

From: [redacted s.38(1)(b)]
Sent: 18 September 2025 17:43
To: Brian Reid <Brian.Reid2@gov.scot>; [redacted s.38(1)(b)]
Cc: Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)]; Jim Baird <jim.baird@gov.scot>; Nick Ford <Nick.Ford@gov.scot>
Subject: RE: Update on space booking for ET 23 Sept discussion of hybrid

This is a slightly shortened version, that I hope stays true to your points. It also builds in some comments provided by Jim Baird on existing space booking spreadsheets that I've tweaked:

Space booking capabilities

Project Manager now assigned within Corporate Operations to develop feasibility of an estate wide space booking tool. However, current limitations on progress include:

- uncertainty about commitment to spend money and allocate resources (e.g. c. £2m is the ball park estimate for the project, deployment and year 1 support), and
- aligning system management, and associated resources, with the changing shape and nature of our estate.

Fallback is to rationalise/standardise existing spreadsheet-based booking systems. Next step is accessibility proofing these and that work is currently paused due to volume of demand on key staff.

[redacted s.38(1)(b)] [redacted s.38(1)(b)] DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] Mobile: [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)]

From: [redacted s.38(1)(b)]
Sent: 18 September 2025 17:27
To: Brian Reid <Brian.Reid2@gov.scot>; [redacted s.38(1)(b)]
Cc: Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)] Jim Baird <jim.baird@gov.scot>; Nick Ford <Nick.Ford@gov.scot>
Subject: RE: Update on space booking for ET 23 Sept discussion of hybrid

Thanks, Brian. Afraid that we're really constrained on space for ET papers. Rob, Nick or Jim (if attending) can possibly amplify your points at ET next Tuesday, but I'll need to put something really short in, for now. It'll paraphrase your last line and some of the meat from your email. Sorry – time and space constraints.

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] Mobile: [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)]

From: Brian Reid <Brian.Reid2@gov.scot>
Sent: 18 September 2025 09:12
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Cc: Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)]; Jim Baird <jim.baird@gov.scot>; Nick Ford <Nick.Ford@gov.scot>
Subject: RE: Update on space booking for ET 23 Sept discussion of hybrid

Morning [redacted s.38(1)(b)]

I think we should be going further [redacted s.38(1)(b)]. This is the message we should give ET:

Hybrid working with 40% office attendance will undoubtedly be easier if we provide suitable enabling technology that supports our goals. We should not think of this simply as a 'desk booking system'. We need 'hybrid enabling' technology solutions. This would of course allow individual desk booking, banks of desk booking for teams, large space booking for bigger events, meeting rooms, and potential other assets like parking spaces. Anything we want to make bookable, to enable many hybrid working arrangements, needs to be enabled in the system.

We could of course go much further. Imagine technology that not only lets you book assets, but also alerts you to let you know that colleagues you have been communicating with over email / teams are in your vicinity, creating the potential for impromptu face to face. These things are almost certainly doable (if we desire such capabilities) with a combination of technologies – asset booking systems combined with Agentic AI (tools we are increasingly becoming familiar with in the Automation Team). We need only to use our imagination, and commit to action to make it happen. Technology is not the barrier to success here.

There are several things holding us back today:

1. A commitment to spend money and allocate resources
2. A commitment to sustained support. Such technologies and facilities (like all tech) will need sustained support. The new Corporate Operations Directorate, in partnership with Workplace Division is the obvious place to build such capabilities. This new technology for SG will require a few specialist resources trained to support the system. Every time the office, or the bookable assets change shape, the system needs updated. The system must mirror the reality in each office.
3. A modest allocation of funding (circa £2m is the ball park estimate for the project, deployment and year 1 support. The more offices we deploy in, the higher the cost, so cost could be controlled by initially piloting in one or two major offices.

The Corp Transformation Team is ready to lead on this, and have appointed a Project manager to shape things up. What is missing is a firm commitment to make it happen, with the fall back position being spreadsheets.

Brian Reid



Brian Reid
Director of Corporate Transformation | DG Corporate
Programme Director – Shared Services Programme
Scottish Government

Email: brian.reid2@gov.scot

From: [redacted s.38(1)(b)]
Sent: 17 September 2025 12:05
To: [redacted s.38(1)(b)]; Brian Reid <Brian.Reid2@gov.scot>
Cc: Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)]; Jim Baird <jim.baird@gov.scot>; Nick Ford <Nick.Ford@gov.scot>
Subject: Update on space booking for ET 23 Sept discussion of hybrid

[redacted s.38(1)(b)] was good to meet you just now. [@Brian Reid](#) I agreed to run past you a draft line for updating ET on progress in relation to space booking systems.

Jim is already primed to provide a bullet on work to accessibility proof existing space booking tools – an outstanding action from previous Hybrid Working Oversight Group meetings, following feedback from the Disabled Staff Network, and I believe that this still sits with Nick.

It would also be good to say something in our update to ET about [redacted s.38(1)(b)] appointment as PM for what I understand you're referring to as a 'hybrid enablement' project (though I wonder if we should move away from associating that so much with hybrid working and more into the sphere of supporting estate and workforce management?). That update is due with ETSGO by close tomorrow. I thought that something like this would work:

- Project Manager now assigned within Corporate Operations to develop feasibility of an estate wide space booking tool.

Is that wording OK for you [@Brian Reid](#)?

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] | Mobile: [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)].

[New document]

From: [redacted s.38(1)(b)]
Sent: 08 October 2025 17:30
To: [redacted s.38(1)(b)]; Rob Malpass <Robert.Malpass@gov.scot>
Cc: Hybrid Working Queries and Support <HybridWorking@gov.scot>
Subject: RE: FOR REVIEW draft commission - Hybrid working implementation update for ET

Looks ideal.

If you're going to be around on the day the replies come back, good to go from you, please, [redacted s.38(1)(b)]. Else prob best if this goes with Rob's name on it. You should have the email addresses, including the People Leads, from the Sept email that I sent over earlier.

See you all in a week-and-a-half, assuming I get through the new Border checks coming back!

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] | Mobile: [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)].

From: [redacted s.38(1)(b)]
Sent: 08 October 2025 17:25
To: Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)]
Cc: Hybrid Working Queries and Support <HybridWorking@gov.scot>
Subject: RE: FOR REVIEW draft commission - Hybrid working implementation update for ET

Thanks, Rob!

Who's sending this? You? [redacted s.38(1)(b)]? Or send from Hybrid mailbox?

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]
[redacted s.38(1)(b)] Hybrid Working | HR Business Partnering | Scottish Government

Hybrid Guidance: [Hybrid working](#)



From: Rob Malpass <Robert.Malpass@gov.scot>
Sent: 08 October 2025 17:05
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Cc: [redacted s.38(1)(b)] <[redacted s.38(1)(b)]>

Subject: RE: FOR REVIEW draft commission - Hybrid working implementation update for ET

Hi – I've just made a few minor adjustments below, which I hope are ok?

Good afternoon

Background: Perm Sec has asked for an ET agenda item on Hybrid just before policy Go Live (27 Oct) to provide assurance of readiness and as a follow-up to the 23 September ET meeting on hybrid working. This agenda item is now tabled for 21 October.

Our ask of DG offices: This email is seeking information from DG offices to support this session and help us make a judgement about what to focus the ET update paper and possible discussion on.

So that we can show progress in the preparation for of this corporate change, we are asking DG offices, supported by their People Leads, to once again provide the following information, with a **specific focus on further progress since 23 September:**

- [Out of scope]
- [Out of scope]
- [Out of scope]
- [Out of scope]
- confirmation that BMU have confirmed local arrangements for desk booking with staff; [Out of scope]

To meet timescales for summarising data for and at the meeting, please provide your updates for each of these bullets to Rob Malpass, copy hybridworking@gov.scot, by **end of day, Monday 13 October**.

If you have any queries about this ask, please do not hesitate to reach out to Rob or our programme team.

Thanks,

[redacted s.38(1)(b)]

From: [redacted s.38(1)(b)]

Sent: 08 October 2025 16:36

To: Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)]

Cc: [redacted s.38(1)(b)] <[redacted s.38(1)(b)]>

Subject: RE: FOR REVIEW draft commission - Hybrid working implementation update for ET

Hi

If it's not too late,

Finished a catch up with [redacted s.38(1)(b)] and [redacted s.38(1)(b)] and we thought the additional information below (bullet 5) would be useful in evidencing readiness for 27 Oct.

[redacted s.38(1)(b)]

From: [redacted s.38(1)(b)]

Sent: 08 October 2025 14:05

To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]

Cc: [redacted s.38(1)(b)]

Subject: FOR REVIEW draft commission - Hybrid working implementation update for ET

FOR REVIEW - DRAFT COMMISSION FOR DG UPDATES FOR ET

Good afternoon

Perm Sec specifically asked for an ET meeting just before policy Go Live (27 Oct) to provide assurance of readiness and as a follow-up to the 23 September ET meeting on hybrid working. ETSGO confirmed yesterday that this meeting will be on 21 October and that we will have 30 minutes.

This email is seeking information from DG offices to support this session and help us make a judgement about what to focus the ET update paper and possible discussion on.

So that we can show progress in the preparation for of this corporate change, we are asking DG offices, supported by their People Leads, to once again provide the following information, with a specific focus on further progress since 23 September:

- [Out of scope]
- [Out of scope]
- [Out of scope]
- [Out of scope]
- confirmation that BMU have confirmed local arrangements for desk booking with staff; [Out of scope]

To meet timescales for summarising data for and at the meeting, please provide your updates for each of these bullets to Rob Malpass, copy [redacted s.38(1)(b)], by **end of day, Monday 13 October**.

If you have any queries about this ask, please do not hesitate to reach out to Rob or our programme team.

Thanks,

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] | Mobile: [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)].

Grateful if you could keep your updates concise and outcome-focused, and include target dates/months where relevant. Please also advise a RAG status for your workstream, ensuring it is consistent with your update and any blockers raised. RAG definitions:

- RED – Successful delivery unlikely at this point in time, due to critical risks and/or issues.
- AMBER – Successful delivery at risk, but with careful management will be brought back on track.
- GREEN – Successful delivery likely, with no critical risks or issues.

Providing a path to Green/mitigating actions if your RAG is Amber or Red would also help us give Lesley reassurance that blockers are being managed.

Please note that [redacted s.38(1)(b)] rated the Programme overall as Amber/Green thanks to the great progress made towards readiness for 27 October across our teams and good SCS leadership and ownership, but acknowledging the risk that staff may feel this is pushing ahead regardless of the concerns they have voiced.

The next meeting of the Oversight Group is on 15 October.

Please do not hesitate to get in touch if you have any queries or need some support.

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | Hybrid Working | HR Business Partnering | Scottish Government

Hybrid Guidance: [Hybrid working](#)

[New document]

From: [redacted s.38(1)(b)]
Sent: 09 September 2025 20:53
To: [redacted s.38(1)(b)]
Cc: [redacted s.38(1)(b)]
Subject: Desk Booking / Hybrid Enablement

Hi [redacted s.38(1)(b)],

Hope you are well. I am pleased to introduce you to [redacted s.38(1)(b)] who joined Corporate Transformation today as a Project Manager (joining us from ARE). Brian had asked [redacted s.38(1)(b)] to pick up a couple of projects: SSI Tracker & Desk Booking (which Brian is looking to rename Hybrid Enablement!). [redacted s.38(1)(b)] will be starting to reach out to key stakeholders over the coming days and I thought that you would be a great early contact.

I will leave it to you both to find a suitable time to make introductions

Regards,

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

[redacted s.38(1)(b)], **Corporate Transformation Directorate, DG Corporate.**

M: [redacted s.38(1)(b)]

E: [redacted s.38(1)(b)]



[New document]

From: [redacted s.38(1)(b)]

Sent: 27 August 2025 10:30

To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]

Subject: FW: FOR INFO: Hybrid Risk Register

Risk below and here's the Workplace update: [Extract:]

Progress last period (August)	Look forward (September)	Blockers:
Workplace (Jim) <ul style="list-style-type: none">Review accessibility of existing desk booking tools. This is covered by existing budgets and should be in place ahead of October (GREEN).	<ul style="list-style-type: none">Review accessibility of existing desk booking tools.	
Space Booking Tool (Brian) <ul style="list-style-type: none">There are several options in the market that would meet our needs. Finding / an appropriate solution is not a key barrier to progress.Implementing any solution is probably a 9-12 month project. There is more complexity than may initially seem obvious. We have an initial idea of what the project and support model would look like.This project likely requires an initial investment of circa £1m to 2m.	<ul style="list-style-type: none">Nothing will happen until a team is allocated (initially to do further analysis and prepare an outline business case that can garner support and commitment for procurement / expenditure.The action to find and task resources sits with Brian Reid, who is balancing a lot of demand for multiple projects within constrained headcounts. There are multiple projects seeking initiation, each without a team.	<ul style="list-style-type: none">We need to put a dedicated project team (and ultimately support team) in place for this project. So far, we have not had the people (or mandate to acquire additional people) to move this initiative past initial thoughts.The fallback position will inevitably be spreadsheets, for different buildings or parts of buildings.If we are serious about making hybrid work and running flexible office space pressing the 'go' button on this project seems essential, which will require some flexibility on resources and budgets.

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | **Hybrid Working | HR Business Partnering | Scottish Government**

Hybrid Guidance: [Hybrid working](#)

[New document]

From: [redacted s.38(1)(b)]
Sent: 10 September 2025 16:59
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Subject: RE: Desk Booking / Hybrid Enablement

Looks fine for me, thanks.

[redacted s.38(1)(b)] DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] | [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)].

From: [redacted s.38(1)(b)]
Sent: 10 September 2025 16:27
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Subject: RE: Desk Booking / Hybrid Enablement

Could we do 1000 on the 17th? I can attend instead of [redacted s.38(1)(b)].

From: [redacted s.38(1)(b)]
Sent: 10 September 2025 16:22
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Subject: RE: Desk Booking / Hybrid Enablement

Thanks [redacted s.38(1)(b)], apologies for that.

Due to [redacted s.38(1)(b)]'s upcoming leave, the next available slot where everyone is available would be the 7th of October which i think is too long a delay due to the next Hybrid working group being on the 8th of October I believe.

Would everyone be happy to proceed with the original meeting and have a follow up call during [redacted s.38(1)(b)]'s leave where we prioritise [redacted s.38(1)(b)]'s availability?

Thanks in advance,

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]
Corporate Transformation Directorate, DG Corporate

E: [redacted s.38(1)(b)]
My working pattern is [redacted s.38(1)(b)]



From: [redacted s.38(1)(b)]
Sent: 10 September 2025 16:06
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Subject: RE: Desk Booking / Hybrid Enablement

Unfortunately I have a clash tomorrow.

-----Original Appointment-----

From: [redacted s.38(1)(b)]
Sent: 10 September 2025 15:51
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Cc: [redacted s.38(1)(b)]
Subject: Desk Booking / Hybrid Enablement
When: 11 September 2025 15:00-15:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
Where: Microsoft Teams Meeting

Adding [redacted s.38(1)(b)] to the meeting

Hi [redacted s.38(1)(b)], [redacted s.38(1)(b)],

Following up from the email conversation today it would be great to have an initial conversation and get your views on what a Desk Booking / Hybrid Enablement project might look like.

If this time doesn't suit you both, I'm happy to find another slot.

Best

[redacted s.38(1)(b)]

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 322 896 861 395 0

Passcode: mz2SF92x

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SCOTS Connect - Please note - You must have the explicit permission of the organiser to record this meeting and its attendees, using any technology.

[Org help](#) | [Privacy and security](#)

From: [redacted s.38(1)(b)]
Sent: 04 November 2025 09:19
To: [redacted s.38(1)(b)]
Subject: RE: Hybrid Enablement Project

Hi [redacted s.38(1)(b)] – thanks. Helpful update on both fronts.

Happy to meet on this basis and will amend my calendar response.

The name certainly seems like a much better one. I suppose I'd try to get the label on the tin as close to the contents – e.g. Facilities Booking System - but recognise that particular label might introduce other issues and, of course, [redacted s.38(1)(b)], [redacted s.38(1)(b)] and colleagues would need to be happy with it. Great that we're thinking about moving away from labelling with 'hybrid'.

See you on Thursday. I'll be in Saughton House, if an in-person meeting would suit best.

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] | Mobile: [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)]

From: [redacted s.38(1)(b)]
Sent: 04 November 2025 08:03
To: [redacted s.38(1)(b)]
Subject: RE: Hybrid Enablement Project

Hi [redacted s.38(1)(b)],

I totally agree on the importance of keeping the Workplace Division in the loop on this. [redacted s.38(1)(b)] was a key person at our recent workshop where we were brainstorming ideas, so she is up to speed and given her workload this month I wouldn't want to take up any more of her time than absolutely necessary.

We agree on the name front and have been exploring renaming this to 'Workplace Experience' in keeping with what the terminology that commercial tools use to referring to the types of tools we are talking about, I'd be interested to hear if you think that is a better name. It will of course be at the discretion of Brian as our SRO.

Looking forward to catching up with you.

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]
| Corporate Operations | DG Corporate
Scottish Government

E: [redacted s.38(1)(b)]
My working pattern is [redacted s.38(1)(b)]



-----Original Appointment-----

From: [redacted s.38(1)(b)]
Sent: 03 November 2025 14:48
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Cc: [redacted s.38(1)(b)]
Subject: Tentative: Hybrid Enablement Project
When: 06 November 2025 09:30-10:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
Where: Microsoft Teams Meeting

Hi [redacted s.38(1)(b)] – happy to meet, if helpful to you. However, it's probably best if we convene with a colleague from Workplace Division involved, too – perhaps [redacted s.38(1)(b)] or [redacted s.38(1)(b)].

In case this saves colleagues some time, I and the small [redacted s.38(1)(b)] team (which is based in People Directorate) aren't doing anything on this at present. We/I made the recommendation to ET in March that there ought to be investigation of a pan-estate space booking tool. ET approved that. Until your appointment, however, no resource had been identified for that work. The Hybrid Policy Implementation Oversight Group that Lesley Fraser chairs appear to have accepted that the first priority was to accessibility proof the disparate space and room booking tools that we have around the estate. The latter action fell to Nick Ford's command and I understand may now be complete – [redacted s.38(1)(b)] or [redacted s.38(1)(b)] could confirm.

I understand that Brian Reid believes that we should be thinking wider than desk booking software. I agree, which is why I refer to a space booking tool. It could perhaps be even more appropriately referred to as a resource booking tool – we could have all manner of resources bookable via the tool: desks, lockers, car parking spaces, bike berths, pool cars.... The most pressing issue by some way, however, is a consistent system for desk, meeting and collaboration spaces. Also, I really don't think that it's ideal calling this a 'hybrid' enablement project – I think doing so misses the point and the future direction of the org. which will also be, through the Single Scottish Estate Programme and financial constraints, about sharing offices with third party orgs.

As I say, happy to be involved in discussion, but won't have much more than this to say.

[redacted s.38(1)(b)]

[New document]

From: [redacted s.38(1)(b)]

Sent: 16 October 2025 15:43

To: ET SGO <ETSGO@gov.scot>

Cc: Nicola Richards <Nicola.Richards@gov.scot>; [redacted s.38(1)(b)]; [redacted s.38(1)(b)]

Subject: ET Paper - hybrid

ETSGO – please find attached our ET paper on Hybrid for next Tue.

Rob Malpass Chartered FCIPD

Deputy Director HR Business Partnering

People Directorate - Scottish Government - Edinburgh

Tel: [redacted s.38(1)(b)]

I work between St Andrews House, Saughton House and Victoria Quay

[Extract:

- The proposal to develop a SG-wide **desk booking system** will be revisited as our location strategy evolves. In the mean time all teams that work in directorate-owned spaces have their own desk-booking spreadsheets; and for teams based in AQ, which is shared space, there is an AQ-wide desk booking spreadsheet. While this currently meets operational needs, we recognise the potential to go further. Enabling hybrid working effectively requires more than just desk booking – it calls for technology that supports flexible arrangements, including booking desks, meeting rooms, event spaces, and other assets. As our location strategy evolves, we will revisit the cost/benefit and value for money considerations to explore more dynamic, scalable solutions.

[New document]

From: Rob Malpass <Robert.Malpass@gov.scot>
Sent: 25 September 2025 09:35
To: ET SGO <ETSGO@gov.scot>
Cc: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Subject: RE: Executive Team - 23 September - Action Note - Hybrid Policy Implementation

Hi [redacted s.38(1)(b)]

Thanks for this, they look good. Will you/ETSGO get us booked in to ET for w/c 13 or w/c 20 oct?

Thanks

Rob

From: [redacted s.38(1)(b)] **On Behalf Of** ET SGO
Sent: 24 September 2025 16:28
To: Rob Malpass <Robert.Malpass@gov.scot>
Cc: [redacted s.38(1)(b)]
Subject: Executive Team - 23 September - Action Note - Hybrid Policy Implementation

Good afternoon Rob,

Many thanks for attending ET on Tuesday. Please see below a draft note of your items. I'd be grateful if you could review and let us know if any amendments are needed by close of play tomorrow (Thursday, Sept. 25).

2. Hybrid Policy Implementation – Rob Malpass, Deputy Director HR Business Partnering

Deputy Director HR Business Partnering confirmed transition arrangements to implement the updated hybrid policy in October are on track, including [out of scope].

In discussion ET:

- [out of scope]
- Noted positive feedback on progress, but highlighted ongoing issues such as workplace adjustments, space allocation (AQ5), and behaviour around desk/room booking.
- [out of scope]
- [out of scope]
- [out of scope]
- [out of scope]

[out of scope]

[redacted s.38(1)(b)] **(She/her)**

[redacted s.38(1)(b)] Executive Team Strategic Governance Office
Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

[New document]

From: Rob Malpass <Robert.Malpass@gov.scot>
Sent: 19 September 2025 10:57
To: ET SGO <ETSGO@gov.scot>
Cc: [redacted s.38(1)(b)]; Nicola Richards <Nicola.Richards@gov.scot>; [redacted s.38(1)(b)]; Jim Baird <jim.baird@gov.scot>
Subject: FW: ET 23 Sept 2025 - Update on Hybrid Working Policy Implementation - DRAFT

Apologies – please use this version. Slightly corrected Annex C.

From: Rob Malpass
Sent: 19 September 2025 10:51
To: ET SGO <ETSGO@gov.scot>
Cc: [redacted s.38(1)(b)]; Nicola Richards <Nicola.Richards@gov.scot>; [redacted s.38(1)(b)]; Jim Baird <jim.baird@gov.scot>
Subject: RE: ET 23 Sept 2025 - Update on Hybrid Working Policy Implementation - DRAFT

Hi [redacted s.38(1)(b)]
With many thanks to [redacted s.38(1)(b)] for these drafts, please find attached. This has been cleared by Nicky
Rob

From: [redacted s.38(1)(b)] > **On Behalf Of** ET SGO
Sent: 19 September 2025 09:45
To: Rob Malpass <Robert.Malpass@gov.scot>; Jim Baird <jim.baird@gov.scot>
Cc: ET SGO <ETSGO@gov.scot>; [redacted s.38(1)(b)]
Subject: RE: ET 23 Sept 2025 - Update on Hybrid Working Policy Implementation - DRAFT

Hi [redacted s.38(1)(b)],

Thank you for copying ETSGO in to the below.

[@Rob](#), Could you please confirm what time this morning you'll be submitting the final paper?

Kind regards,

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

Executive Team Strategic Governance Office

E: [redacted s.38(1)(b)]

Scottish Government St Andrew's House, Regent Road, Edinburgh EH1 3DG



From: [redacted s.38(1)(b)]
Sent: 18 September 2025 18:10
To: Rob Malpass <Robert.Malpass@gov.scot>; Jim Baird <jim.baird@gov.scot>
Cc: ET SGO <ETSGO@gov.scot>
Subject: ET 23 Sept 2025 - Update on Hybrid Working Policy Implementation - DRAFT
Importance: High

Rob – attached a draft ET paper for your consideration. It comprises a short main paper (that you may wish to finesse further) and [out of scope]:

Annex A [out of scope] – summarises sentiment analysis from Saltire article comments,
[out of scope]

[Extract]

Infrastructure and Practical Challenges. Significant concerns about [out of scope] desk booking systems, [out of scope].

I hope it is close enough to the mark.

Around on the phone over tomorrow and Monday, if needed. If not, I plan to enjoy [redacted s.38(1)(b)]!

[redacted s.38(1)(b)]

[redacted s.38(1)(b)] | DG Corporate | Scottish Government
Tel: [redacted s.38(1)(b)] | Mobile: [redacted s.38(1)(b)]

Please note, my working week is [redacted s.38(1)(b)].

[New document]

From: [redacted s.38(1)(b)]
Sent: 10 September 2025 09:13
To: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]
Subject: RE: Desk Booking / Hybrid Enablement

Thanks for introducing us [redacted s.38(1)(b)],

[redacted s.38(1)(b)]; I could pop a meeting in the calendar for us to have an initial chat if you are happy with that?

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]
[redacted s.38(1)(b)], **Corporate Transformation Directorate, DG Corporate**

E: [redacted s.38(1)(b)]
My working pattern is Tuesday, Wednesday, Thursday, Friday AM



From: [redacted s.38(1)(b)]>
Sent: 09 September 2025 20:53
To: [redacted s.38(1)(b)]
Cc: [redacted s.38(1)(b)]
Subject: Desk Booking / Hybrid Enablement

Hi [redacted s.38(1)(b)],

Hope you are well. I am pleased to introduce you to [redacted s.38(1)(b)] who joined Corporate Transformation today as a Project Manager (joining us from ARE). Brian had asked [redacted s.38(1)(b)] to pick up a couple of projects: SSI Tracker & Desk Booking (which Brian is looking to rename Hybrid Enablement!). [redacted s.38(1)(b)] will be starting to reach out to key stakeholders over the coming days and I thought that you would be a great early contact.

I will leave it to you both to find a suitable time to make introductions

Regards,

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]
[redacted s.38(1)(b)], **Corporate Transformation Directorate, DG Corporate.**
M: [redacted s.38(1)(b)]
E: [redacted s.38(1)(b)]



[New document]

From: [redacted s.38(1)(b)]

Sent: 05 November 2025 10:46

To: Jim Baird <jim.baird@gov.scot>

Cc: [redacted s.38(1)(b)]; [redacted s.38(1)(b)] [redacted s.38(1)(b)]; [redacted s.38(1)(b)]

Subject: RE: desks block booked at AQ and not used

Hi Jim,

[redacted s.38(1)(b)] does not work in my team and does not book desks for my team so I am unable to offer any comment on this particular issue. I have copied in [redacted s.38(1)(b)] who I believe is the PO for the area [redacted s.38(1)(b)] works and he may be able to provide some assurances for future.

What I can say, as a whole for the Social Security Programme, is that every two weeks our supplier is in attendance at the office. They do not have access to the booking system and so are reliant on SG colleagues booking desks which may result in what looks like a block booking under one name. Yesterday my team had a number of desks booked under [redacted s.38(1)(b)] but speaking with team members all desks were used and we too had team members working from hot desks or shared working areas and that was with a number of planned people, myself included, not coming into the office due to being unwell.

My team will review how we book desks for IBM but unfortunately there are always going to be challenges when not everyone has access to the system to book their own desk.

Thanks

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

Carer Support Payment / Pension Age Winter Heating Payment

Social Security Directorate

Phone (mobile): [redacted s.38(1)(b)]

Email: [redacted s.38(1)(b)]

My usual working days are Monday to Thursday

Planned leave: Monday 13th October to Friday 17th October inclusive

From: Jim Baird <jim.baird@gov.scot>

Sent: 04 November 2025 16:06

To: [redacted s.38(1)(b)]

Cc: [redacted s.38(1)(b)]; [redacted s.38(1)(b)]; [redacted s.38(1)(b)]

Subject: desks block booked at AQ and not used

Good afternoon [redacted s.38(1)(b)]

You will be aware if the desk pressure at AQ5.

On today's count we had 15% of desks booked but no attendees. That is unacceptably high and we are receiving correspondence from other building users complaining about this.

On looking at potential block booking we have found 20 desks on the third floor booked by [redacted s.38(1)(b)] and six of these desks were empty throughout the day.

This has been negatively commented on by other building users who were unable as a consequence to book these desks.

The block booking appears to continue throughout the week and I have not looked beyond that in time lines.

[redacted s.38(1)(b)]

Can you review what happened today and your realistic desk requirements please with a view to releasing these unused desks back to general availability and feed back to me.

We are running daily checks of desk and room vacancy and this will be included as part of the reporting to Perm Sec on the progress of hybrid implementation.

Many thanks

Jim

Jim Baird MICPEM

Deputy Director, Head of Workplace

Directorate for Procurement and Property | DG Corporate | Scottish Government

Mobile: [redacted s.38(1)(b)]

Email: jim.baird@gov.scot

[New document]

From: [redacted s.38(1)(b)]

Sent: 21 October 2025 19:56

To: Lesley Fraser <Lesley.Fraser@gov.scot>; Jim Baird <jim.baird@gov.scot>; Nick Ford <Nick.Ford@gov.scot>; Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)]

Cc: DG Corporate <dgcorporate@gov.scot>

Subject: RE: URGENT: People and Place Board - Paper on Hybrid Readiness

Hi Lesley,

Thanks for your feedback. I have included an annex and have softened the lines on the space/ desk booking tool and accessibility – [out of scope].

I have shared the paper with the ETSGO; and Jim and I look forward to joining the discussion next week – at which we'll also hopefully have some immediate feedback from the first few days post-go-live.

Thanks,

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

Workplace Division | Scottish Government | [redacted s.38(1)(b)]

From: Lesley Fraser <Lesley.Fraser@gov.scot>

Sent: 20 October 2025 17:43

To: [redacted s.38(1)(b)]; Jim Baird <jim.baird@gov.scot>; Nick Ford <Nick.Ford@gov.scot>; Rob Malpass <Robert.Malpass@gov.scot>; [redacted s.38(1)(b)]

Cc: DG Corporate <dgcorporate@gov.scot>

Subject: RE: URGENT: People and Place Board - Paper on Hybrid Readiness

Hi [redacted s.38(1)(b)]

Thank you very much for the draft paper which I have reviewed.

I have suggested a couple of edits and a couple of things to check:

- [out of scope]
- The line about the desk/ room/ space booking tool not being available for go live.

[out of scope].

Many thanks again

L

Lesley

Lesley Fraser | she/her | Director General Corporate
Scottish Government | [redacted s.38(1)(b)]

This mailbox is for my urgent personal attention only. Please send other mail to DGCorporate@gov.scot. I work Monday to Friday when the DG Corporate inbox is normally covered from 8.45am-5pm. If you need an urgent response outside those hours, please call or text.

From: [redacted s.38(1)(b)]

Sent: 20 October 2025 12:57

To: DG Corporate <dgcorporate@gov.scot>

Cc: Jim Baird <jim.baird@gov.scot>; Nick Ford <Nick.Ford@gov.scot>

Subject: URGENT: People and Place Board - Paper on Hybrid Readiness

DG team,

With apologies this is being sent late and with some urgency, I would be grateful if Lesley could approve this paper on hybrid readiness and links to the wider ambitions for our estate for People and Place Board next week.

Myself and Jim will attend the meeting to speak to the paper/ discussion.

Thanks,

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

[redacted s.38(1)(b)]

Workplace Division | Scottish Government | [redacted s.38(1)(b)]

[Extract:

16. We will continue to utilise existing desk and room/space booking tools and work is on-going to review and improve accessibility of these tools, particularly those using spreadsheet format. As we review building use, feedback on facilities and links to wider estate improvements, consideration will be given to what further investment in these tools could be.

Commitment	How it will support colleagues	Actions Implemented
Space and Desk Booking Tools	To ensure the current process is as effective as possible.	<ul style="list-style-type: none">• On-going review of accessibility of space and desk booking tools.• Current tools continue to be utilised, with longer-term engagement required on future opportunities.