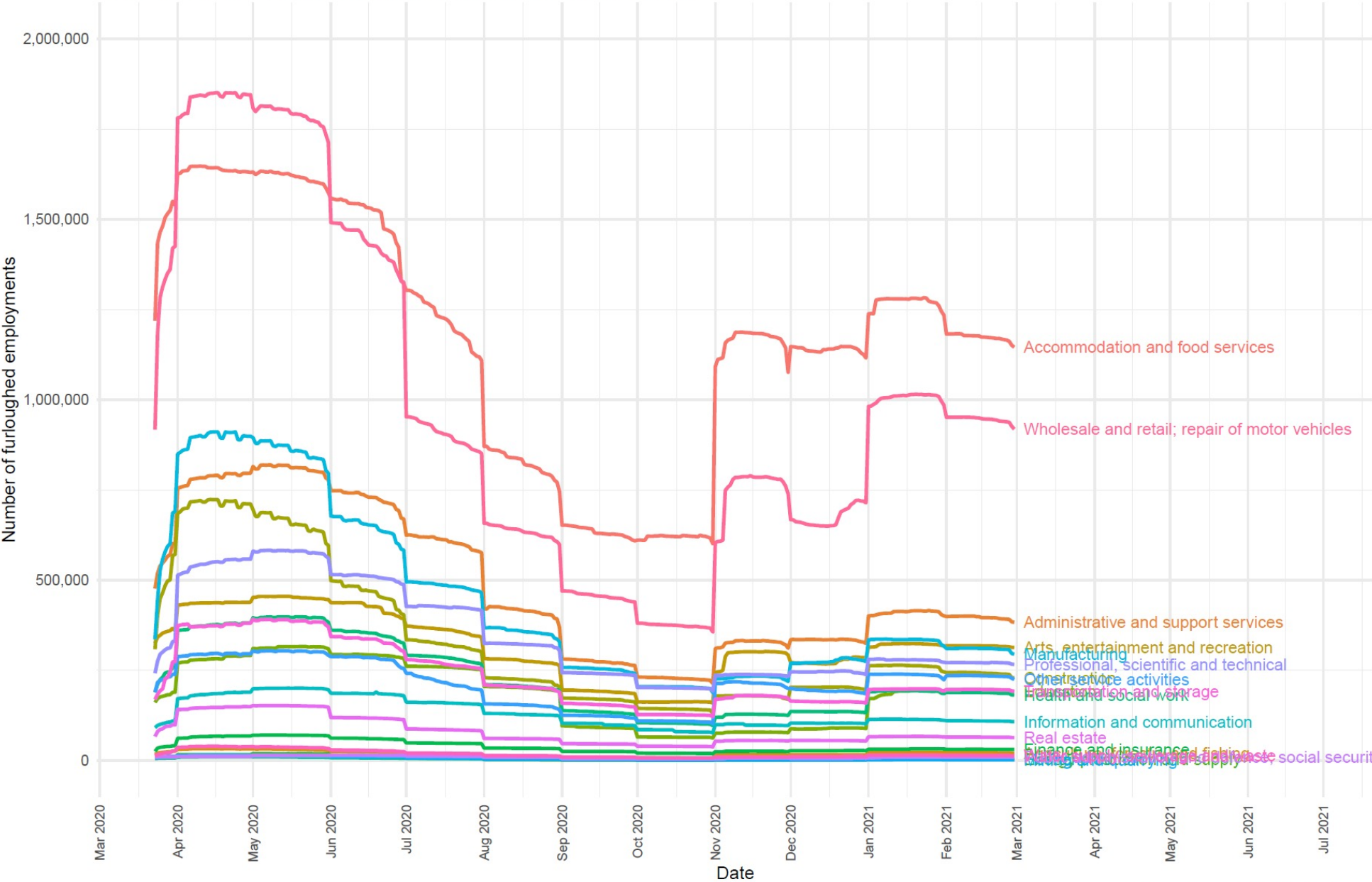
Furlough

Employments on furlough



A slightly
more useful
version

Furlough numbers by industry
Beware the tyranny of averages. Each industry had its own story this past year

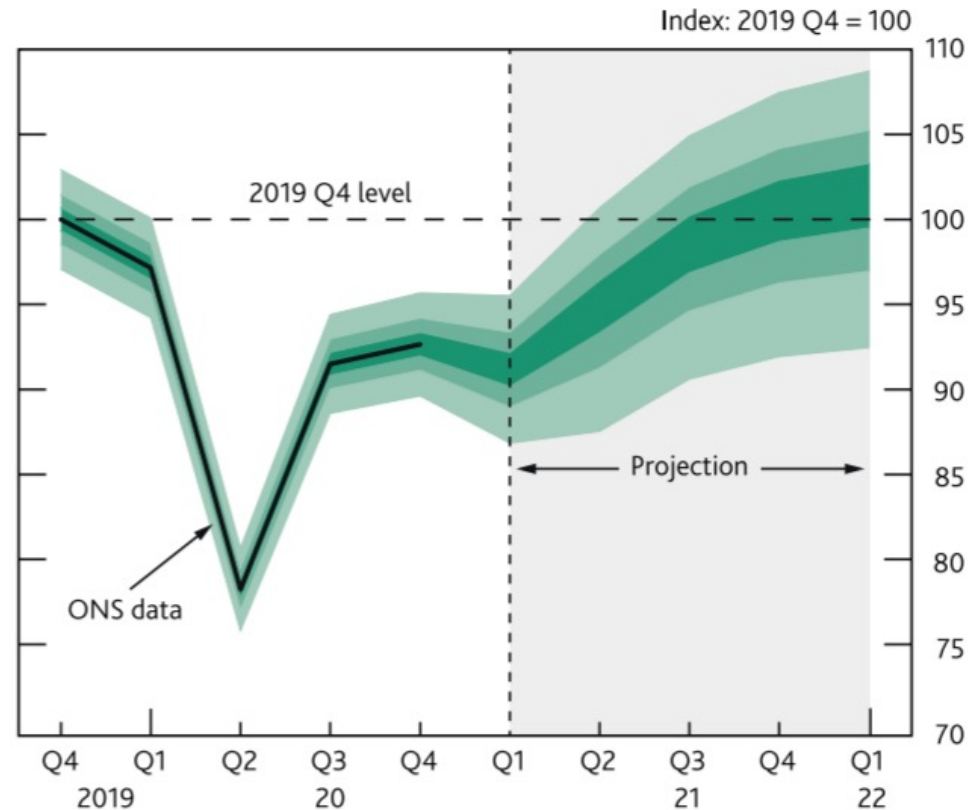


Forecasts have been revised up – the recovery is in full swing

- “GDP is projected to rise materially over 2021, and to exceed its 2019 Q4 level in **2021 Q4**.”

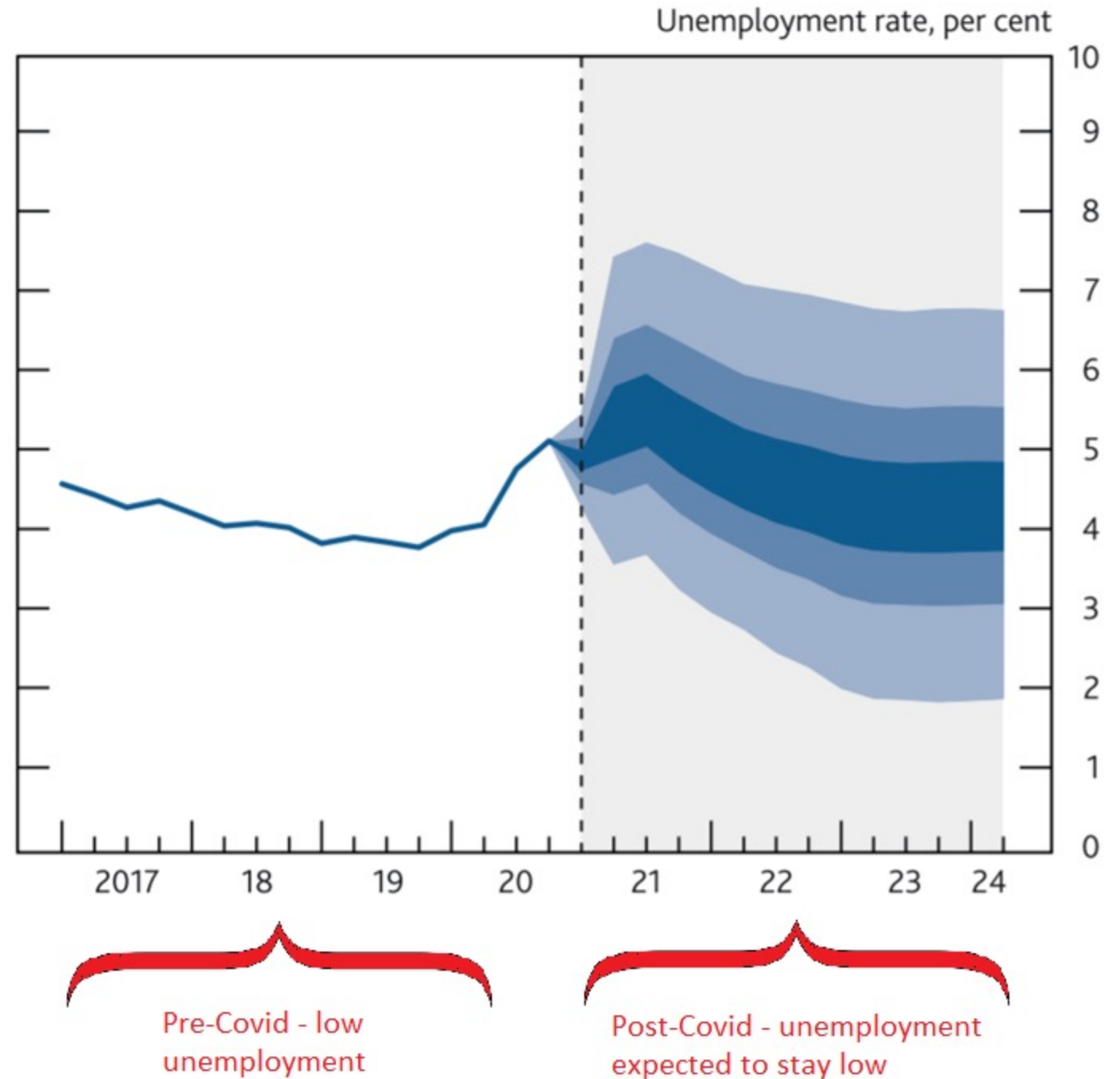
Bank of England,
May 2021

Chart 1.1: Near-term GDP projection based on market interest rate expectations, other policy measures as announced



Unemployment projection from the Bank of England

- The “fan chart” is how the bank shows uncertainty (the future is always uncertain). The darkest part is where the bank are most confident unemployment will be.
- Unemployment is expected to **peak at a modest 5.5% in Q3 2021** (the post financial crash peak was a more painful 8.5%)
- **The labour market is expected to recover quickly.** Unemployment will return to the low rates we got used to in the pre-Covid “jobs boom” era.

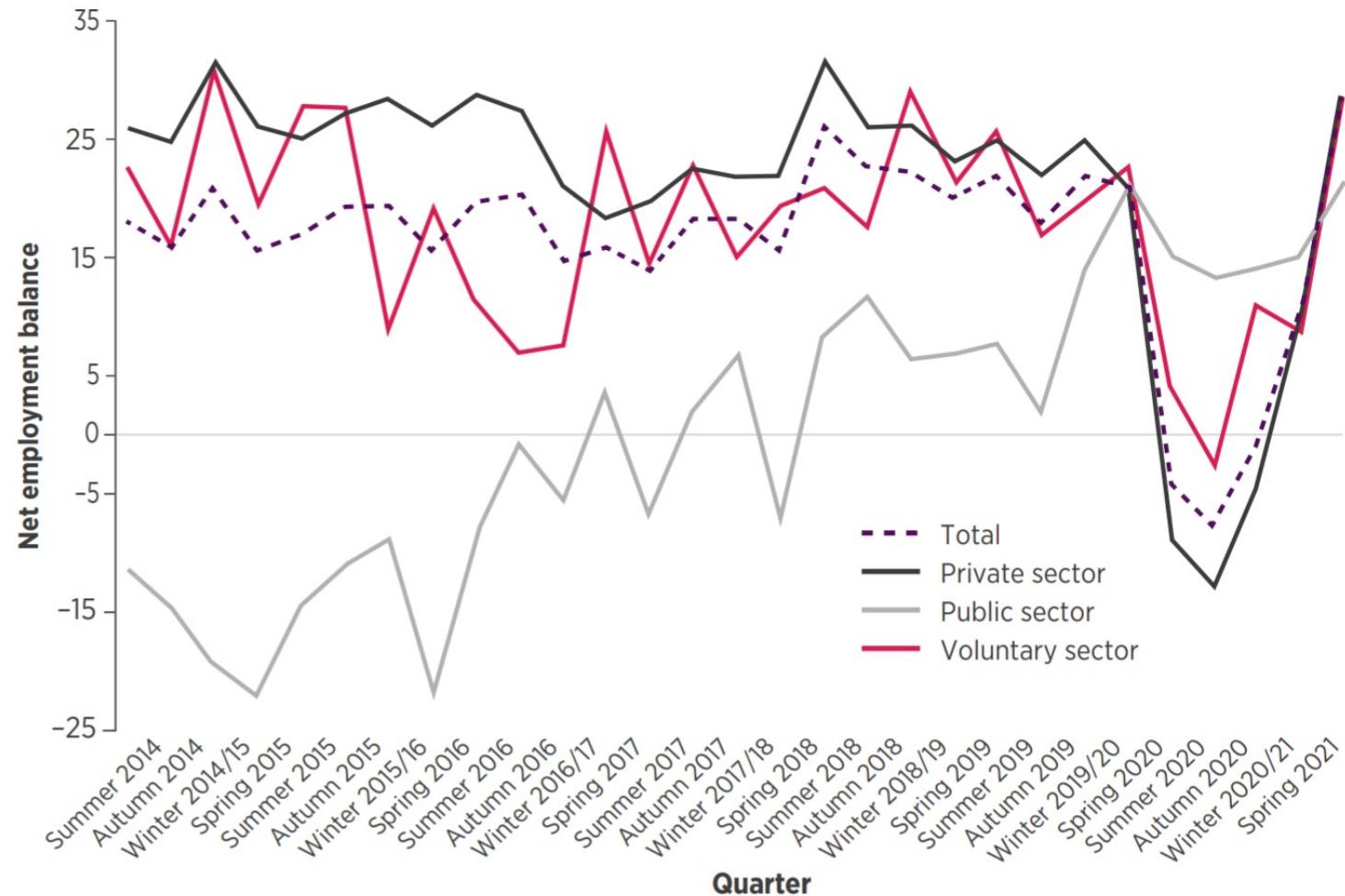


Real-time data shows online vacancies above pre-pandemic levels



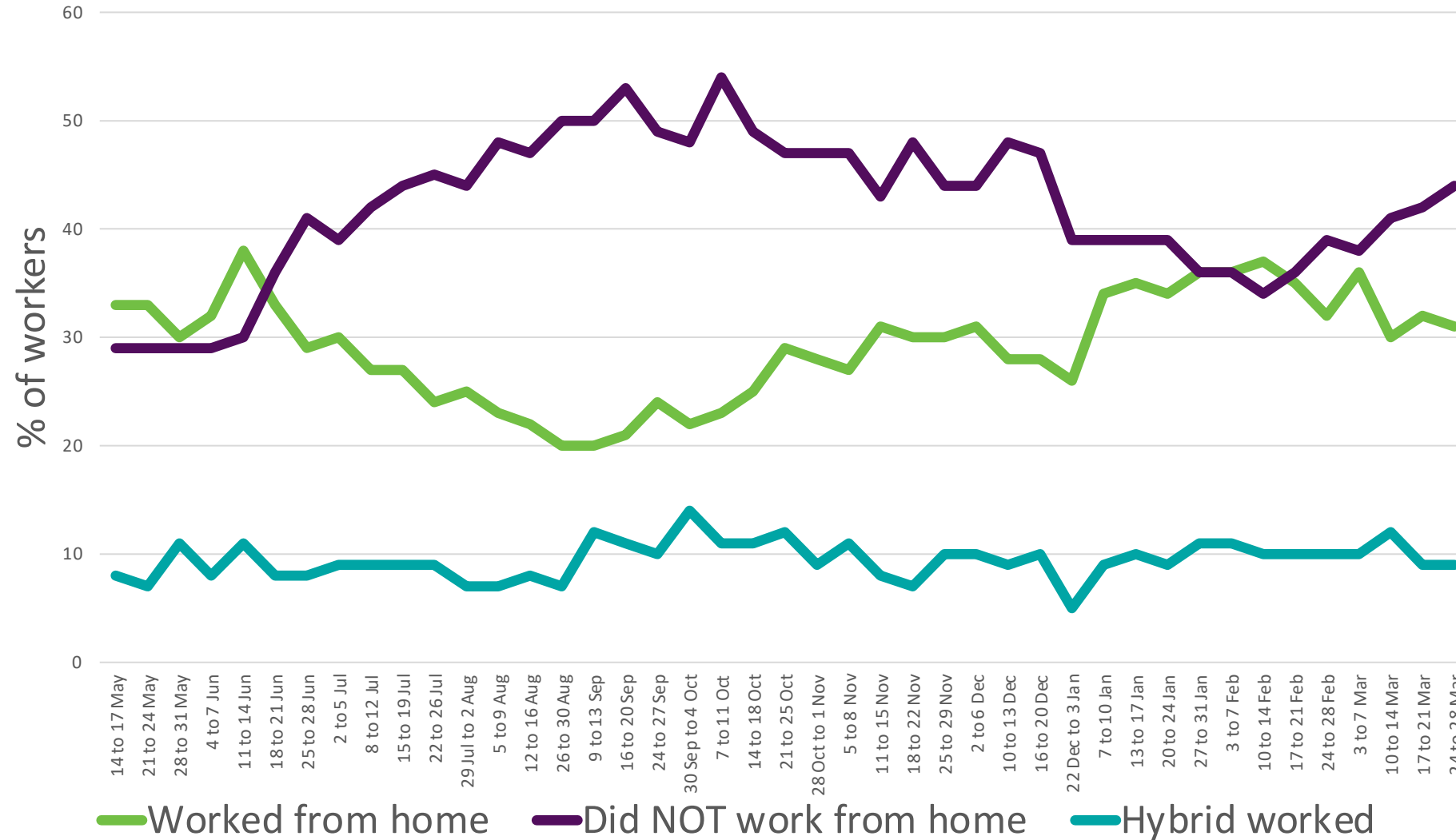
The CIPD's forward looking labour market outlook points to a strong employment recovery

Figure 2: Overall effect of increasing or decreasing staff over the next three months, by sector

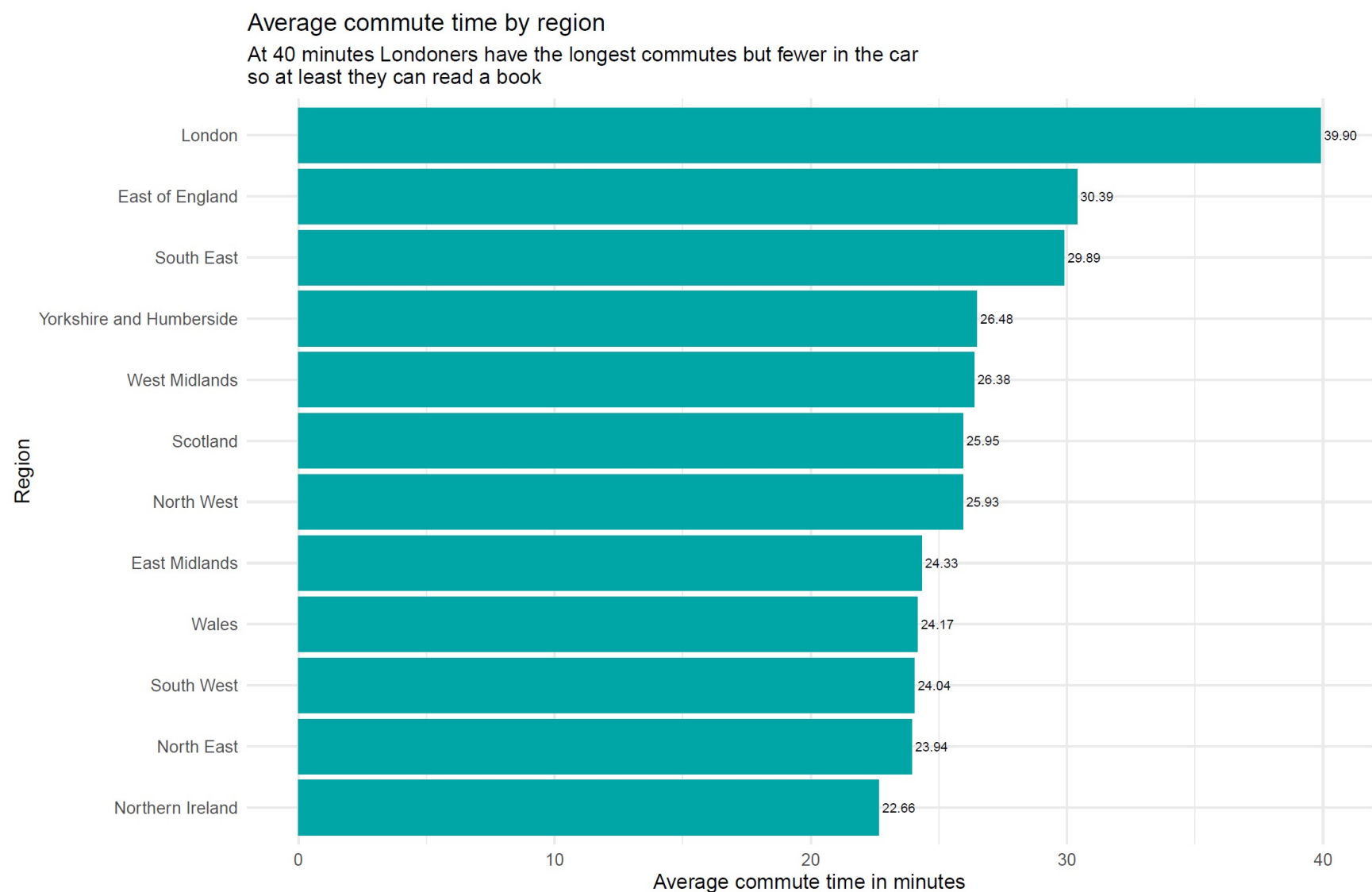


Base: spring 2021, all employers (n=1,045; private: n=756; public: n=211; voluntary: n=78).

Homeworking rose but never exceeded 50%



A quick thought on commuting



How people get to work by region
Trains, plains, and not so many automobiles in London



CIPD analysis of LFS Oct-Dec 2020

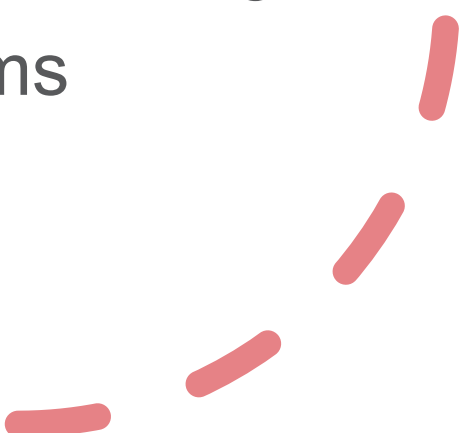
Returning to the workplace – the people management challenge

- Fast changing context in terms of official guidance – stay up-to-date
- Employer have a fundamental duty of care towards their workers
- Organisations should take a holistic approach to ensuring the health, safety and wellbeing of their staff





Keeping workplaces Covid-19 secure

- social distancing measures
 - other changes to workplace configuration
 - introduction of 'one way' systems
 - staggering shifts
 - providing additional handwashing facilities/enhanced workplace cleaning
 - improved air circulation systems
- 

Vaccination and workplace testing


- The Health and Safety at Work Act 1974 obliges employers to take reasonable steps to reduce any workplace risks; this duty gives employers justification for encouraging their employees to be vaccinated
- Employers should encourage staff to be vaccinated and publicise the benefits to improve take up of the vaccine when offered through the NHS.
- Potential legal risks if employers adopt a mandatory approach to vaccination
- Employers may also consider offering Covid-19 testing to their staff – this again is a voluntary decision for individual employers but with other measures can provide extra reassurance to staff

Move to more hybrid working

Flexible Working Taskforce producing essential guidance and on the key legal and practical considerations for employers introducing formalising hybrid working

Co-chaired by CIPD and BEIS, taskforce represents most major UK government departments, and Acas as well as CBI, TUC, IoD, BCC, FSB, Age UK among other orgs

Taskforce will also develop best practice guidance on hybrid working and explore how to increase the use of informal non-contractual flexible working



CIPD hybrid working recommendations - short-term

- Determine if there are any roles that should be prioritised for return to the workplace
- Consult with employees (and trade unions where applicable) on plans for returning to the workplace and encourage them to raise questions or concerns.
- Identify any employees who need to continue to work from home in the short term, for example, because they remain vulnerable, have ongoing health conditions or are undertaking caring responsibilities.
- Calculate safe workplace occupancy levels in order to maintain social distancing.
- Establish and communicate a plan for when employees will work from the workplace and when they will work from home. This should include reference to caring responsibilities, wellbeing issues and any relevant personal circumstances and preferences.
- Review, learn and refine approach to hybrid working

Planning for the future on hybrid working

1. Agreeing an overall strategic position on hybrid working for the organisation and development of a policy and supporting guidance reflecting the strategy.

2. Defining hybrid working with regard to the specific organisational context. This might include several different forms of hybrid working even within one organisation, depending on role requirements.

3. Engaging people managers throughout the organisation, providing an opportunity to ask questions and raise concerns, as well as the provision of training and development to support successful hybrid working.

4. Development of a communication plan to share plans for future hybrid working with all employees, including information on how to request hybrid working.

5. Planning for and responding to the organisational implications of hybrid working on matters such as technology, employee wellbeing, inclusion and facilities.

6. Supporting effective team building and cohesion in hybrid teams. More information on this can be found in the CIPD [*Developing effective virtual teams*](#) report.

What about other forms of flexible working

CIPD research shows employers prioritising developing home/hybrid working over other forms of flexible working

Unmet demand for different forms of flexible hours working arrangements eg flexi-time, compressed hours, annualised hours, job share, term time working

Consequent risk of 'two tier' workforce with home/hybrid workers enjoying considerable flexibility while other workers have very little

CIPD Flexfrom1st campaign

