

London Legacy Development Corporation

Meeting title: EMT Management Review Meeting (end-month)
Date: 25 October 2021
Time: 11.15 (Marketing Suite and MS Teams)
Attendees: Lyn Garner, Sarah Perry, Paul Brickell, Anthony Hollingsworth, Erin Weir (for Mark Camley), Mark Robinson (for Ed Stearns), Rosanna Lawes, Nathan Homer, Anthony Hollingsworth, Irene Man, Richard Irish, Anne Ogundiya, Layla Conway Rachel Massey, Oliver Shepherd, Clare Beamish
Apologies: Gerry Murphy, Colin Naish, Mark Camley, Ed Stearns

1. Minutes and actions

1.1. The minutes were agreed. The actions were noted.

2. Matters for decision

2.1. Néna Truman joined to present the **Location strategy update on the LLDC office move to 5 Endeavour Square (5ES)**. The new space offers more flexibility for desk layout, other working space and meeting spaces on the floor. There are 2 quiet rooms allocated to LLDC, 1 for IT and one for Lyn/Peter. There are 87 other bookable meeting rooms on the TfL system. There will be 90 workstations (1:2) and touch down zones. In terms 5ES space, LLDC have to decide on a half of quarter floor plate. It was noted that LLDC would take a 3 year licence for the floor plate and NT would see if LLDC can have a 18 month review period so it could reduce the space, but this is subject to TfL. EMT discussed how the return to 1SP is going, noting that there has not been much take up. It was noted that a critical mass of people is needed in the office to have the benefit of collaborative working and make it worthwhile to come in. EMT felt there was a need to focus on business efficiency and that high performing teams work better/collaborate more in person and junior team members can learn more. Will start to message before Christmas to flag a new approach to working from the new year to get ready for move to 5ES. EMT agreed the recommendations in the report (to approve the relocation to 5ES, delegated to Sarah Perry to oversee the relocation programme and report milestones to EMT, and approved £10k for a building surveyor) and were supportive of taking a half floor plate.

- **Action: Use Management Forum to encourage staff to come in to get used to collaborative working – Look hold a MF meeting at 5ES - OS**
- **Action: Bring new principles for hybrid working before Christmas - SP**

2.2. EXTRACTED - NOT RELEVANT

EXTRACTED - NOT RELEVANT

2.3. EXTRACTED - NOT RELEVANT

2.4. EXTRACTED - NOT RELEVANT

2.5. EXTRACTED - NOT RELEVANT

3. Project Approvals

3.1. EXTRACTED - NOT RELEVANT

4. Policies for approval

4.1. None this meeting.

5. Board and committee papers for review

5.1. EXTRACTED - NOT RELEVANT

6. Corporate performance

6.1. EXTRACTED - NOT RELEVANT

EXTRACTED - NOT RELEVANT

6.2. EXTRACTED - NOT RELEVANT

7. Board and committee forward look

7.1. The forward look was review.

8. AOB and EMT round up

8.1. EXTRACTED - NOT RELEVANT

8.2. EXTRACTED - NOT RELEVANT

8.3. EXTRACTED - NOT RELEVANT

Actions from last management meeting (see email action log for weekly meeting actions)

Date	Action	Owner	Due Date	Status
EXTRACTED - NOT RELEVANT				
25/10/21	Use Management Forum to encourage staff to come in to get used to collaborative working – Look hold a MF meeting at 5ES	AO/OS		speaking to TfL about holding the MF at 5ES in November.
25/10/21	Bring new principles for hybrid working before Christmas	SP	December	
EXTRACTED - NOT RELEVANT				

Open Actions from previous management meetings

Date	Action	Owner	Due Date	Status
EXTRACTED - NOT RELEVANT				

Closed actions since the last meeting

Date	Action	Owner	Due Date	Status

DRAFT

EMT REPORT

Subject: LLDC Return to Office Guidance
Meeting date: 13th December 2021
Report to: EMT
Report of: Néna Truman, 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 Néna Truman. **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.

London Legacy Development Corporation

Meeting title: EMT Management Review Meeting (end-month)
Date: 13 December 2021
Time: 11.15 (MS Teams)
Attendees: Lyn Garner, Sarah Perry, Anthony Hollingsworth, Gerry Murphy, Colin Naish, Mark Camley, Ed Stearns, Rosanna Lawes, Irene Man, Richard Irish, Layla Conway Rachel Massey, Oliver Shepherd
Apologies: Paul Brickell Anne Ogundiya, Nathan Homer,

1. Minutes and actions

- 1.1. The minutes were agreed. The actions had been circulated and 6 closed and 3 updated - see updated table.

2. Matters for decision

- 2.1. EXTRACTED - NOT RELEVANT

- 2.2. EXTRACTED - NOT RELEVANT

- 2.3. EXTRACTED - NOT RELEVANT

- 2.4. EXTRACTED - NOT RELEVANT

2.5. EXTRACTED - NOT RELEVANT

2.6. Néma Truman joined the meeting to present the **Return to Office Guidance and proposed 5ES floorplans**. The proposed changes to the hybrid working guidelines included an expectation of being in the office for 40% of contracted hours. EMT members noted that this should be clearer and more direct (for example removing phrases like "we do not expect" or "rule of thumb". The guiding principle should also be amended to include meeting the business need ("Our ambition is that all employees should be able to work in a way that suits them and meets the business needs." LC noted that the Employee Forum would welcome an opportunity to feed into the guidance and it was agreed to take soundings from EF. It was noted that an updated EQIA will be prepared. Some people may have a disability which could make working in office difficult, and this should be considered under the reasonable adjustments process. It was noted that some people may not feel safe coming into the office in the current Covid situation and this would need to be monitored.

2.7. In terms of communications, the investment in the new office space and working environment should be brought out more. It would be useful to convey that people will work differently when in the office and that this is recognised by managers. The communication should set the direction of travel to 5ES, note that 40% of time makes sense within the new building (which has 50% capacity and be hot desking). It was agreed to include the direction of travel in the webcast and issue a formal communication in January. EMT noted the report. The floorplans were not discussed due to time constraints, and would be circulated via email.

2.8. EXTRACTED - NOT RELEVANT

3. Project Approvals

3.1. EXTRACTED - NOT RELEVANT

3.2. EXTRACTED - NOT RELEVANT

EXTRACTED - NOT RELEVANT

3.3. EXTRACTED - NOT RELEVANT

3.4. EXTRACTED - NOT RELEVANT

4. Policies for approval

4.1. None this meeting.

5. Board and committee papers for review

5.1. EXTRACTED - NOT RELEVANT

6. Corporate performance

6.1. EXTRACTED - NOT RELEVANT

6.2. EXTRACTED - NOT RELEVANT

7. Board and committee forward look

7.1. The forward look was reviewed.

8. AOB and EMT round up

8.1. EXTRACTED - NOT RELEVANT

8.2. EXTRACTED - NOT RELEVANT

8.3. EXTRACTED - NOT RELEVANT

9. Consent agenda

9.1. EXTRACTED - NOT RELEVANT

9.2. EXTRACTED - NOT RELEVANT

EXTRACTED - NOT RELEVANT

Actions from last management meeting (see email action log for weekly meeting actions)

Date	Action	Owner	Due Date	Status
EXTRACTED - NOT RELEVANT				

Open Actions from previous management meetings

Date	Action	Owner	Due Date	Status
EXTRACTED - NOT RELEVANT				

12/04/21	Refresh EMT template to make the equalities section more prominent and issue guidance on completing this section	RM	TBC	To be discussed with IM
EXTRACTED - NOT RELEVANT				

EXTRACTED - NOT RELEVANT

Closed actions since the last meeting

Date	Action	Owner	Due Date	Status
EXTRACTED - NOT RELEVANT				

OK!

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

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 20th 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 20th 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, Nena Truman

Apologies: Lyn Garner, Nathan Homer, Layla Conway

LLDC Hybrid working policy

Nena Truman 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 Nena):

- 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.**

London Legacy Development Corporation

Meeting title: EMT Management Review Meeting (mid-month)
Date: 11 April 2023
Time: 11am (5ES and MS Teams)
Attendees: Lyn Garner, Rosanna Lawes, Ed Fane (for Mark Camley), Colin Naish, Ed Stearns, Nathan Homer, Michelle May, Richard Irish, Adam Adesina, Anthony Hollingsworth, Rachel Massey, Oliver Shepherd, Debbie Wooldridge (for Sarah Perry), Anne Ogundiya
Apologies: Gerry Murphy, Mark Camley, Sarah Perry, Vivian Murinde

1. Minutes and actions

- 1.1. The minutes were agreed subject to reopening the action about marketing KPIs.

2. Matters for decision

- 2.1. Néna Truman joined the meeting to present the update on **Hybrid Working** following the survey and SEMT discussion on the proposal to change the wording in the guiding principles from an expectation to a requirement to work 40% of time from an office/Park location. This would not be mandated via a policy but would be monitored and managed on a case by case by managers. There would be a Management Forum scenario-based discussion to agree best practice in managing this consistently. There would also be a review of associated policies such as core hours and flexible working. The risks of the approach were loss of talent or not attracting talent, this would be mitigated via flexible working arrangements.
- 2.2. There was no baseline of how many people were not currently meeting the 40% expectation, but NT noted that some survey responses mentioned unfairness or inconsistency. It was noted that some teams are in more that two days per week, and some colleagues are out on the Park/venues which others may not be aware of. AA noted the Employee Forum discussions on hybrid working had also raised a perception of unfairness that some people are in more than others, so it would be important to have clear and transparent process for requesting any flexibility to the approach.
- 2.3. AO noted that some of the feedback about hybrid working had been about IT issues and Jim Wood was happy to give training if required. Colleagues would be encouraged to open their calendars and indicate when they will be in the office.
- 2.4. EMT agreed with the approach to change the wording rather than mandate a policy and felt that the revised wording provided clarity. LG requested that the wording note that the 40% is subject to business need, so people may need to be in the office more. It was noted that developing the organisational culture is a business need.
- 2.5. EXTRACTED - NOT RELEVANT

3. Project Approvals

3.1. None this meeting.

4. Policies for approval

4.1. None this meeting.

5. Board and committee papers for review

5.1. None this meeting.

6. Corporate performance

6.1. None this meeting.

7. Board and committee forward look

7.1. The forward look was noted.

8. AOB and EMT round up

8.1. EXTRACTED - NOT RELEVANT

8.2. EXTRACTED - NOT RELEVANT

8.3. There were no reflections on the meeting raised.

9. Consent items

9.1 EXTRACTED - NOT RELEVANT

Actions from last management meeting (see email action log for weekly meeting actions)

Open Actions from previous management meetings

Date	Action	Owner	Due Date	Status
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EXTRACTED - NOT RELEVANT

Open Actions from previous management meetings

Date	Action	Owner	Due Date	Status
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EXTRACTED - NOT RELEVANT

EXTRACTED - NOT RELEVANT

Closed actions since the last meeting

Date	Action	Owner	Due Date	Status
EXTRACTED - NOT RELEVANT				

EXTRACTED - NOT RELEVANT

Question	Response
Name of policy / funding activity / event being assessed?	Recovery – Re-occupation of office/s post Covid-19 Pandemic
Summary of aims and objectives of the policy / funding activity / event	To safely re-occupy the office/s to reach a steady state
What involvement / consultation has been done in relation to this policy? (e.g. with relevant groups and stakeholders)	Consultation with Employee Forum, involvement from BAME Lean in Group. Wider organisation informed of plans once agreed at higher level.
Who is affected by the policy / funding activity / event?	All Employees
What are the arrangements for monitoring and reviewing the actual impact of the policy / funding activity / event	Monitoring regularly and review at 3 months post re-occupation. Consultations with Employee Forum, BAME lean in Group. Having a regular item at Team meetings and general organisation wide feedback will also inform this work.

Commented [NT1]: Good idea -included

Protected Characteristic group	Is there potential for positive or negative impact?	Please explain or give examples of any evidence/ data used	Action to address negative impact. (e.g. adjustment to the policy)
Disability	Yes	<p>Positive Impact could be flexible working meaning less commuting, home environment may be more comfortable.</p> <p>Those who are within vulnerable categories are also set to have booster vaccinations, which may result in requirement to work</p>	<p>Ensure regular communication, and inclusive meetings.</p> <p>H&S Protocols reviewed and communicated regularly.</p>

		<p>from home more due to associated side effects.</p> <p>Negative impact could be feelings of isolation when working from home, anxieties around safety in the office and worries around Covid if CEV</p>	
Gender reassignment	None Anticipated		
Marriage or Civil Partnership	None Anticipated		
Pregnancy and Maternity	Yes	<p>Pregnant people are at higher risk from catching Covid and may not have taken vaccination when offered. Potential for partners to support those who are pregnant by wanting to minimise contacts through travel and going to the work place.</p> <p>Those with children may feel pressure to 'do it all' and this could translate to issues with childcare / flexible working</p>	<p>Increased cleaning regimes in place and regular communication with line managers to work on an approach that works best for the individual and mitigates risk. In addition, those with children may need to be more flexible and line managers should work with their team to ensure there is a solution in place.</p>
Race	Yes	<p>Statistically people from Black, Asian and Ethnic Minority (BAME) groups are more likely to suffer with Covid – therefore travelling to workplace could</p>	<p>Reduced time in office and regular communication with line managers to work on an approach that works best for the individual and mitigates risk.</p>

		create a negative impact.	
Religion or belief	Yes	For those people who do not accept the vaccination for religious or cultural reasons, risks are higher when entering the workplace / using public transport etc.	Increased cleaning regimes in place and regular communication with line managers to work on an approach that works best for the individual and mitigates risk.
Sexual orientation	None Anticipated		
Sex (gender)	Yes	See also – Pregnancy and Maternity. Traditionally women may feel additional pressure when it comes to childcare / work balance.	Regular communication with line managers to work on an approach that works best for the individual and team.
Age	Yes	<p>Those who are older are more at risk from Covid and therefore could create negative impact through travelling on public transport or being in crowded environment.</p> <p>Those who are older are also set to have booster vaccinations, which may result in requirement to work from home more due to associated side effects.</p> <p>Equally those who are younger may live within a home with people in more vulnerable categories.</p>	<p>Phased re-occupation over the summer months is anticipated to mean less people on public transport / peak teams changed. Regular communications with line managers to work on an approach that works best for the individual and mitigates risk.</p> <p>Phased approach means by the time we are in 'steady state' (September 2021) the majority of the UK adult population will have been offered their vaccination and those who take it are likely to have had both jabs.</p>

		<p>Additionally they may not have suitable space to work from home some of the time. Also, younger people may not have been offered vaccination yet which could cause anxieties.</p>	
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Evaluation:

Question	Explanation / Justification	
Is it possible the proposed policy or activity or change in policy or activity could discriminate or unfairly disadvantage people?	We have taken every action we can to ensure this does not happen, however there is a possibility that some groups may feel unfairly disadvantaged. However, we plan to work closely to ensure any negative impact is minimised and all our employees working in a way that benefits both them and LLDC.	
Final Decision	Tick the relevant box	Include any explanation / Justification required
No barriers identified, therefore activity will proceed .		
You can decide to stop the policy or practice at some point because the data shows bias towards one or more groups		
You can adapt or change the policy in a way which you think will eliminate the bias	X	We have identified potential impact / bias and will change things if needed as we progress with the re-occupation.
4. Barriers and impact identified, however, having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy		

or practice (e.g. in extreme cases or where positive action is taken). Therefore, you are going to proceed with caution with this policy or practice knowing that it may favour some people less than others, providing justification for this decision.		
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Will this EIA be published* Yes/Not required (*EIA's should be published alongside relevant funding activities e.g. calls and events)?	Internally published only
Date completed:	July 2021
Review date (if applicable):	October 2021

Change Log:

Name	Date	Version	Change
	when published	1	

Question	Response
Name of policy / funding activity / event being assessed?	Head Office Relocation
Summary of aims and objectives of the policy / funding activity / event	To move the LLDC Head Office from 1 Stratford Place to 5 Endeavour Square in time for the lease to end on 15 May 2022
What involvement / consultation has been done in relation to this policy? (e.g. with relevant groups and stakeholders)	Board and EMT approval, consultation with EF and working group
Who is affected by the policy / funding activity / event?	All Employees
What are the arrangements for monitoring and reviewing the actual impact of the policy / funding activity / event	Monitoring regularly and review at 6 /12 months post relocation.

Protected Characteristic group	Is there potential for positive or negative impact?	Please explain or give examples of any evidence/ data used	Action to address negative impact. (e.g. adjustment to the policy)
Disability	Yes	<p>New office location is well equipped for those with a disability – positive impact</p> <p>Slightly further from Stratford Station – negative impact</p>	<p>Review regularly. Ensure all people with disability have a PEEP in place which will be shared with building management to ensure safe evacuation using fire lift (if needed)</p> <p>Ensure regular communication, and offer flexible start / end times to enable slightly longer travel time for those who are mobility impaired</p>

		6m review – some issues recorded with lighting and noise levels in office	Work with individuals impacted to come up with reasonable adjustments – use OH if needed
Gender reassignment	None Anticipated		
Marriage or Civil Partnership	None Anticipated		
Pregnancy and Maternity	Yes	Slightly further from Stratford Station – negative impact Office on level 9 – if there was an evacuation, could take someone a long time to get down / cause issues if struggling with walking	Ensure regular communication, and offer flexible start / end times to enable slightly longer travel time for those who may have issues walking due to pregnancy Ensure all pregnancy is recorded with POD using risk assessment and complete a PEEP at the same time to ensure safe evacuation using the fire lift.
Race	None Anticipated		
Religion or belief	Yes	Dedicated faith rooms - positive impact	Ensure faith rooms are shown on facilities walk around in first weeks
Sexual orientation	None Anticipated		
Sex (gender)	None Anticipated		
Age	None Anticipated		

Evaluation:

Question	Explanation / Justification	
Is it possible the proposed policy or activity or change in policy or activity could discriminate or unfairly disadvantage people?	We believe the new location offers more benefit than the previous and the space has been organised to increase collaboration and connection. This EqIA will be reviewed at 6 and 12 months to ensure anything new is being captured.	
Final Decision	Tick the relevant box	Include any explanation / Justification required
No barriers identified, therefore activity will proceed .		
You can decide to stop the policy or practice at some point because the data shows bias towards one or more groups		
You can adapt or change the policy in a way which you think will eliminate the bias		
Barriers and impact identified, however, having considered all available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy or practice (e.g. in extreme cases or where positive action is taken). Therefore, you are going to proceed with caution with this policy or practice knowing that it may favour some people less than others, providing justification for this decision.	x	Any issues experienced by those with a disability will be dealt with as soon as it is raised.

Will this EIA be published* Yes/Not required (*EIA's should be published alongside relevant funding activities e.g. calls and events)?	Internally published only - intranet
Date completed:	April 2022
Review date (if applicable):	October 2022 / April 2023

Change Log:

Name	Date	Version	Change
NT	April 2022	1	
NT	October 2022	2	Updated disability section

Hybrid Working at LLDC

Presentation to Strategic EMT

Néna Truman – Workplace Experience Manager

20/3/2023



“

Success in a hybrid work environment requires employers to move beyond viewing remote of hybrid environments as a temporary or short-term strategy and to treat it as an opportunity.

- George Penn, VP at Gartner

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Hybrid Working at LLDC

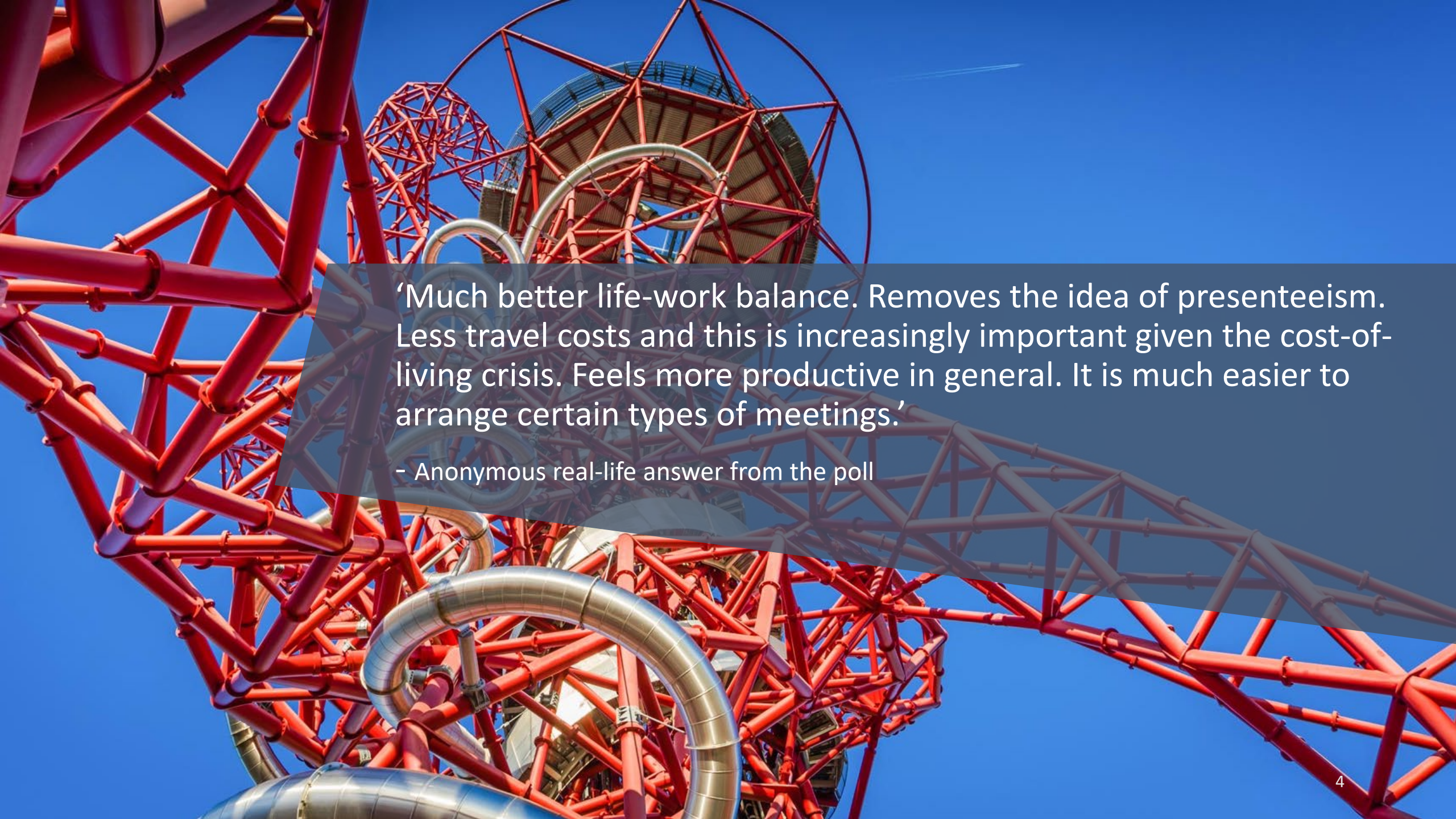
- Following the extended period of remote working as a result of the Covid-19 Pandemic, LLDC moved to a hybrid working model in late 2021. Initially there was some reluctance to come to the office for various reasons, but in April 2022 the organisation moved to a new office space, reducing the number of desks available and updated its guidance on Hybrid Working.
- Current expectation is that LLDC Employees are to work at least 40% of their contracted hours in the office or other park location.

Our employment contracts state

Place of Work Your normal place of work will be the location named above (5ES) but you may from time to time be required to travel or work at different locations for the proper performance of your duties. The Legacy Corporation reserves the right to require you to relocate to any other location within Greater London.

Flexible Working The Legacy Corporation seeks to provide employees with the opportunity to work flexibly in order to maintain a good work life balance and to recognise and appreciate employee's responsibility outside work. Flexible working pattern proposals will be considered, and will be subject to the organisation needs of the Legacy Corporation.

- **Today SEMT are asked to review the results and make a recommendation to EMT on the future of Hybrid Working at LLDC** - The review has been defined following data received from an all colleague poll administered through ParkLife which garnered 64 responses, along with supplementary feedback from POD Partners following discussions with Directorates and broader market research.



‘Much better life-work balance. Removes the idea of presenteeism. Less travel costs and this is increasingly important given the cost-of-living crisis. Feels more productive in general. It is much easier to arrange certain types of meetings.’

- Anonymous real-life answer from the poll

Poll results, directorate feedback and research – the highlights

Q 1- What do you think works well when thinking about hybrid working?

- The overwhelming takeaway from the poll was that people really like hybrid working and want it to continue. There is no desire to return to the 'old way'. External research from Disruptive HR has shown that less than 2% of people dislike hybrid working. In addition, it's well documented that being in the office all the time can lead to loss of talent. When recruiting, remote and hybrid working opens up a wider talent pool.
- It's clear that people enjoy the flexibility afforded to them by working in a hybrid fashion. Work/life balance and wellbeing was mentioned a number of times as a key positive.
- Time and money saved on commuting was a big bonus for many.
- Having a directorate day works well for many teams.
- The IT equipment works well for remote working and many people are now used to this style of working.

Poll results, directorate feedback and research – the highlights

Q 2 - What do you think doesn't work so well when thinking about hybrid working?

- There are mixed opinions on the technology available to us. Some think it works very well and others think it needs upgrading. There could be an element of education needed so our people can get the very best out of the technology available to them.
- Tech on 10th floor doesn't work for hybrid meetings. (Note, this is being upgraded at the end of March)
- There is a disparity in consistency between teams, which is to be expected as LLDC consists of so many different types of roles. Some people suggested that within their team there wasn't much flexibility in which days they were supposed to be in the office. Others say they miss seeing colleagues from other teams.
- Productivity levels in the office are lower with many people on teams meetings which could be done from home.
- There were some requests for more guidance on hybrid working and hybrid meetings. Some people found it was difficult being on a hybrid meeting when working remotely with discussions in the office taking precedence over those on the screen.
- Many think the office is well appointed, but feel more they get more done at home / remote. Some note that coming to the office can be productive in other ways, though travelling in to sit on teams meetings feels counter-productive.

Poll results, directorate feedback and research – the highlights

Q3 - Do you have any suggestion as to how LLDC can better facilitate and support this new way of working?

- The vast majority of people think that the current expectation works well for them. However, outside of this, there are extreme opinions on both sides. Some thinking that LLDC should be a lot more flexible with more remote working, and others believe that attendance in the office should be mandated and tracked. Ideally we need to find a balance between the two, retaining a firm expectation but also empowering managers to make decisions regarding their teams that benefit both LLDC and the employee.
- Many teams have a 'team day' and the second day (if applicable) is fairly relaxed. Some teams report that they don't always know if people will be in which can cause some issues when planning meetings.
- It's reported that people are fairly lax when planning office days, with questions around whether there is a need to be more prescriptive about office attendance.
- Some think LLDC should be clearer on the expectation of people being in the office for a meeting or event - being clear it is not always a choice.
- Making it clear managers and junior staff should be making time to be in the office together.

Points to consider before making recommendation

- EMT's view is that 40% is a minimum requirement. If this is way we move forward, how will it be managed?
- A major benefit to all roles being in the office for at least 40% of the time, is the learning and development opportunities that can be found by mixing with colleagues - particularly for those starting out in their careers or mid career.
- In addition to the above point, our connection to the Park and community we serve should remain at the forefront, therefore fully remote working would not be appropriate.
- LLDC business need should come first, so if an employee is required to attend the office for a specific reason, they should plan accordingly rather than chose their own preference / convenience.
- If we do not insist that people come in to the office at least 40% of the time (outside of those with a flexible working arrangement), resentment could build from those teams who do stick to the 40% towards those teams who don't.
- It's important that managers feel empowered to make decisions regarding their teams, and able to be flexible if this is required.
- It is well documented that high performing teams are built on a foundation of trust, ensuring everyone feels valued and understood. Feeling like attendance is being policed at work erodes this trust and can lead to resentment and ultimately, loss of talent. Having flexibility and autonomy over working hours can be a major factor in someone's overall experience at work and should not be underestimated.

Results

Based on this review, 40% office or Park location attendance is right approach for LLDC.

SEMT to agree and make recommendation to EMT

- Does LLDC need to be more explicit with this requirement and begin to mandate / track what days people come in? Note - We are unable to accurately track office attendance using either technology or other means, any tracking would need to be done locally.

Or

- Does LLDC need take a more flexible approach, allowing people to come in when they feel it has purpose and value? For example, one designated team day per week and any other time to be decided by the employee.
- Should the approach to hybrid working be applicable to everyone (including contractors) or managed locally by directorate – (will this cause resentment?)?

Next Steps

- Recommendation from SEMT to be taken to EMT.
- Communication to the wider business about the results.
- Hybrid Working guiding principles and guidance on what hybrid really means to be reviewed and re-issued. To include guidance on hybrid meetings.
- Upskilling people managers will help ensure effective management of colleagues in a hybrid world. Therefore there should be a Management Forum discussion around how to manage teams, ensure equitable treatment such as avoiding proximity bias, including case studies and knowledge sharing on best practice.
- Keep hybrid working under constant review measuring against business need and employee feedback, whilst ensuring alignment with wider GLA family.