

**Subject:** Hybrid Working at LLDC  
**Meeting date:** 11 April 2023  
**Report to:** EMT  
**Report of:** Anne Ogundiya Deputy Head of Development Management  
s40 Workplace Experience Manager

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## **1. SUMMARY**

- 1.1. A review of current hybrid working arrangements was conducted late 2022. This report notes the findings of this review and makes a recommendation for the ongoing approach.

## **2. RECOMMENDATIONS**

### **2.1 EMT members are asked to:**

**2.1.1 Note the results of the review**

**2.1.2 Agree the proposal for the approach going forward and next steps**

## **3. BACKGROUND**

- 3.1. Following the Covid-19 pandemic and the move to 5 Endeavour Square (5ES) in April 2022, LLDC moved to a hybrid working model, with an expectation of attendance in the office or Park location of 40% of the time.
- 3.2. In November 2022 a survey was conducted to gather information on how LLDC employees feel about the hybrid working arrangement. This survey garnered 64 responses, approx. 34% of the organisation's headcount at the time.
- 3.3. Following an analysis of the survey, plus feedback from Directorates via the POD partners and external research, a review was conducted, and a presentation made to SEMT on 20<sup>th</sup> March 2023. The key question posed was whether LLDC needs to be more explicit in mandating 40% attendance as a requirement, or whether a more flexible approach which allows people to come into the office when they feel has purpose and value would be preferable.
- 3.4. SEMT discussed the review and proposed a way forward, detailed below. The note from SEMT is appended to this paper. SEMT agreed that 40% 'feels' right, which aligns with the review results. Therefore, LLDC should not be requiring higher levels of attendance.

## **4. PROPOSAL**

- 4.1. LLDC should be clear that a minimum of 40% attendance in the office or a Park location is a requirement, therefore in any written documents on hybrid working, the word 'expectation' should be replaced with 'requirement'.
- 4.2. Wording for the guiding principles to change to reflect that our place of work is the office but employees can work up to 60% of the time remotely. Suggested wording could be;

*'LLDC recognises the value of being flexible and embraces hybrid working - our people are equipped to work remotely up to 60% of their working time. We do require our employees to work in the office or on a Park location for a minimum of*

*40% of the time so that we can maintain our connection to the Park and each other. If you require additional flexibility, we will of course consider this in line with LLDC business needs.'*

This wording would also be included in recruitment campaigns.

- 4.3. Managers should be empowered to enforce this requirement, having open and transparent conversations around their expectations of their team. Where people are not meeting the 40% requirement this should be addressed on a case-by-case basis by their manager.
- 4.4. There will be a Management Forum session on managing teams in a hybrid world.
  - 4.4.1. There will be workshops with scenario-based discussion points to ensure consistency and best practice e.g., 'I have an employee who isn't coming in 40% of the time, how do I manage this?' or 'Do my team have to do a full day in the office?'
  - 4.4.2. At this session managers will explore tackling underperformance, where a colleague is not meeting the needs of the business. Such scenarios may be impact on collaboration, impact on team members or direct reports, impact on development etc.
- 4.5. A review of associated policies will be conducted, namely core hours and flexible working.

## **5. FINANCIAL IMPACT**

- 5.1. There is no financial impact to this proposal.

## **6. RISK AND DEPENDICES**

- 6.1. The main risk is that LLDC would be unable to attract talent from a wider talent pool, or potentially lose existing talent. The mitigation of this is that people can still seek to have a flexible working arrangement if this is deemed acceptable by the business.

## **7. EQUALITY CONSIDERATIONS AND PRIORITY THEMES**

- 7.1. There do not appear to be any issues in terms of equality as most people are already working to this pattern.
- 7.2. All employees (in post at Nov 2022) had the opportunity to feed into the survey and employee forum have also been consulted.
- 7.3. In order to accurately measure any EDI impacts, this approach will be kept under constant review using various measures such as pulse surveys and direct feedback.

## **8. OTHER CONSIDERATIONS**

- 8.1. There do not appear to be any implications on the transition strategy.
- 8.2. There is no reputational impact from this proposal.

## **9. APPENDICES**

Note of SEMT 20<sup>th</sup> March 2023

# Appendix

## Strategic EMT 20 March 2023

### **Note of meeting**

#### **Attendees**

Anne Ogundiya (Chair), Ed Stearns, Clare Beamish, Richard Irish, Colin Naish, Charly Hutson, Alex Savine, Greg Smith, Sarah Perry, Mark Camley, Rachel Massey, Rosanna Lawes, Janet Townsend, Peter Tudor, Peter Maxwell, Anthony Hollingsworth, Jim Wood, Gerry Murphy, Paul Brickell, Debbie Wooldridge, Patricia Cazes-Potgieter, Vivian Murinde, Adam Adesina, Philip Hewson, Oliver Shepherd, s40

Apologies: Lyn Garner, Nathan Homer, Layla Conway

#### **LLDC Hybrid working policy**

s40 took the group through the results of the recent survey on hybrid working, and presented for discussion a recommendation that 40% office or Park location attendance remains the right approach for LLDC. The key question posed was whether LLDC needs to be more explicit in mandating this as a requirement, or whether a more flexible approach which allows people to come into the office when they feel has purpose and value would be preferable.

The following points were raised in discussion.

#### **General points**

- It was felt that the 40% expectation is for the most part accepted across the organisation and working well. In most directorates people are meeting this expectation.
- Other members of the GLA family are broadly taking the same approach as LLDC, with TfL considering a focus on 'occasions' in the office (eg meetings) rather than days.
- Business need should be the overriding driver of attendance in the office. This might look different for different directorates.
- Development and visibility, particularly for junior staff, is another important driver. When new staff join the organisation there may be a business need for both manager and team member to be in the office more regularly to support onboarding and direction setting.

#### **Overseeing compliance**

- It is important to take a mature approach. Some teams or individuals will need to be in the office more frequently due to the nature of their work, others less so. This should be a matter for individuals to judge, and to agree with their line manager.
- Where people are not meeting the 40% expectation this should be addressed on a case by case basis by their manager. As the expectation is not specifically included in contracts, failure to comply in and of itself is unlikely to warrant performance management proceedings *unless* it is shown to be impacting on the business and/or an individual's development in the role.

#### **Improving the effectiveness of hybrid working**

- It would be helpful to reissue guidance with some clear practical examples in terms of implementation.

- All calendars should be opened and clearly state working locations on each day. This has previously been requested but not consistently actioned. It may be helpful to reiterate this request and also to look at whether all calendars could be fully accessible by default.
- Any change or reiteration of the hybrid working policy may need to go alongside a review of associated policies such as core working hours, use of travel time for work etc, for clarity and completeness.

#### The way forward

- There was agreement to the suggestion that the 'expectation' could be reframed as a 'requirement' to work 40% in the office or Park location.
- There was agreement to the suggestion that the policy could be stated in a different way: emphasising that the place of work is the office but giving people the option to work up to 60% from home.
- Need to be clear that office attendance may be required more than 40% of the time depending on the nature of the work.
- Need to emphasise that working for LLDC requires an understanding of the Place and its people, which can only be achieved by spending time in and around the Park.
- Clarity is required on the consequences of someone not meeting the 40% attendance, particularly where this impacts either the business, individual development, or team/people management or collaboration. This should be included in guidance and actively managed by line managers.
- It is imperative that leaders and managers are role modelling this policy and ensuring that they are visible and spending time with their teams for the appropriate proportion of their week.

#### **Actions (all for s40):**

- 1. Take the proposed approach to EMT for formal sign off.**
- 2. Clarify and reissue guidance on hybrid working with practical examples and case studies.**
- 3. Schedule a Management Forum session to inform managers of the agreed approach and discuss implementation.**
- 4. Investigate whether all calendars can be opened by default to improve visibility of people's movements.**