

## Office attendance

***From 4 September 2023, all colleagues will need to be in an office for at least ten days per month\****

***\*this does not apply to the very small number of colleagues on existing remote or high-hybrid contracts***

## Why are we doing this?

We're a commercial organisation and our customers come first in our thinking and approach to flexible working. Since the end of lockdown we have had an exceptional temporary arrangement where we've asked colleagues to come into an office 2-3 days a week. Unfortunately, our temporary approach has not been adopted consistently.

Every organisation is different, but we want to use our office spaces to come together to foster creativity and innovation. Coming together to collaborate is a vital part of maintaining our culture and values and driving our business forward.

## What's happening?

From 4 September, all colleagues will spend a minimum of 10 days a month in the office.

However, there is no one size fits all and we know some colleagues will be required in an office more often and these will be communicated to separately by their line managers.

## Formal flexible working requests

Colleagues can still apply, through the usual process, for a permanent flexible working contract to be considered. Details of the process are available on the Burrow within the Flexible Working Policy. Please note, we do not compress hours at CtM, so any reduced hours will also come with re-aligned pay.

## Frequently Asked Questions

<b>Will we be reviewing this arrangement?</b>	As with all working arrangements, they remain subject to review in line with business and customer needs.
<b>Is this a trial?</b>	No
<b>Will you be monitoring this arrangement?</b>	Yes
<b>What about attending conferences or training days?</b>	As these will be infrequent, they can be counted as an office day. You must agree this with your line manager in advance.
<b>Can I still leave early to pick up children?</b>	If you're working in an office, the expectation is that you're there for the full day.

	<p>Of course, there may be the occasional exception (school plays, sports days etc).</p> <p>If you want to regularly leave to pick up children, you can submit a flexible working request via the current system.</p>
<b>I'm neurodiverse and work better at home, can I be an exception?</b>	If you have a diagnosed condition, please speak to your line manager who will work with you and HR to ensure we're putting the right working conditions in place in an office to help you work effectively.
<b>What if I don't come in 10 days per month?</b>	Your line manager would discuss next steps, but this is a requirement of your role and contract of employment.
<b>If I'm off sick or on leave, do I still need to do ten days in an office?</b>	You don't need to make up for sick or annual leave. The arrangement works out as 2-3 days per week.
<b>I don't work full time, is the number of office days determined on a pro-rata basis?</b>	Yes
<b>All of my team are based in a different office to me, why would I come in and sit alone?</b>	As well as being part of a team, you are also part of the broader CtM community. We have made every effort to make our offices welcoming and friendly and we think you will still find value in the wider connections you make.
<b>Can I come in for two full weeks then work from home for the other two weeks?</b>	How you arrange your days should be in line with your team and business requirements and in agreement with your line manager. Remember, this is also about being part of the broader CtM community and experiencing everything we have to offer.
<b>Where's the policy?</b>	There is not a separate policy, as this is a temporary variation of your contracted working arrangements. Your employment contract remains in force.

<b>If this is a temporary variation, what are my permanent contracted working arrangements?</b>	For the vast majority of colleagues, the permanent contract requires full time in the office.
<b>What happens if I have a high-hybrid contract?</b>	This remains in place.
<b>What if I have a remote working contract?</b>	This remains in place.
<b>What if I want to transfer to a high-hybrid or remote contract?</b>	We have a very small number of people on these contracts. We are not anticipated switching anyone else to a high-hybrid or remote contract.
<b>How do I arrange transport and childcare to accommodate the arrangement?</b>	We are starting the arrangement on 4 September to give you time to prepare.
<b>But costs of transport / childcare have risen. How do I afford this?</b>	<p>We are very sympathetic to the rising costs of living and have made awards outside of our normal schemes last year and this year to help. We are also giving notice to be able to help you plan.</p> <p>Permanent contractual terms for most people are full time in an office.</p>
<b>I got a dog in lockdown and now I'll need to make costly arrangements?</b>	Although we appreciate that some people did take on additional responsibilities during lockdown, we never made any permanent variation to contracts. It was always intended that lockdown was a temporary solution and life would return to normal at a point.
<b>Will you be looking at individual data?</b>	Yes
<b>Will attendance form part of my / my ELT member's objectives for performance review?</b>	Yes
<b>Will you increase the number of days required in an office any further?</b>	Our arrangements remain subject to review, but we hope everyone will focus on making this arrangement work.
<b>Will you reconsider a 4-day week? Or the ability to do compressed hours?</b>	We don't offer compressed working at CtM. You can apply to work a 4-day week (with the associated adjusted salary) in line with the flexible working policy.

<b>Does time spent working at an agency count as office time?</b>	A small number of colleagues spend significant time working in an agency office. In agreement with your line manager, this does count as office time.
<b>Is the organisation remaining flexible in how I work?</b>	<p>We value flexibility, offering a mix of remote and office working.</p> <p>Of course, we know people occasionally need to attend domestic events such as school activities and other appointments, which need to happen in the working day. We want to continue to be flexible to ensure colleagues enjoy those things, but you must have agreed it with your line manager in advance.</p>
<b>Can I apply for a flexible working contract?</b>	Yes, you can apply via the current system outlined in the Flexible Working Policy. Please note, we don't compress hours at CtM, so any reduction in hours does come with a comparable amendment to salary.
<b>I joined during lockdown and was advised I wouldn't need to attend the office regularly</b>	We were flexible during lockdown as many businesses were, closely following guidance. This arrangement refers to the terms in your contract. If you are on a high-hybrid or remote contract, that remains. If you are on a standard contract, you are required to be in an office at least 10 days per month.
<b>We already have a great culture and are achieving good commercial outcomes, why do we need to be in the office more regularly?</b>	This model is how we intended to run the business post-lockdown. We have tried to achieve it informally, but it's not consistent, so we're being more explicit.
<b>Are you worried people will leave as a result of the arrangement?</b>	All organisations need to define how they want to run their business. It's then up to individuals to decide whether that works for them and whether that organisation is the right fit.