

EMT REPORT

Subject: LLDC Return to Office Guidance
Meeting date: 13th December 2021
Report to: EMT
Report of: s40, Workplace Experience Manager

1. SUMMARY

- 1.1. This paper sets out the proposed update to the Return to Office Guidance for the offices at 1 Stratford Place and Park Headquarters. Employees have been encouraged to return to the office since August 2021 and whilst attendance has increased somewhat, overall it remains low. This paper sets out the plan to update the guidance and Hybrid Working Guidelines to encourage higher occupancy.

2. RECOMMENDATIONS

2.1 EMT members are asked to:

- 2.1.1 Discuss and approve the proposed change to guiding principles
- 2.1.2 Note the planned engagement and recommended next steps
- 2.1.3 Note points of consideration

3. BACKGROUND

- 3.1. Since the extended period of remote working fuelled by the Covid-19 pandemic, LLDC have been moving towards a Hybrid Working model, with employees splitting their time between office and remote working. This began in August / September 2021, when we reopened in stages, working up to a maximum capacity of 90 at 1 Stratford Place (1SP), and 9 at Park Headquarters (PHQ). The changes to our way of working have proven to be successful in some areas, however since we officially re-opened the office(s) in September 2021, attendance has rarely risen above 45 at 1SP on any given day. PHQ remains operational and by all accounts, busy, with attendance reaching maximum in November.
- 3.2. The initial approach was to ask employees to come to the office a minimum of 3-4 times per month. It has become apparent that, for many, this isn't enough to be able to form and maintain social and working relationships with others, with some people yet to attend the office on a regular basis. It was agreed at EMT on 25th October 2021 that this approach would be reviewed with communication to go out in the new year that the expectation would rise to around 40% of contracted hours to be worked in the office, or on the Park
- 3.3. Whilst teams can work well together remotely, the biggest impact, based on feedback from the Recovery Group and Mental Health First Aiders is that inter-Directorate relations seem to have dissipated. People report that they enjoy spending time with their direct teams but would really like the opportunity to mix with other teams and meet new colleagues. It is extremely important for our newer employees and those just starting out in their careers to benefit from the social interaction that only face to face meetings and co-located working can offer.

- 3.4. On a practical level, LLDC is currently working on a relocation project to move our office to 5 Endeavour Square (5ES), with space planning based on 90 desks for day to day use. Should office attendance stay at this low level, this move would not prove value for money, as the decision has been made to take a larger floorplate to accommodate higher office attendance levels and allow for a flexible layout to support agile and hybrid working.
- 3.5. As per discussion at the EMT meeting on 25th October, the Office Protocols in the 'Return to Office Guidance & FAQs' were updated to remove specific guidance due to the changing government guidance. The FAQ document was amalgamated into the same paper for ease and it now states that we are following government guidance at all times. Please see appendix 1 for the updated document.
- 3.6. Thus far, the 'Hybrid Working Guidelines' have not changed but there is an intention to re-word them showing the increased office attendance expectation as explained below.

4. PROPOSAL

- 4.1. The proposal is to change the Hybrid Working Guidelines to state that going forward we would expect everyone to be in the office, or on the Park for around 40% of their contracted hours. As always, the actual days in the office would need to be agreed with line managers at Directorate level, ensuring alignment with business need. A draft document has been attached to this note.
- 4.2. The current wording is - **We do not expect anyone to work 100% from home - because we still want to sustain a strong connection with the Park, our local community and our colleagues. Each Directorate will work with their teams to outline their specific business needs, and individual working patterns will be set based on this, but in any case, a baseline attendance of around 3- 4 days per month, at least, should act as an overall rule of thumb to ensure that we can deliver against our priorities and foster inclusion across the board.**
- 4.3. Proposed wording is - **We do not expect anyone to work 100% from home - because we still want to sustain a strong connection with the Park, our local community and our colleagues. Each Directorate will work with their teams to outline their specific business needs and individual working patterns will be set based on this, but in any case, a baseline attendance of at least 40% of your contracted hours should act as an overall rule of thumb to ensure that we can deliver against our priorities and foster inclusion and collaboration across the board.**
- 4.4. This expectation will be further expanded on in the FAQs section of the guidelines document to state;
 - 4.4.1. Why has the expectation changed? - We reviewed the initial guidance of 3- 4 days per month office attendance in November / December 2021 after gathering feedback and by analysing attendance levels since September. Due to the nature of our work here at LLDC, it is not appropriate for us to work in a way that doesn't have a connection to the Park, place and people we serve. That said, we still want to ensure our employees have autonomy over their working patterns, insofar as managing their time in a way that benefits both LLDC and the individual. High performing teams are built on trust, and having face to face contact with colleagues, both within and outside of your direct team is the best way to foster those strong relationships. Our move to 5ES in Spring 2022 will give us use of a large

space with excellent flexible working spaces, which have been designed to promote collaboration and enhance flexibility wherever possible. Should occupancy and attendance at the premises remain low, the return on our investment in this regard will be detrimentally affected. Having reviewed the way we're working and how we want to work in the future as we move to our new premises, we have agreed that 40% of contracted hours feels appropriate to balance business need and individual preferences.

- 4.4.2. I work a reduced schedule, but my colleague works full time - what does 40% look like? - For a full-time employee, 40% is about 2 days per week. For someone who works 2/ 2.5 / 3 days, it would be around 1 day per week. For someone who works a 4 day week, it equates to roughly 1.5 days per week. How you structure your days is between you and your manager / wider team. For example, a person on a 4 day week may choose to work 1 day one week, then 2 days the next. Or they may do 1 full day and one half every week. Of course, if you want or need to work more days in the office than 40% - as many do – then this is perfectly fine.
- 4.4.3. I want to work in the office every day, Is this ok? – Of course, it's fine if you want or need to be in the office every day, so long as this fits with your locally agreed working style and business need. Something to note is that when we move to the new office, we will be working on hot desks – so even if you work in the office a full 5 days per week, you will still not have your own allocated desk. This should be a consideration for everyone, but especially those who will be using the office more than others.
- 4.4.4. My role doesn't have much contact with the Park, I work in a support function, why do I still have to come in 40% of the time when I can easily do my role from home? - Regardless of your job title at LLDC, your contribution is still part of a wider picture, bringing a new lease of life to a once deprived area, building on the success of the 2012 Olympic games and ensuring a brighter future for this part of east London. As well as this contribution, ensuring everyone is on the same baseline supports the inclusive culture we are working so hard to achieve. Simply being in the area and using the local amenities, whether that's buying a coffee nearby or a casual walk through the Park builds on that connection to people and place.

5. RISK AND DEPENDICES

- 5.1. Some potential areas for concern were identified at Recovery Group, with anticipated feedback listed below – along with some proposed solutions;
- 5.1.1. Not being able to get a desk – This is currently not a problem at 1SP as we have more than enough space for everyone, however, when we move to 5ES it is likely to be an area to work on. We will be moving to a full 'hot desk' situation which will come with a significant culture shift for many of our people.
- 5.1.2. Over occupancy on certain days – Some teams have decided on set days for their whole team to be in the office together. This has proven to be a successful system and can continue to be successful so long as communication between Directorates remains regular. One suggestion was a 'priority' day for each Directorate to ensure enough space is available when that whole team come in. Other Directorates could still use the office on this day, but it would be common knowledge that one or two Directorates may be taking up more space than their allocated 'neighbourhood'. This is open for discussion and could certainly help when we move.

5.1.3. Fear of the unknown – Uncertainty can cause high anxiety; therefore, it is the role of leaders and managers to ensure information is cascaded to their teams in a positive manner, to uncover any concerns, and deal with them down management lines.

5.1.4. Communication – It is imperative that managers are in regular communication with their teams around changes that are coming. Managers should know when / if their team has been in the office and why they may have concerns around coming in.

5.2. Covid-19 continues to be a major risk factor in everything we do. Changing guidance will, of course, inform any decisions on extending home working or implementing capacity limits. However, the current situation is business as usual. The vaccine rollout continues, and our enhanced cleaning and office protocols are still in place. Enhanced cleaning is also in place at 5ES and Covid-safe measures in place throughout the building.

6. GENERAL CONSIDERATIONS

6.1. It is recommended that we engage with Employee Forum, who have broad representation from across the organisation, to obtain feedback and ensure this feels right from our colleague's perspective.

6.2. There will need to be internal communications about any change in expectation. With ongoing concerns and anxieties around Covid-19 and office return it will need to be handled sensitively whilst still striking the right tone in terms of expectation. Suggested timeline is a gentle approach pre-festive break, to confirm the guidance has been reviewed with a view to increase occupancy with a more focussed communication in January 2022. The aim will be for changes to be well established and in place by February. At all times, this will remain subject to changes in Government guidance.

6.3. General concerns - Feedback suggests there are still concerns over enclosed spaces, such as public transport and lifts, for example. All H&S guidance will be in line with government advice and this is reviewed regularly. Communication to support this will be sent from the FM team to remind colleagues of the measures in place in the office and what people can do to keep themselves safe.

6.4. With more people coming in, there is a need for cross Directorate communication to ensure larger teams don't all come in on the same day. If Directorates have a targeted day where the whole team is in, as has proven successful so far, then this should be communicated to the wider organisation so it can be factored into attendance planning.

6.5. Consideration should be taken for those who wish to avoid peak times on public transport, with a continued commitment to holding large meetings within the hours of 10am-3pm. This will reduce non-attendance as most people are likely to be available at these times.

6.6. All employees will need to make a commitment to clearing out their boxes that are currently under desks. Not only do we need to dispose of, archive or file all our papers ahead of the move, having boxes and piles of things around the office is a serious trip hazard, so it's imperative we make this a priority.

7. IT CONSIDERATIONS

7.1. Whilst there are continuing issues with the network, colleagues can help improve the experience for others. Therefore, it would be useful to communicate to all

teams that they should not move or disconnect kit; leave meeting rooms as they found them; become familiar with the kit provided; and to note best practice such as speaking clearly into mics.

7.2. Network performance issues have been affecting Teams video calls & general internet connectivity. Following Civica changes there has been some improvement, but issues persist. As more people come into the office and laptops have updated the network issues seem to have lessened. Analysis shows that the network is saturated at times when multiple Teams calls are in progress. Also affected by laptops downloading Windows updates.

7.2.1. The conclusion is that we need more bandwidth to the internet but upgrading the BT line would be expensive and could have a lead time of 3 months plus.

7.2.2. IT are on site every day to support colleagues with IT issues and to understand network issues in real time that we can then feed into the network analysis being carried out by Civica.

7.2.3. It is worth noting that 5ES will have a much bigger bandwidth.

7.3. AV / Conferencing Equipment - IT have put "How to Use" guides in every room. Any feedback on them is appreciated.

7.3.1. All kit is labelled by room number although continues to be moved around.

7.3.2. Training has been offered to those organising meeting and anyone else interested and continues to be publicised, targeting those that organise meetings to ensure that they are comfortable setting up, however kit continues to be moved between rooms and disconnected leading to disruption for the next meeting and the IT team. This is something to be addressed across the organisation.

7.4. Larger meetings – Large meetings have been successfully run although there are some audio issues. Best practice has been communicated to colleagues and IT will update the How to Guides following further feedback.

7.4.1. Attendees in the room are encouraged to speak clearly into the microphones and to not turn to speak to the person next to them which will not be picked up by the mics as well as speaking directly into them.

7.4.2. Attendees should be aware of lighting especially when in rooms with windows that may be bright.

7.4.3. Apple iPads have been bought for use in committee meetings so that the chair and others are more clearly shown for remote attendees – in addition to the portable wide-angle web cams that we have.

7.4.4. IT and PMO keep a list of all EMT and committee meetings for which they prepare and fully support. IT have communicated to staff that if they have any high-profile meetings needing special support to discuss with IT.

7.4.5. Rooms 1,2 and 3 - When opened as a large meeting room these have the multiple floor mics and speakers in the ceiling.

7.5. Planned Upgrades – Various upgrades are underway including adding a large screen with speakers and mics to the Chair's office, a camera and speakers being installed in the Marketing Suite and new mics ordered for rooms 1,2 and 3.

8. REPUTATIONAL IMPACT

8.1. We currently spend c£1.3m pa on our office accommodation at 1 Stratford Place. When we move this will decrease to c£933k pa. With current occupancy levels this is a substantial amount of money to be spending on an office that is not being utilised. As an organisation subject to public scrutiny, especially over financial matters, this is a key reputational risk.

8.2. If we did not increase occupancy in our offices, it may create the perception that we do not have a strong connection to the Park, local area and local community.

9. APPENDICES

- Appendix 1 – Return to Office Guidelines and FAQs
- Appendix 2 - Draft LLDC Guiding Principles on Hybrid Working

London Legacy Development Corporation

RETURN TO OFFICE GUIDELINES

(Updated October 2021)

1 Stratford Place
& PHQ

RETURN TO OFFICE GUIDELINES

Introduction

The safety and wellbeing of our employees is of paramount importance to us and because of this, it is essential that we continue to work in a way that maintains a culture of understanding and personal responsibility. A risk assessment was conducted on re-occupancy of both 1 Stratford Place and Park HQ in June 2021. This is regularly reviewed and updated and can be found on the intranet. We have committed to a maximum capacity in the office at 1SP of 90 to enable some social distancing and encourage flexible, hybrid working.

This document sets out operational and practical guidelines for all. For the safety of us all it is essential that these are complied with. These guidelines apply to all employees, contractors and consultants working in the building. These guidelines have been put together in line with government guidance and are liable to change. Any significant changes will be communicated via internal communication channels and this document will be updated regularly.

Everybody should also be assured that the building services have been reviewed and we have been working with the landlords where appropriate to review services and ensuring a safe working environment in the common parts.

As of 19th July 2021, the Government has moved England to Step 4 - which means face coverings and social distancing measures are no longer compulsory. We still encourage our employees to do whatever makes them feel comfortable and recommend face coverings are worn in common areas.

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1. COVID reporting and isolation (HR policy)

If you are unwell with Covid-19 symptoms, please let your line manager know as normal. You or your line manager should notify HR via the reporting process - here - and HR will record this and provide any specific advice. You should arrange to have a test or self-isolate as per current government guidance, working from home if well enough. The same process should be followed if a member of your household tests positive. Please follow the guidance on the PHE, Government or NHS website in these cases.

Please see the guidance on reporting - here - and if you are feeling unwell for any reason, if possible, please avoid coming to the office to prevent spreading anything.

Colleagues are encouraged to regularly self test when attending the office - details of how to obtain home testing kits can be found here - <https://www.nhs.uk/conditions/coronavirus-covid-19/testing/regular-rapid-coronavirus-tests-if-you-do-not-have-symptoms/>

2. Office Return

We support working from home through the provision of appropriate equipment, technology and learning & development. We continue to work remotely some of the time and in the office on days agreed with your line manager, based on business needs, taking in account personal preference and individual circumstances.

- IT support will be available via the Civica Service Desk on 0333 321 6007 (working days 8am-6pm). The IT team have put together crib sheets and FAQs on the most common Service Desk queries and these will be left as print outs on the desks of those returning to assist with any IT issues. There will be a Civica on site engineer in 1SP every Wednesday and at least one member of the IT team in the office Mon -Fri.
- LLDC Reception will be covered on site Mon - Thursday between the hours of 09.00 - 12.30 and 13.30 - 17.30 - and available remotely on Fridays.
- Attendance should be logged on a spreadsheet either by a designated person in each team or by individuals. The attendance tracker can be found here.

Special requirements

- Employees with specific requirements or disabilities should liaise with the HR team who will work with them to ensure reasonable adjustments are made.

3. Getting to/from work

- To help address potential transport capacity challenge as well as to mitigate risk to employees we will enable flexibility to come in or leave outside of peak commute times. Note, however, employees working at 1SP will need to leave by 19.00hrs to enable the cleaning team to begin their rounds. If there is only one person in the office, the lone working policy should be followed.
- For more information on the safety of trains and buses in London please see here - <https://tfl.gov.uk/campaign/safer-travel-guidance>
- We would encourage employees to cycle or walk where possible
- For those who wish to cycle, Westfield have installed 200 additional cycle racks on The Street from Aspers to Ikea, and on Level P1 of car park A, as well as the usual secure cycle store. If you need access to the cycle store please note this has changed and you will need to obtain a pass from Westfield. Please speak to LLDC Reception for more information.

4. Arrival at the office

- It is recommended on arrival at 1SP to continue to wear your face covering until you reach your desk, however this is personal preference and will not be enforced.
- The lifts are operated using the usual destination buttons outside the lifts - there is signage to recommend wearing a face covering and maintaining a distance. Please be conscientious when using the lifts and respect other people's boundaries.
- If there is a requirement for large numbers of people to use the staircase, Westfield have agreed to open them. If you wish to use the stairs instead of lifts please contact **s40**. **Please note, use of the staircase is at the user's own risk, Westfield do not take liability for any loss or damage occurring on this staircase. Also, please be advised there are 257 steps from ground floor to level 10 - take your own fitness levels into account as you will be unable to leave the staircase once you've started!**
- Entrance to the LLDC office at PHQ will be the separate LLDC-only entrance.
- Sanitiser and cleaning products will be available for you to clean your hands upon arrival.

5. H&S in the office

- Colleagues are encouraged to take up the free asymptomatic testing available to them twice a week. This can be in the form of Lateral Flow tests delivered to your home or at a test site - more details can be found here - <https://www.nhs.uk/conditions/coronavirus-covid-19/testing/regular-rapid-coronavirus-tests-if-you-do-not-have-symptoms/>
- The AC / Ventilation in the building has been adapted to conform to post Covid regulations and operates on 100% fresh air. More information on this can be obtained from the FM team.
- Regularly use sanitiser gel and wipe down your workstation surfaces/ buttons/ switches at the beginning and end of the working day (each workstation will also be cleaned each day). Hand sanitisers and wipes will be provided at stations around both buildings. Dispose of wipes immediately in the new bins that will be provided.
- All colleagues will have use of a pedestal for storing items at the end of the day, please do not leave papers or belongings on desks.
- Free-standing sanitising systems will be placed at each entry/exit point at 1SP and PHQ. Existing wall sanitising systems at 1SP and PHQ in kitchen and reception areas to remain. Sanitising 'stations' will be set-up in each Directorate with guidelines for employees to use wipes and/or hand sanitising supplies. Sanitisers will be set up outside meeting rooms and a sanitising kit to include wipes and hand gel placed inside.

6. Workstation Cleaning and Protocols

- To ensure workstations are effectively cleaned daily, it is essential that they are cleared of all paper and belongings before leaving. All employees will have a pedestal for their own use, where they can store items but it is advised to keep personal items to a minimum and utilise off site archiving as much as possible. A storage audit will be undertaken on reoccupation and it may take some time before we are at a fully clear desk stage, however, by December 2021 we expect all paper files to be archived, destroyed or stored and the clear desk policy to be in place. Please speak to Rachael Clauson if you need anything archived.
- Individuals will be responsible for cleaning of any personal keyboards and mice as well as headsets, and/or laptops with the cleaning products that will be provided. You will also be required to wipe down your desk at the end of your working day to allow someone else to use the desk if needed and ensure the cleaning team can carry out their duties.
- Cleaning wipes and sanitiser will be freely available across each directorate zone and can be obtained from the FM team if needed.

7. Meeting Rooms

- The capacity of all meeting rooms has been changed and chairs moved/changed accordingly.
- Do not occupy the meeting rooms beyond this capacity or move chairs.
- If you require a larger meeting this will have to be achieved by connecting two or more rooms by Teams
- There should be no internal meetings or gatherings of more than that the designated room allocation.
- Meetings with external guests are now permitted - please follow guidance at section 13.
- Cleaning products will be provided in each room. Please use them before and after using any AV controls or phones.

Meeting Room	Revised Capacity
Marketing Suite	18
1	8
2	8
3	8
4 (CURRENTLY USED FOR STORAGE)	8
5	10
6	8
7	4
8	2
9	2
10	4
11	4

PHQ 1	6
PHQ 2	6

A guide to meeting etiquette and chairing meetings has been put together and can be found on the intranet under 'Hybrid Meetings – Guidelines and Tips'.

8. Kitchen areas and break out areas

- Please use cleaning products for handwashing before and after using kettle, coffee machines, taps and microwaves.
- These areas will be regularly cleaned throughout the day.
- We still provide tea, coffee, sugar and milk, and cutlery and crockery is available in the kitchen areas. Please ensure all used items are placed straight into the dishwasher as soon as possible as they will be run during the day. If you need to use an item of cutlery or crockery, please take from the drawer or cupboard, not the dishwasher or sink, and use the hand sanitiser provided when you enter and leave the kitchen.

9. Bathrooms

- Workman (Building Management) have installed signage in and around the bathrooms, please take care when opening the doors and follow social distancing once inside.
- Remember the most effective safeguard against COVID-19 is effective and regular hand washing. Please wash your hands for at least 20 seconds.

10. Printing and audio-visual equipment

- Printers and Audio-Visual controls are one of the high-risk areas. Please refrain from printing as much as possible
- If you do need to print or use the Audio-Visual remote controls in meeting rooms, please clean before and after using the products provided.
- There will be sanitising station and wipes in the vicinity of the Printing rooms and in each meeting room where there is A/V Equipment.

11. Post

- No personal items should be delivered to the office
- Items for posting should be left at Reception – do not enter the post room.
- Incoming post will still be opened and scanned to you unless you specify otherwise.

12. Other rooms

- Showers are usable and the landlord has an enhanced cleaning regime in place for the external shower, especially in the mornings when they are likely to be busier. The internal shower unit will be cleaned each evening as part of the normal cleaning schedule.
- The towel service at 1SP has been reinstated, so we would encourage colleagues to use this – you will need to sign out a towel at ground floor reception, then drop the towel in the laundry bin in the shower room when you're done.
- We have agreed with Workman that you can leave wet / dirty cycling or running gear in the shower room for the day, however these will need to be removed at the end of the day. Anything that is left overnight will be removed by the cleaning team. These items will be held at ground floor reception for 1 week. If not claimed in this timeframe they will be disposed of.
- The First Aid room should only be used by one person at a time (for example if someone has a headache). However, if administering first aid to another person in the room, please ensure both employees (if possible) are wearing PPE (gloves and face coverings) and disinfect all surfaces after use.

13. Visitors and events

- All visitors will need to be booked in the usual way and it is a requirement that they complete a Visitor Self Declaration form before attending. These will be available on the intranet or from the FM team and we ask that you send them to Reception when you get them from your visitors.
- All external meetings are subject to the External Meetings Risk assessment that specifies staggered arrival times for large meetings and covers things like face coverings and sanitisation. This can be found on the Intranet.
- Large meetings that go over the capacities of the meeting rooms are not permitted.
- External guests for meetings will not be counted in the 90 people capacity of the office.



Appendix 1

Return to the Office FAQs

Q – Will I be required to work 9.00-17.30 hours when I am working in the office? I don't want to travel at Peak Time.

A – The core hours policy will be reviewed as part of a wider Policy Review by the HR Team in due course; however, we understand that there are varying circumstances across the corporation and different levels of business need per directorate. We expect employees will attend the office at least 3-4 times per month, and as a local organisation, we generally aim to align with our stakeholders who work a typical 9.00 – 17.00 day. That said, we do want to encourage flexibility and therefore we commit to holding most meetings, such as EMT / SEMT / LLDC Meets and Directorate Meetings between the hours of 10.00 – 16.00 to allow for off peak travel.

All employees will be expected to work their contracted hours, and how these are worked is up to the individual and their line manager, ensuring it aligns with the business needs identified in your directorate.

Q – Will I need to be in the office for the whole day?

A - You would not have to work the full day in the office, you could come in for a meeting in the morning and then travel home and work remotely for the rest of the day as long as this aligned with the needs of the business and you work your contracted hours.

Q - What if a colleague wants to shake my hand / fist bump and I don't want to?

A – Everyone will have different boundaries, and these should be respected. It may take some time to reintegrate with office life after such an extended period of working from home and global uncertainty. Please be kind and remember that not everyone moves at the same pace. Please note this also relates to vaccinations, don't forget that when you ask someone if they have been vaccinated you are asking for their personal medical data – please exercise discretion. We have introduced a lanyard station at Level 10 Reception where you can pick a coloured lanyard to represent your preferred level of contact. These are set out as a traffic light system to show if you prefer to maintain a distance, are fine with handshakes or somewhere in between.

Q – Will my laptop work when I come in?

A – Most people will have been to the office by now, so for the most part we don't envisage any major issues when plugging into the network. If you haven't been in the office for a long time it may take a while for your laptop to work through the necessary

updates. If you encounter any major issues, please contact the Civica Service Desk on 0333 321 6007 (working days 8am - 6pm). ***There will also be at least one member of the IT team in the office daily.***

Q – Is the office clean and safe?

A – The offices at 1SP and PHQ have been maintained as ‘Covid – Safe’ since August 2020, and whilst this is no longer a legal requirement, we have kept all cleaning regimes in place. All high touch points are cleaned every 1-2 hours and there are sanitising stations and cleaning wipes accessible around the office. PHQ have had regular deep cleans as they are a 24/7 operational building.

The building engineer has amended the AC system at 1SP to comply with Covid regulations and the system is run on 100% fresh air, which means it’s not recirculated around the building.

Face coverings are no longer mandatory but we do encourage people to wear them in common areas and lifts. You are no longer required to social distance but we do remind you all that some people may still wish to keep a distance and this should be respected.

These systems and regimes will be kept under constant review and the Risk Assessment for the offices can be viewed on the Intranet.

Q – What if I don’t want to come back to the office? I haven’t had my vaccination yet

A –

We are now finding that many people have been in the office regularly and find it is great to be able to see their colleagues and work from the office environment, so we do encourage you come in. However, if you are still worried and don’t want to come back for whatever reason, please discuss this with your line manager in the first instance who will then consult with HR.

Q – Why don’t we have a booking system? What if I can’t get to a desk when I come in?

A – We have over 200 desks at 1SP so whilst you may not be able to sit at your ‘usual’ desk, there is more than enough space for everyone.

Q – Has everyone at LLDC been vaccinated? Will you be checking?

A – As an employer we did not feel it would be appropriate to collect this data as it is personal, medical information.

Q – I took my keyboard and mouse home with me when we first went into lockdown. What should I do with them? I need them to work in both the office and at home.

A – If you took LLDC Equipment home then this needs to be returned. If you need specific kit to enable you to work from home effectively then please complete a DSE Form to request items such as mouse, keyboard, monitor etc. If you come in and find your usual desk doesn't have a keyboard or docking station, for example, please report this to the FM Team and use another desk for the time being. Whilst the office has been unoccupied, some things may have been moved, but we will only know if you tell us.

Q – Can I invite external guests to the office for meetings?

A – External guest are now permitted to the office. We would ask all visitors to complete a self-declaration form before they come to the office, and it is imperative that visitors are booked in correctly using the visitor list. Please carefully consider whether your meeting needs to be in person and make use of the technology available to you if not.

LLDC Guiding Principles on Hybrid Working

Our ambition is that all employees should be able to work in a way that suits them. We recognise that everyone is an individual and there is no 'one size fits all' solution and therefore applying hard and fast 'rules' is not how we want to work. That said, as an organisation we do of course have commitments to our colleagues, communities, partners and local area, and so we need to achieve a balance between the preferences of our people and our business needs. For that reason, all working patterns should be informed by business needs in the first instance, which will naturally vary depending on the requirements of both your Directorate and of your job role. We want to ensure that we can strike a balance between the flexibility and agility we want to foster as an organisation and the priorities and commitments we have. With this in mind we have put together a set of guiding principles that should be taken into account and inform the way we work moving forward;

1– We do not expect anyone to work 100% from home - We do not expect anyone to work 100% from home - because we still want to sustain a strong connection with the Park, our local community and our colleagues. Each Directorate will work with their teams to outline their specific business needs and individual working patterns will be set based on this, but in any case, a baseline attendance of at least 40% of your contracted hours should act as an overall rule of thumb to ensure that we can deliver against our priorities and foster inclusion and collaboration across the board.

2 – All employees should work their contracted hours - because as an organisation we still need your highly valued individual contribution to the work we do.

3 – The hours you work should be wholly dedicated to performing your role- because we want to ensure that working time is free of distraction, but we also recognise the importance of your wellbeing and family / personal responsibilities, so we want to ensure colleagues are looking after themselves and their loved ones with their time focussed accordingly. Above all, we recognise the value of balance between our working and personal lives and creating dedicated focus during hours of work will help to ensure this balance is maintained.

It is understood that the initial period of re-occupation will be one of change and learning as we become accustomed to our new way of working. Please remember to keep lines of communication open between your manager and direct reports. The way each directorate works will be different as the work we do is so diverse, and what works for one team will not work for another. Please continue to maintain open communications with your Executive Director on Directorate specific plans and how these may affect you. We recognise that the key to enabling a change in culture is manager and leader capability, so LLDC commit to ensuring our managers are equipped to deal with any issues that may arise.