

# Scottish Community Safety Network

## How we will work – Principles and Guidance

The world of work is changing. New ways of working, supported by new technology, means that 'work is something that we do rather than a place we go to'.

This opens up huge opportunity for SCSN. It creates greater choice for individuals to consider the best times and places to work so that the job can be done well and quickly – improving productivity, delivering greater impact in our work while simultaneously improving the balance of our working / personal lives.

At the moment, we are a small enough team to be able to fully implement new approaches.

Research has shown that, despite the positive evidence and feedback that follows the introduction of such schemes, there is often anxiety for team members and managers at the outset. We need to be aware of this and ensure that any new arrangements mitigate this.

If we are to move to a more agile and flexible way of working, there is a need for high levels of trust, good communication and the need to balance the various requirements of individuals with members, stakeholders the business. This requires new and mature thinking about how, where and when work can be done.

### **We have agreed and implemented a principled-based approach, that will be:**

- Simple - no more complex inflexible rules
- Transparent - open and visible to colleagues who are free to ask me about my choices and see my claims etc.
- Fair - for me, my colleagues, managers, employer, members, funders and in the eyes of reasonable members of the public.

### **That means that choices we make about when we work, where we work and how we travel / claim expenses will be based upon the following principles:**

- Work takes place at the most effective locations and at the most effective times, respecting the needs of the task, the client, the individual and the team;
- Additionality - I am contracted to work from/travel to my base office and it is only the additional travel time or cost incurred through business that should be claimed for;
- Best value - I am confident that I can demonstrate that my choices represent best value for the taxpayer and funders;
- Wellbeing – The way I am choosing to work is good for my wellbeing as well as my colleagues and clients;
- Considerate of Others – Choices I am making about how, when and where I work is helping my colleagues too and is not just good for me;
- Safe - My actions and choices are a safe way of working;

- Sound for Reputation – My choices enhance my professional reputation or that of the organisation – SCSN;
- Effective & Efficient – I am working in a way that is productive and sustainably efficient in the short, medium and long term;
- Responsibility, Accountability & Trust – I exercise my professional judgement properly, accept my responsibility for doing so and I am accountable for the outcome;
- Performance - Managing performance focuses on results and outcomes rather than presence;
- Diverse – I may make different choices in different situations and these may vary from those my colleagues choose to make. But I can explain why I choose to work the way I do;
- Care – I care about my colleagues. If I think that they may be about to make a poor decision then I will take the time to discuss this with them and they can do likewise;
- Environmentally sound – My way of working is aligned with an organisational commitment to work as environmentally friendly as possible.

## **Specific Guidance:**

### **Flexi-time:**

- Start, take a break and finish work whenever you wish. No more bandwidth or core times;
- If you wish you can record all time, whenever or wherever worked but timesheets are no longer needed (so nothing for managers to sign);
- Take up to two flexidays in any four weeks;
- Always take a lunch break, it's the law, and it's good for your well being
- Over an extended period you should be able to complete your work roughly within your contractual working hours. If this is not the case then you either have too much work or you need to improve the way you are doing your work (i.e. work smarter). Speak with your manager and colleagues if this is proving the case;
- Flexibility is a two-way street. You will need to be flexible with the business demands, those of your manager and team too. Sometimes this will trump your personal preferences, usual working schedule etc. It's all about give & take.

### **Workplace:**

- Work is a thing you do and not a place to which you go;
- You can work anywhere you choose, providing it is good for us, your colleagues and isn't incurring additional cost;
- So typically, that's from our current office or home. Sites must be safe, reliable and secure;
- It may be that you have a relationship with a member or stakeholder and can work from their site. That's acceptable but sites must be safe, reliable and secure and you must have the equipment and technology you need;

- Visibility, relationships and availability are important. You should ensure you maintain good, productive business relationships with members and stakeholders;
- Virtual meetings can work well – using teleconferencing, Skype, Facetime or Google Hangout, Microsoft Teams. Experiment and learn how to use these well for you, members, stakeholders and colleagues to maximise wellbeing, productive time and lessen adverse environmental impact of travel;
- Face to Face First – Almost all strong business relationships begin with a focused, meaningful first face to face meeting. Remember this as it's important.

## **Expenses**

- Existing rates contained within the original policy continue to apply, including the maximum claim limits;
- The principle of additionality is very important for financial claims you make – be able to explain how you made the more effective and efficient choices
- How you choose to spend your meal expense allowance is up to you (mix of food and non-alcoholic drinks etc.) but you can only claim for receipted expenditure to the maximum limit;
- If you're claiming a private car mileage allowance then make sure that you have carefully considered your travel options and chosen the right one in accordance with the principles shown above.

## **Travel**

- There's not much more to say other than to repeat that you should weigh all of the factors before choosing your travel solution – including whether you need to make the trip at all.

## **Overnight travel**

The SCSN may require employees to travel on official SCSN business and will reimburse claimants promptly for the costs of travelling when they are away from home or their normal place of work.

Reimbursable expenses include -

*Meals in the UK*

Breakfast meal limit (where not included in B&B tariff) £7.50 inc. VAT

Lunch meal limit £15 inc. VAT

Evening meal limit £25 inc. VAT

*Accommodation rates in the UK*

London and Edinburgh (including breakfast) Maximum £170 inc. VAT per night

Elsewhere in the UK (including breakfast) Maximum £150 inc. VAT per night

Staying with friends or relatives \* Flat rate £25 net per night

Overseas expenses – at discretion of CEO and to be agreed in advance.

### *Immunisation and inoculations for overseas travel & Medical Screening*

Claimants travelling overseas on SCSN business will be reimbursed the cost of any immunisation treatments required for the travel on production of receipts provided that the travel has been approved. B5.

### *Overseas travel insurance*

Claimants travelling overseas on approved SCSN businesses should purchase appropriate travel insurance, which SCSN will reimburse.

### *Tips and alcoholic beverages*

Tips or discretionary service charges not exceeding 10% of the total bill will be reimbursed where such payment is included in the receipt and are included in the limits in the summary table.

Expenditure on alcoholic beverages will only be reimbursed when drinks are taken with a meal.

### *Time back for overnight stays*

Half a day can be reclaimed for each overnight stay.

### **Choosing which styles of work are appropriate depends on:**

- Examining the tasks involved in the job role, in terms of how effectively they can be done at different times and in different locations. Time, place and travel will look different in different jobs because of different expectations;
- The preferences of the individual and being able to meet their aspirations whilst delivering the work;
- Any impacts on teamwork that may arise, e.g. how team communications and grouping of tasks might need to evolve to maximise the benefits.

It is important to challenge old assumptions of necessity around traditional working places and times. Staff should think how changing times and places of work can improve effectiveness, reduce travel and drive down the cost of work.

### **SCSN Expectations**

Transparency and openness are critical for Time, Place & Travel to work effectively. Protocols should be established to cover:

- A requirement to let others know where and when you are working;
- Sharing of calendars and schedules;
- Rigorous use of electronic document management systems, to ensure work is easily accessible;
- Arranging appropriate telephone redirection systems/processes;
- Being flexible about flexible working – to ensure that no individual is disadvantaged by the choices of others, e.g. in providing telephone cover or attending meetings.