

From: [REDACTED]

On Behalf Of

Deputy Director Health and Social Care

Sent: Wednesday, February 28, 2024 9:07 AM

Subject: Hybrid Working Update

Good Morning All,

Following the recent communication on the organisation's approach to hybrid working, I would like to update you on how this will be implemented in the Health and Social Care division.

Within Health and Social Care, we have colleagues contractually based throughout Scotland, with many of you contractually based in either our Glasgow or Dundee offices. When the Health and Social Care service was first designed it was anticipated that practitioners would spend a significant amount of their time meeting clients in their homes or community locations. However, we now know that client preferences are to speak with practitioners over the phone or virtually.

Since hybrid working was introduced into the organisation, we have been encouraging all Health and Social Care colleagues to attend the office on a regular basis to maximise the benefit of shared learning, collaborative team working and building relationships with colleagues.

In line with the organisation hybrid working communication, we will now be working with you to meet the expectation that those who are contractually located in our Glasgow and Dundee buildings, will work in the office two days per week. This will be pro-rated for those who are part-time.

To achieve this, it will be necessary to create rotas to ensure desk allocations are fully utilised across all days of the working week. Once rotas have been drafted, your line manager will hold a conversation with you to discuss which days you will be required to attend the office, based on the rota and your working pattern. It is the intention that the new rotas will be implemented from w/c 15 April 2024.

We know that some colleagues are not based in the same locations as their teams or may be based outside of our main office locations. We are currently reviewing our operating model to ensure a fair and consistent approach is applied to all colleagues to achieve the best service delivery for our clients. We will keep you updated as this work progresses.

We understand that some colleagues have health conditions that could limit their ability to come to an office two days a week. We will continue to support colleagues who may need reasonable adjustments including alternative office work patterns.

We also know that some colleagues may need to make alternative arrangements for their personal circumstances, such as childcare, before increasing office attendance. Where this is the case, we'll work with you and give as much notice as possible of the days you will be required to attend the office. You can also discuss with your line manager if fixed days each week would be beneficial.

We have committed to a hybrid working approach for all colleagues as we believe it is the right thing for the health and wellbeing of our people and the culture and performance of our organisation. We recognise the benefits of spending some time in the office for collaboration, teamwork, learning from others and to help foster a sense of community.

If you have any questions regarding the implementation of this approach, please discuss them when you meet with your line manager.

I would like to thank you for your continued support, and engagement with our hybrid working approach.

Gayle

Gayle Devlin (she/her)
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Social Security Scotland
Tèarainteachd Shòisealta Alba

From: [REDACTED] **On Behalf Of**
Deputy Director Organisational Strategy and Performance
Sent: Thursday, February 29, 2024 2:16 PM
Subject: Divisional Hybrid Working Update

Good Afternoon All,

Following the recent communication on the organisation's approach to hybrid working, I would like to update you on how this will be implemented in the Organisational Strategy and Performance division.

Since hybrid working was introduced into the organisation, we have been encouraging all colleagues to attend the office on a regular basis to maximise the benefit of shared learning, collaborative team working and building relationships with colleagues. We recognise the benefits of spending some time in the office for collaboration, teamwork, learning from others and to help foster a sense of community.

In line with the organisation hybrid working communication, we will now be working with you to meet the expectation that those who are contractually located in our Glasgow and Dundee buildings, will work in the office two days per week. This will be pro-rated for those who are part-time.

We understand that some colleagues have health conditions that could limit their ability to come to an office two days a week. We will continue to support colleagues who may need reasonable adjustments including alternative office work patterns. We also know that some colleagues may need to make alternative arrangements for their personal circumstances, such as childcare, before increasing office attendance so please engage and discuss with your line manager.

If you have any questions, please discuss them when you meet with your line manager. You can also read the FAQ's on Saltire which can be found here: [Hybrid working questions and answers](#)

Thank you for your continued support, and engagement with our hybrid working approach.

Ally

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Manager Cascade brief excerpt, Issued Monday 4 March, 11.09

Supporting hybrid working in your teams

As you will be aware, last week we shared details of our updated approach to hybrid working. This applies to all colleagues contractually based in our Dundee or Glasgow offices.

We understand that this is an emotive subject. Everybody will have their own thoughts and preferences around the way that they work.

We believe that this approach is the right thing for the long-term health, wellbeing and performance of our people and our organisation. We recognise the benefits of having a mix of some time working from home, while also spending time in the office for collaboration, networking, learning from others and to help foster a sense of community.

As managers, we ask that you hold conversations with your team members about expectations. A [guidance pack](#) is available to support you in this. You should also consider the exceptions guidance where needed.

The [frequently asked questions page](#) is continuing to be updated with questions we're seeing from colleagues. Please do check back on this regularly to help answer any questions you may get from colleagues.

If you anticipate a conversation may be difficult or challenging, you may find the [resources around having difficult conversations](#) useful. You should also speak to your own line manager about how to approach this conversation to get guidance and support from them.