

Committee(s): Nominations, Effectiveness & Inclusion Committee of the Barbican Centre Board	Dated: 18/01/2023
Subject: City of London Corporation's Workplace Attendance	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	7, 8
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Claire Spencer, CEO, Barbican	For Information
Report author: Steve Eddy, Head of HR, Barbican	

Summary

Following feedback from the Staff Survey, Staff Diversity Networks, Members and Chief Officers, the Corporate Services Committee has now agreed to a long-term organisational approach to workplace attendance across the Corporation which is now being developed into a Workplace Attendance Policy.

Four categories of roles have been agreed: workplace based, hybrid, workplace+ and academic. Categorisation of current roles and new recruits is for Chief Officers to decide upon.

Staff will be written to shortly to notify them of the category for their role and a Workplace Attendance Policy has been drafted and will be published shortly

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The return to work arrangements following the pandemic have been successful across the Corporation but were an interim measure not designed to necessarily meet the organisation's varied needs in the longer term.

2. Members asked that officers consider a more enduring position which provides the necessary structure and clarity to our staff and stakeholders. A paper was taken to the then Establishment Committee in May 2021 and, following further discussion with Chief Officers, a further paper was taken to Corporate Service Committee in October 2022 proposing the following segmentation of our workforce, with all arrangements to be pro-rata for part time employees or those on formalised flexible or alternate hours arrangements (e.g., condensed hours):
 - a. **Workplace-based:** An individual whose role requires them to be based in a specific City Corporation workspace or third party site for all working days, such as a gallery, office or reception desk. No option to work from home.
 - b. **Hybrid:** A desk-based individual who can work effectively from a variety of workspaces including home. Expected to be in the office a minimum of 2 days per week or 8 days every 4 weeks (to be defined by the relevant Chief Officer). Staff can attend the office more than this if that is their preference, or based upon need, but no less.
 - c. **Workplace+:** An individual whose role generally requires them to be based in a specific City Corporation workspace or third party site, but with a limited option to work from home (maximum 1 day per week or equivalent) where appropriate and with managerial approval.
 - d. **Academic:** An individual whose role requires them to be workplace-based for all working days during term time but can follow hybrid worker arrangements outside of term time.
3. The proposal was agreed by Corporate Services Committee.
4. The Workplace Attendance Policy is intended to be separate to our Flexible Working Policy (e.g. compressed hours, flexible hours), although we will need to ensure that the two work in harmony. We need to ensure that existing flexible working arrangements for individuals are honoured, unless they want to revisit. If this cuts across the workplace attendance, then managers, in agreement with Chief Officers, would need to agree local arrangements for these individuals, ensuring that the flexible working agreement takes priority.
5. There are no pay implications to the proposal for employees and the new classifications will have no effect on London weighting. In implementing this policy, no changes will be made that put colleagues at a financial disadvantage.
6. Informal discussions have taken place with our Trade Unions on the proposed policy application and formal discussion with Trade Unions would need to take place during the implementation period.
7. The proposal has been designed to ensure that it is beneficial to employees as well as meeting our organisational needs. Some of these benefits are as follows:
 - Overall, provides more flexibility than rigidity for employees, including flexibility regarding office access;

- Gives employees an agreed (rather than temporary) working pattern that will enable them to plan in the longer term and therefore provide good work/home life balance;
 - Ensures that employees do spend some of their working time in the City, which facilitates understanding of local issues and face to face contact and collaboration with teams, members and stakeholders;
 - For hybrid workers, the new arrangement will enable use of more cost-efficient public transport ticket options, for example the flexible season ticket which provides for 8 days travel in a 28-day period.
8. As well as benefitting employees, the proposed working patterns would provide a number of benefits to City of London Corporation:
- Gives Chief Officers and their teams flexibility and autonomy within a framework in how they recruit and manage their workforce;
 - Competition and demand for talent is currently high in a number of areas. Flexibility in the offers we can make to prospective staff will enable us to compete in the market, and therefore recruit and retain best talent;
 - Ensures a continued place-based approach to how we support the City, including visibility of staff to members and stakeholders;
 - Gives more control and structure to how we use our office space, enabling better planning, better utilisation of desks across the working week, and includes a potential saving on space across the Corporation estate;
 - Hybrid Employees can attend the office for more days if they wish and if business needs require it.

Current Position

9. At the Barbican, Directors and Heads of Departments have carried out an initial categorisation of all employee roles across the Centre, into the 4 categories outlined above. Around 65% of roles at the Barbican have been categorised as hybrid with the remaining 35% categorised as workplace based or workplace+. The information has been returned to the Corporate HR team, along with returns from all departments across the Corporation, and they are currently reviewing before confirming with each employee the workplace category their role falls into.
10. A Workplace Attendance Policy for the Corporation is also being developed and once finalised it will be added to the Employee Handbook
11. The overall approach has been communicated to staff and FAQs have been published on the intranet.
12. It will be for managers, under the oversight of Chief Officers, to set the parameters under which hybrid working rules for those applicable roles will be managed. Ultimately what is most important is that:
- Our approach meets business needs
 - We can evidence or provide clear justification as to why we have set business need the way we have
 - The rules are applied on a roles basis not people basis

- We provide as consistent an approach as possible across the Corporation's single workforce

13. There will be a route for appeals by staff who feel their role has been wrongly categorised.

Financial implications

14. There may be an ongoing health and safety cost. Whilst we do have an equipment offer for staff that can work remotely, we would expect some financial impact arising from a push for hybrid workers to have healthy workspaces at home although this would mitigate risk in relation to injury or ill health as a result of inadequate arrangements.

Equality implications

15. The Corporation has taken on board feedback from the Staff Networks, as well as BHE research, when designing the proposals. In addition, they will work with the Corporate Equality, Diversity and Inclusion (ED&I) team to undertake a full Equality Impact Assessment of the proposed workplace attendance approach ahead of implementation.

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