

FLEXIBLE WORKING POLICY



**With you.
For you.**

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Part 1

1. POLICY STATEMENT

- 1.1 In order to maintain a committed and skilled workforce, able to deliver high quality, cost effective services in an environment which maximises opportunities for employees to balance work and personal commitments the CCG is committed to providing a range of flexible working options for employees.
- 1.2 This policy sets out the flexible working arrangements that are available within the organisation and is supplemented by separate policies on different options.

2. PRINCIPLES

- 2.1 The organisation has an overriding responsibility to deliver timely services. It also has the right to seek ways of developing the capacity of its services, improving the capabilities of its employees and improving effectiveness.
- 2.2 This policy allows any employee, from their first day of employment onwards, the right to apply for a change in their contracted hours of work but does not guarantee a change will be made.
- 2.3 All requests will be given full consideration and no reasonable request will be refused. However, in certain circumstances the needs of the business may not allow for the request to be granted. If a request is denied, a full and detailed reason for the refusal will be given in writing to the employee.
- 2.4 Managers will ensure that staff who request a flexible working arrangement are aware of the implications (if any) on their terms and conditions of employment e.g. salary, annual leave, pension. Managers should seek the assistance of Human Resources where necessary.
- 2.5.1 As far as practicable a CCG may be able to offer flexible working arrangements (**please note:** Business needs must take precedence, which may require flexibility from both sides. Every effort will be made to accommodate flexible working wherever possible, although there may be some posts where it may not be practical) such as:
 - Part-Time Working -This is where an employee is contracted to a number of hours that are less than the normal hours of work of a comparable full-time employee.
 - Job Share - This is normally where two people share the duties and responsibilities of one full-time post in a partnership arrangement.
 - Term-Time Working - This is where there is agreement to allow an employee to take extended unpaid leave to coincide with the school holidays or to be contracted only to work during term time.
 - Flexible Working - Flexible working allows employees to vary their actual working hours. This means that employees can vary their start and finish times to better fit their domestic responsibilities, travel arrangements or for work purposes. This scheme needs to be applied in line with the Fact Sheet - **Flexi Time** attached at the end of this policy.
 - Annual Hours – This is where a person works a specific number of hours each year, with the hours being unevenly distributed throughout the year.

- Compressed hours – This is where longer hours each day can be worked to take time off e.g. 10 days (37.5 x 2) worked over 9 days. 5 days working over 4 days will not normally be considered.
- Flexible Rostering – Using periods of work of differing lengths within an agreed overall period
- Tele-working – This is where people work from home for all or part of their hours with a computer or telecommunication link to their organisation.
- Voluntary reduced working time – This is where people work reduced hours by agreement at a reduced salary.
- Fixed work patterns – This is where, by agreement, days off can be irregular to enable, for example, access by separated parents to their children and flexible rostering.
- Flexible Retirement

2.6 Where a request for a permanent change to an employee working arrangements is requested the organisation reserves the right to impose a trial period, the length of which will be at the line managers discretion but will normally be between 3 and 6 months, to establish whether or not the new working arrangements meet service needs.

2.7 Employees are able to apply no more than once per year.

3. EQUALITY

3.1 In applying this policy, the Organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

4. MONITORING & REVIEW

4.1 The policy and procedure will be reviewed periodically. Where review is necessary due to legislative change, this will happen immediately.

PART 2

1. PROCEDURE

- 1.1 An employee has the right to be accompanied by their trade union representative or a work colleague at every stage of this procedure
- 1.2 A request to change the contracted hours of work must be made by the employee in writing, or using the attached form (Appendix 1), to their line manager and must:-
- be dated and submitted allowing sufficient time between the submission of the request and the proposed start date for the application to be considered;
 - state whether a previous application has been made and, if so, the date on which it was made;
 - include the reason the request is being made and whether or not it is being made under the statutory right to apply to work flexibly;
 - include details of the proposed change, and proposed start date, and an explanation of the employee's view of the effect on the CCG's business and how this may be dealt with;
 - relate to hours, times or place of work requested;
- 1.3 The line manager will acknowledge the request and, if necessary, will arrange a meeting with the employee to discuss the application, to be held no later than 28 days after the date of application.
- 1.4 A decision will be made within 14 days of the meeting and the employee notified in writing. The notification will either:-
- accept the request and establish a start date and any other action or
 - confirm a compromise agreed at the meeting or
 - reject the request, detailing all of the facts and demonstrating the business rationale behind the decision.
 - Include details of the appeals process
- 1.5 Should the application be approved, the change will be made on a permanent basis, unless all parties have agreed at the outset that the arrangement is time limited. A trial period may be agreed.
- 1.6 Applications for flexible working arrangements will be refused only for one or more of the following reasons:
- the burden of additional costs;
 - detrimental effect on ability to meet customer demand;
 - inability to reorganise work among existing staff;
 - inability to recruit additional staff;
 - detrimental impact on quality;
 - detrimental impact on performance;
 - insufficiency of work during the periods the employee proposes to work;
 - planned structural changes.
- 1.7 If the proposal is refused, the employee will be allowed another 14 days in which to appeal.

2. Appeal Procedure

- 2.1 The employee must submit their appeal in writing within 14 days of them being informed of the decision

- 2.2 The appeal will be acknowledged in writing and an appeal meeting arranged
- 2.3 The appeal meeting should take place within 14 days of the notice of the appeal and will be heard by the line manager of the manager who made the original decision, or someone at an equivalent level.
- 2.4 The employee has the right to be accompanied by their trade union representative or a work colleague at this meeting
- 2.5 The decision on the appeal must be given within a further 14 days and is final.

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FLEXIBLE WORKING APPLICATION FORM

Name:	Dept:
Manager:	Organisation start date:

I wish to apply to work a flexible working pattern that is different from my current working pattern.

Either

I have not worked for the CCG continuously for the last 26 weeks and wish to apply under the principles of the Flexible Working Policy. []

Or

I have worked for the CCG continuously for the last 26 weeks and wish to apply under my right provided by the Employment Rights Act 1996. []

I confirm that I have not made a Flexible Working request in the past 12 months. []

The following sections must be completed:

1. My current working pattern is: <div style="text-align: right;">Please provide details of days/hours/times worked</div>
2. The pattern I would like to work is: <div style="text-align: right;">Please provide details of days/hours/times worked</div>
3. I would like this working pattern to commence from:
4. I think this change in my working pattern will affect the CCG and my colleagues as follows:
5. I think the effect on the CCG and my colleagues can be dealt with as follows:

Signed: _____ Date: _____

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Confirmation of receipt of application (Line manager to complete and return to employee)

Dear

I confirm that I received your request to change your work pattern on _____.

I will be arranging a meeting to discuss your application within 28 days. In the meantime, you may wish to consider whether you would like a colleague to accompany you to the meeting.

From

Appendix 1

FACT SHEET FLEXI-TIME

The purpose of the Flexi-time scheme is to enable staff to adjust their working day, within certain limits, according to personal choice and convenience and the needs of the service.

Core Time

Core time directs the hours all staff are required to work unless they are taking leave.

The morning core time is between 1000 hours and 1200 hours and the afternoon is between 1400 hours and 1600 hours.

Lunch breaks

A lunch break of at least 30 minutes, and no longer than 1 hour, should be taken between 1200 hours and 1400 hours for all staff working 6 hours or more a day.

Where staff are required to attend meetings during these core lunch hours, lunch should be taken before or after their meeting.

Settlement Period

This is the period within which hours worked are balanced with those required to be worked, and flexi-time leave is to be taken. It is necessary for staff to agree in advance, with their Line Manager, the hours they expect to work over the forthcoming period.

The scheme has a settlement period of four weeks.

It is intended that actual hours worked in the settlement period will balance with the contracted hours for the period. If this is not possible, **a maximum of 8 hours credit or 4 hours debit (pro rata for contracted hours)** may be carried over to the next four week accounting period.

Operating The Flexi-Time Scheme

In order that the scheme operates smoothly, and to the satisfaction of both staff and managers, the following procedures are to be followed:-

Recording Time

A time recording sheet is to be used by all staff operating the scheme, logging starting time, start of lunch break, end of lunch break and finishing time.

A day of annual leave or sickness should be recorded as an average for individual staff's working week e.g. 7 or 7.5 hours, and a half day as 3 hours and 15 minutes or 3 hours and 20 minutes.

A requirement of the scheme is that log sheets are to be available for inspection by line managers at any time. If they are found to be incomplete, the latest starting time or the earliest finishing time, whichever is appropriate, will be entered by the Line Manager

Agreeing Time

It is important that staff agree in advance, with their Line Manager, their probable times of work for the next settlement period in order to maintain efficient working.

This does not mean that attendance time cannot be varied during the settlement period to meet changed circumstances, but is intended to ensure that managers are able to provide sufficient service cover, efficient team working arrangements, etc, throughout the period. Any proposals to change the agreed attendance pattern should be discussed in advance between the Line Manager and the individual.

Appendix 2



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