

Hybrid Working

Agreed in conjunction with PCS Trade Union

Sport for life

sportscotland
the national agency for sport

1.0 Introduction

- 1.1 The coronavirus (COVID-19) crisis has challenged all organisations to change the way they operate, in this respect, **sportscotland** is no different. While a health pandemic is a more extreme situation than we would ever want or choose, COVID-19 has tested the operational possibilities. It has shown us that we can adapt at speed, we can be responsive, we can work differently, be more sustainable, yet perform and deliver our organisational objectives.
- 1.2 COVID-19 has presented an opportunity to learn from our enforced confinement. We can, despite the challenges, apply the learnings to improve the way we work in the future.
- 1.3 Our hybrid working model has been aligned to Scottish Government in response to COVID-19 but also reflect staff feedback to make **sportscotland** a safe, sustainable, modern, flexible and responsive place to work.
- 1.4 Focusing on the work that we do, not where we do it. Hybrid working is about our people, performance and our culture. It is about encouraging and supporting the way people work. It's about empowering our people and introducing a more modern and flexible way of working to deliver better results.
- 1.5 In managing hybrid working, **sportscotland** will not discriminate on the grounds of including but not limited to disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation and also gender identity, responsibility for dependants, political beliefs, trade union activity, socio-economic background, Looked after Children and Care Experienced Young People (LACYP) or other relevant factors.

2.0 Scope of Policy

- 2.1 This policy applies to all **sportscotland** employees.
- 2.2 Whilst recognising that some parts of **sportscotland** have always worked in a hybrid way, this policy allows the opportunity of hybrid working for staff provided our business and operational needs are met i.e. in line with the requirements of your job description. This way of working fosters a culture of working together, wherever and however is most appropriate.
- 2.3 **sportscotland's** policy is to:
 - Create a more inclusive and diverse culture
 - Provide environments which encourage better collaboration, creativity and innovation
 - Work together in the planning and programming of our work
 - Improve staff engagement

- Provide a better work-life balance for our people
- Reduce our carbon footprint
- Continuously improve the working environment for both current and perspective employees

3.0 Hybrid Working – What Does This Mean?

- 3.1 Hybrid working enables employee’s flexibility to work from their workplace, home or other appropriate location.
- 3.2 Subject to business and operational needs being met, for most roles, it will be possible for there to be flexibility on where, when and how work is delivered, and for individual colleagues to have a degree of flexibility.
- 3.3 There are some roles, or duties within roles, where there is a need that they are performed in a specific workplace or location at specific times. These roles and responsibilities have limited options in terms of flexibility for where, when and how that work is carried out, and that is unlikely to change.
- 3.4 Working from home may also continue to play a role in controlling the spread of any subsequent coronavirus variants and other airborne viruses.

4.0 What is the difference between hybrid working and flexible working?

- 4.1 Hybrid working is a model of working which provides flexibility in terms of working beyond the constraints of the office-based, Monday to Friday 9.00 am to 5.00 pm traditional mode of working.
- 4.2 In a hybrid working model, staff have the flexibility to split their time between working in a workplace and working at home, and patterns can be adapted in ways that suit both the individual and the organisation.
- 4.3 We appreciate hybrid working is not for everyone – it is choice and voluntary.

HYBRID	FLEXIBLE
Informal change to location of working and on some occasions working patterns. This is voluntary – you default contractual place of work will remain unchanged. No one is forced to work remotely or work full in a workplace.	Formal request to change working patterns or hours of work in line with sportscotland’s Managing Flexible Working Policy.
Non-contractual	Contractual changes to terms and conditions
Does not impact salary	May impact salary
Fluid, adaptable, can be changed over time	Permanent changes with set parameters
Agreed with line manager at team level	Agreed with line manager and formalised by HR using a contract variation

HYBRID WORKING PRINCIPLES

We've set out four principles to help design what hybrid working will look like:

5.0 Principle 1 – It's essential that business and operational needs are met

- 5.1 We have shown what we can achieve while working in different ways, including working from a location other than a **sportscotland** workplace. We must use what we've learned to move through and out of the pandemic in ways that keep us safe and support our focus to work together to improve the lives of the people of Scotland.

- 5.2 While every effort will be made to provide staff with opportunity to work flexibly, it must always be weighed against business and operational needs. You may have to come into a workplace to do certain tasks, functions or take part in certain meetings and/or events. Examples might include, but are not limited to:

Collaboration / Business Meetings

- large staff events which involve presentations, break-out sessions and networking opportunities
- collaboration with external partners
- initiation of a new project group / working group
- planning sessions
- depending on the nature of the meeting, it may be beneficial to meet in person i.e. sensitive HR matters, staff consultations

Management Responsibilities

- welcoming a new member of your team on their first day
- practicalities when a team member is leaving i.e. equipment return and farewell with colleagues
- manager / employee meetings which may be better suited face to face

Induction / Training / Recruitment

- new members of staff coming together for induction
- training sessions or group events where, because of the nature of the course or subject, having one or some of the team in a room, and some online would reduce the quality of the experience for all
- job shadowing / coaching / mentoring
- interviewing / selection assessments

Role Specific

- your role is customer facing or a delivery role that requires you to be on-site
- your role is more effectively carried out if you are co-located with colleagues at least for certain periods of the week / month
- you are working closely with a colleague on a task / project where you agree working face-to-face would be more effective

- 5.3 Whilst it is important that staff have the opportunity to work flexibly from both the office/site and home, there may be some staff who require more support to transition to our new way of working. This may be due to ongoing health issues or other concerns.

- 5.4 If this is the case you should speak to you line manager to agree how this can be addressed with input, if required from HR and possibly Occupational Health.

6.0 Principle 2 - We will create a framework to trial new ways of working rather than develop fixed singular options

- 6.1 Contracts of Employment will be based on the same terms they were before coronavirus i.e. they will remain unchanged.

- 6.2 We won't issue contracts that have an individual's home as their contractual place of work and working from home will be on a voluntary basis. An exception may be where it's appropriate for a formal homeworking agreement to be put in place as part of an adjustment under equality legislation.

- 6.3 This won't prevent you from working on a hybrid basis, splitting your time between your home and your contractual place of work or other **sportscotland** location / partner site.
- 6.4 **sportscotland** offices / site are available for colleagues unable to work effectively from home, and to have the choice of a local work base to reduce commuting to the **sportscotland** base location as set out in their contract. This must be discussed with both your line manager and the manager responsible for the site to ensure they can accommodate access.
- 6.5 We won't specify how many days can be worked at home and how many days must be worked in one of our buildings. Decisions on how, where and when work can be delivered will be taken by those best placed to take them – you and your manager, based on an understanding of business and operational needs and expectations. This should be alongside discussions at team level about how teams can work better together and cross organisationally, taking into consideration individual working arrangements.
- 6.6 We will pilot our hybrid working model for an initial 12 month period, with 3 monthly check-ins to review how effective our new way of working is and to continually shape the way we work in the future.

7.0 Principle 3 - Remote Working

- 7.1 Where hybrid working is supported, you can work remotely on the understanding that you are able to attend your contractual work location in line with the hybrid working arrangement you have agreed with your manager i.e. supporting business and operational needs and expectations.
- 7.2 This should set out on what frequency and on what kinds of occasion attendance at your contractual or other work related location will be required. The arrangement may also want to consider the degree to which this can be predicted. Some roles may require a level of flexibility and responsiveness in order to meet business and operational needs week to week, others may be more predictable.
- 7.3 As the capacity to attend a specified **sportscotland** workplace will remain a contractual requirement, our expectation is that you'll be able to attend your **sportscotland** workplace as and when needed. This means you can choose to live some distance from your contractual workplace, but in doing so accept that travel to and from will be in your own time and at your own expense, as commuting costs won't be paid by **sportscotland**.
- 7.4 We are unable to support remote working abroad unless there is a genuine requirement to do so in the role. Specific examples of a genuine role requirement would be official business travel overseas to attend conferences, meetings and networking or relationship building opportunities.
- 7.5 This is in line with the position agreed across the UK Civil Service. This position reflects significant issues of compliance related to employing individual's resident in another country, including immigration or the right to work in that country, security, taxation, pensions, social security, and employment law.
- 7.6 Individuals who live overseas and apply for a **sportscotland** position will be required to become resident in Scotland (or within commuting distance of their contractual workplace) if they are successful in their application for employment.
- 7.7 Working from abroad for very short-term periods for personal reasons may be possible, where a business case is made and approved by our Senior Management Team, where all compliance measures are met and there is no cost to the public purse or risk to the organisation. The maximum period that can be supported in these circumstances is four weeks in a twelve-month period.

- 7.8 If you had a pre-existing arrangement in place before coronavirus, this will continue, but any future arrangements agreed between a manager and employee/job applicant will follow this principle.
- 7.9 All staff have a responsibility to ensure they have sufficient Data Protection knowledge to safeguard all personal information processed during their working day and make certain it is done so in line with Data Protection legislation. Specifically, when working remotely is important to make sure your work related conversations cannot be overheard, screens cannot be read by others, and mobile phones and laptops are not left unattended.

More information and guidance relating can be found [here](#) on the Information Governance hub within SharePoint.

8.0 Principle 4 - Expenses

- 8.1 As home working under a hybrid model will be voluntary, you won't be eligible for any specific allowances. There won't be a home working allowance to cover costs such as house insurance, broadband, heating or lighting.
- 8.2 The base location set out your contract (for example Templeton, National Centre: Inverclyde, National Centre: Glenmore Lodge) will be seen as your ordinary commute. This is regardless of how frequently that journey is made. Travel and subsistence expenses can only be claimed for journeys to another location that are in excess of that commute.

Further details on business expenses can be found [here](#) within the Travel and Subsistence area, on the Finance hub within SharePoint.

9.0 Implementation & Trial Period

- 9.1 Our transition to Hybrid Working will involve an initial trial period of 12 months to ensure business and operational needs are being met.
- 9.2 All staff will be invited to a staff consultation meeting with their line manager to discuss whether they are able to work in a hybrid way, ensuring all business and operational needs are met.
- 9.3 Staff have the option to request HR and/or trade union representation at their meeting.
- 9.4 3 monthly check-ins will take place to ensure business and operational needs are being met.
- 9.5 If an agreement cannot be reached between an employee and their line manager, then the matter should be escalated to the Head of Department or Director (where appropriate), and after consideration of all the facts, their decision will be final. The outcome and decision-making considerations should be confirmed in writing by the decision maker.
- 9.6 If an employee feels that the decision is not acceptable or unfair, then they will have the option to raise a grievance in line with our grievance policy.

However, it is strongly recommended that employees and their line managers will work together, and compromise where appropriate, to reach an agreement.