

**Issued Tuesday 27 February, 14:58**

**Embargoed until 8am Wednesday 28 February**

**This has gone to all line managers in Social Security Scotland**

As line managers, we want to give you advanced notice of our updated decision on hybrid working. We ask that you keep this confidential until all colleagues are informed tomorrow morning. Please do not forward or share this email wider.

Following a review by our Executive Team and consultation with Trade Unions, a decision has been made that colleagues contractually based in our buildings are expected to work in the office 2 days per week. This will be pro-rata for those who work part time hours.

We understand that some colleagues may need to make alternative arrangements for things like childcare before increasing office attendance. To support people with this, we'll have a phased introduction of the approach before it's formally adopted from Monday 15 April, following the Easter school holidays.

Working 2 days each week in the office has been the expectation for most job roles for over a year. So, for many colleagues, this isn't a significant change. However, for those who were previously aligned to a working pattern of less than 2 days per week, this will be different. The 2 days will not be optional, and we expect all colleagues to participate. This should form part of the ongoing performance discussions you have with your team.

The approach for colleagues based in local communities has not changed, and some teams will continue to work more days in the office where needed for their roles – such as Place Services, and mailroom colleagues.

Colleagues have told us that they wanted more consistency with hybrid working, and clearer communication.

As managers, we need you to help embed this throughout your team. It is only through all of us, collectively, working hard to deliver consistent, clear and supportive messages to all colleagues that we will be able to see this guidance being embedded correctly.

To support you, we have developed a package of guidance materials and have given you early access to these resources on Saltire. They will be fully published tomorrow morning and made available to all colleagues.

- Manager's guidance has been developed to support you to have conversations about hybrid working with your team. This includes a guide on the expectation for office attendance for colleagues who work part time hours.

- We understand that some colleagues have health conditions that could limit their ability to come to an office 2 days a week. We will continue to support those who may need reasonable adjustments including alternative office work patterns. Exceptions guidance is now available to support you where exceptions may be applicable, and the process for this.
- A new question and answer pack has been developed to answer key questions. We ask that leaders and managers familiarise themselves with this and use it to support your teams. If you have any additional questions that aren't covered in this resource, please submit them through the questions form.

We understand that some colleagues could have questions or concerns about this. We therefore encourage you to take time to familiarise yourself with these packs, and what the changes might mean for your team.

**From:** [REDACTED] **On Behalf Of** [REDACTED]  
**Sent:** Wednesday, February 28, 2024 9:30 AM  
**Subject:** Client Services Delivery: Update on our Hybrid Working Approach

Good morning,

Following the recent communication on Social Security Scotland's ongoing approach to hybrid working, we wanted to take some time to update you on how this will work within Client Services Delivery

Colleagues whose contractual location is within one of our buildings are expected to work in the office two days per week. This will be pro-rata for those who are part-time. Planning of rotas will be taking place over the coming weeks and the new arrangements will commence from the middle of April. Office attendance will need to span across Monday to Friday to ensure we are fully utilising our desk allocation.

Once rotas have been drafted, your line manager will arrange a conversation with you to discuss which days you will be required to attend the office, based on the rota and your working pattern.

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.

In addition, we also understand 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, recognising the benefits of spending some time in the office for collaboration, networking and learning from others. Our expectation is that all colleagues participate in hybrid working and this will form part of your ongoing performance discussions.

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

Finally, we would just like to thank you for your continued support, commitment, and engagement with our hybrid working approach.

Kind Regards

[REDACTED] & [REDACTED]

[REDACTED]

Head of Client Services Operations  
Client Services Delivery  
**Social Security Scotland**

Phone: [REDACTED]

Email: [REDACTED]

Website: [www.socialsecurity.gov.scot](http://www.socialsecurity.gov.scot)

Working pattern: Monday-Friday



From: [REDACTED] On Behalf Of [REDACTED]

Sent: Tuesday, February 27, 2024 3:33 PM

Subject: Update on our hybrid working approach - Client Service Delivery Drop-in Sessions for Managers

**Embargoed until 8 am Wednesday 28 February.**

**This has gone to all line managers within Client Services Delivery.**

Good Afternoon,

Following the recent communication on Social Security Scotland's ongoing approach to hybrid working, we wanted to make you aware of the support we are putting in place for you as manager within Client Services Delivery.

Alongside the Managers Guidance which has been shared to help you prepare for and carry out discussions on hybrid working office attendance with your team, People Advice and Support are running drop-in sessions open to all managers within Client Services Delivery. These drop-in sessions are intended to assist with your understanding of the Managers Guide and support you with any queries or concerns you may have through discussions with your teams. The sessions are not intended to discuss any personal individuals circumstances, you should continue to direct any specific individuals concerns to your own line manager.

Prior to attending these sessions, please ensure you have read over the Managers Guidance. There are sessions spread over the month as it is understood that questions may arise as you start having conversations with individuals in your teams. There is no need to pre book on to these sessions.

- Wednesday 6<sup>th</sup> March - 10 to 11 am [Click here to join the meeting](#)
- Thursday 14<sup>th</sup> March - 10 to 11 am [Click here to join the meeting](#)
- Wednesday 20<sup>th</sup> March - 10 to 11 am [Click here to join the meeting](#)

Kind Regards

[REDACTED] & [REDACTED]

[REDACTED]

Head of Client Services Operations  
Client Services Delivery  
**Social Security Scotland**

Phone: [REDACTED]

Email: [REDACTED]

Website: [www.socialsecurity.gov.scot](http://www.socialsecurity.gov.scot)

[REDACTED]

