

**House of Commons and Joint Departments**  
**Supplementary Information on Estate Attendance**

**October 2025**

**Background: Hybrid working policy**

1. Hybrid working is a regular pattern of work, where some working time is spent on the Parliamentary Estate and some time is spent working remotely. The CIPD conducted research in 2025 which found that 74% of employers across the UK say they have hybrid working in place.
2. The House undertook an 18-month trial period of hybrid working, to learn how to apply hybrid working approaches to meet Parliament's needs. The trial ended in December 2022 and in January 2023 the Estate and Hybrid Working Policy was launched. The policy applies to all directly employed staff of the House of Commons and Joint Departments whose contractual place of work is Westminster. In practice this currently means everyone except for some Parliamentary Outreach roles.
3. The Hybrid Working Policy makes the House and Joint Departments more competitive to attract and retain top talent and a diverse talent pool who value flexibility. Recent recruitment studies show that flexibility is a top concern for many candidates,<sup>1</sup> and employers are most likely to say that hybrid working has brought a positive impact for the attraction and retention of talent. The hybrid policy has made a substantial difference in recruiting into some hard to fill roles e.g. software developers, and allows the organisation to attract talent from beyond the Southeast region which supports our efforts to improve our diversity.
4. The reduced need over time for office space and related expenses can result in cost savings. A hybrid model also contributes to business continuity, allowing work to continue uninterrupted in case of emergencies or unforeseen events that prevent employees from physically attending the estate of campuses.
5. Hybrid working can also bring challenges which need to be managed to ensure team cohesion and service delivery. A suite of resources and HR support is available to all managers, including guidance on inducting new staff, managing performance and supporting wellbeing in hybrid teams. In a Parliamentary context, we also need to ensure that hybrid working does not negatively impact the face-to-face services that we provide to Members and others on the Parliamentary Estate, as we recognise the value that in-person support offers.
6. The House service welcomes feedback from all stakeholders as to where services may be delivered more effectively. In particular, we welcome Member views on which services are particularly valued or benefit from being an in-person service, as Parliament and the wider world moves towards a more digital-first approach to service delivery.

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<sup>1</sup> A leading agency in the recruitment industry conducted research that emphasised the importance of hybrid working with most candidates, who are now prioritising flexibility over salary.

## **Current Estate and Operation of the policy**

7. Around one third of job roles are categorised as Estate-based. This means that remote work is not a regularly occurring aspect of these roles, although it may happen from time to time. Around two thirds of job roles are categorised as suitable for hybrid working.
8. For hybrid working roles:
  - The Commons Executive Board sets the overall direction for the organisation
  - Each Managing Director defines the business need for their team, including expectations of the overall balance of on-Estate and remote work,
  - Managing Directors are responsible for taking action where attendance falls below the threshold agreed for their team
  - Each manager works with their direct reports to determine how the guidance is applied in their team.
9. Based on business need, teams across the House of Commons has minimum attendance thresholds of between 40% and 100% and PDS have a minimum attendance threshold of 20%. The ICGS as a bi-cameral team have followed the House of Lords attendance policy, which has no minimum onsite attendance requirement. The Lords Administration expects hybrid working arrangements to be managed and agreed at local level by managers and colleagues depending on, business needs, nature of the role, what is happening within the role and team at any particular time and individual preferences.
10. The House of Commons and Joint Departments' job description templates provides clear statements on hybrid working arrangements, that "Our mission is to support making parliament happen – this means being ready to carry out our essential functions to support colleagues deliver excellent services on the Parliamentary Estate and remotely. Currently, staff can have a hybrid working arrangement under the Hybrid Working Policy. The opportunity to have a hybrid working arrangement and the nature of any such arrangement, varies according to the requirements of each job role. There are some roles which can only be carried out from the Parliamentary Estate." There is flexibility in our recruitment templates and documentation, if there is a specific hybrid working requirement for a particular Team this can be added in, with the caveat that it is not contractual.

## **Attendance data**

11. The Civil Service monitors and publishes occupancy levels rather than attendance levels. Occupancy is defined as usage of office space; typically, how many desks or workstations are in use in a given building. The Civil Service data published on desk occupancy relates to departmental HQ buildings only.
12. For the House and Joint Departments, data used to model onsite attendance refers to the proportion of working days physically present in the workplace. The policy and agreed thresholds focus on attendance rather than occupancy as one third of the workforce does not work at a desk or in office space.

13. Pass reader data is collated over a month with the consolidated daily counts used to calculate an individual's physical presence on the estate including campus spaces. The raw pass reader figures are acknowledged to be underestimates of attendance, for several reasons:
- Some staff work full time but not over five days per week, i.e. compressed hours. These staff can meet their attendance by calculating hours on site, but this will not be reflected in pass reader data.
  - Within our Estate & Hybrid Working Policy, attending meetings or visits off the estate but in person counts as 'on estate' time, but is not recorded as such as this data is based on Parliamentary estate pass activity.
  - Pass reader data includes those who have a statutory or workplace adjustment who may be required to attend the estate less than the minimum attendance threshold for their team.
14. The table below shows the estate attendance by teams over a 12-month rolling period (April 2024 – March 2025) alongside the March 2025 attendance figures. The modelling takes into account individuals' annual leave entitlement and pro-ratas this over the 12 months. This will cause some anomalies in the reporting, as staff will take more leave in some months and less in others. Attendance data is reported as a rolling 12-month period figure due to the impact on working patterns and attendance levels between recess and sitting times
15. For March 2025, Estate Attendance across the House of Commons and Joint Departments was 56%, 13% above the combined minimum threshold for the organisation of 43%. Less than 5% of the workforce have been excluded from the March modelling for the following reasons: Long term absence (career break, secondment, family leave, sickness), they joined the organisation on/close to the last working day of the month or they have a contract type of secondment in, agency, contractor, intern or NED.

| <i>Estate Attendance by team</i>                    | <b>Rolling 12 months</b> | <b>March 2025</b> |
|-----------------------------------------------------|--------------------------|-------------------|
| <b>Chamber and Participation</b>                    | 52%                      | 67%               |
| <b>Customer Experience and Service Delivery</b>     | 80%                      | 88%               |
| <b>Finance Portfolio and Performance</b>            | 33%                      | 36%               |
| <b>Governance Office</b>                            | 41%                      | 45%               |
| <b>ICGS</b>                                         | 9%                       | 11%               |
| <b>Office of the Executive and Speaker's Office</b> | 53%                      | 64%               |
| <b>Parliamentary Digital Service</b>                | 24%                      | 24%               |
| <b>Parliamentary Maintenance Services Team</b>      | 72%                      | 75%               |
| <b>People and Culture</b>                           | 34%                      | 40%               |
| <b>R&amp;R Client Team</b>                          | 40%                      | 48%               |
| <b>Research and Information</b>                     | 34%                      | 40%               |
| <b>Security Department</b>                          | 68%                      | 73%               |
| <b>Select Committee Team</b>                        | 38%                      | 53%               |
| <b>Strategic Estates</b>                            | 40%                      | 43%               |
| <b>Totals</b>                                       | <b>49%</b>               | <b>56%</b>        |

16. The onsite attendance modelling started in January 2023 with data showing a combined attendance of 47% in that period. Comparing March figures year-on-year, attendance levels have increased by 9% to March 2025.
17. The Commons Executive Board acknowledges that the raw pass reader data will underestimate the percentage of time that staff work away from home for the reasons laid out in paragraph 13. CEB has therefore commissioned three Teams to manually monitor attendance for the month of November 2025 to help calibrate the pass reader results. This will provide a known correction factor that can be applied to the data to improve its accuracy in the future.
18. Managing Directors of teams whose onsite attendance falls below the minimum threshold are responsible for addressing this issue, including implementing measures to improve attendance.

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**15<sup>th</sup> October 2025**