

Flexible Working Policy



With you.
For you.

Policy Title:	Flexible Working Policy	
Supersedes:	002	
Description of Amendment(s):	Revision of the application and acknowledgement template to include a proforma which covers the process from application to outcome. Reference to the CCG being open in considering all roles being flexible.	
This policy will impact on:	All CCG Staff	
Financial Implications:	N/A	
Policy Area:	Human Resources/Organisation Development	
Version No:	003	
Issued By:	CSU Human Resources	
Document Reference:	HR08	
Effective Date:	19 th March 2021	
Review Date:	March 2023	
Impact Assessment Date:	January 2021	
Consultation:		
Approved by Committees:	CCG Executive Committee (via electronic consultation)	19/03/21
	CCG Governing Body	

Contents

Part 1

1.0	POLICY STATEMENT	4
2.0	PRINCIPLES	4
3.0	EQUALITY STATEMENT	5
4.0	MONITORING AND REVIEW	5

Part 2

1.0	PROCEDURE	6
2.0	APPEAL PROCEDURE	7
Appendix 1	FLEXIBLE WORKING REQUEST PROFORMA	8
Appendix 2	EQUALITY IMPACT ASSESSMENT	8

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 enabling and providing a range of flexible working options for employees. The CCG is open to improving opportunities and to considering all clinical or non-clinical permanent roles, at all levels across the CCG being flexible.
- 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 The statutory right to apply for flexible working applies to all employees who have worked for the same employer for at least 26 weeks. However, the CCG allows any employee, from their first day of employment onwards, the right to apply for a change in their contracted hours of work.
- 2.3 All requests will be given full and thorough 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. There may be instances where a compromise to the original request may be feasible and in this instance, line managers should discuss this with the employee to determine suitability. 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 Flexible working means different things to each employee and can relate to hours, duration and location of where employees work. As far as practicable the CCG may be able to offer flexible working arrangements 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.

- 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.
- Voluntary reduced working time - This is where people work reduced hours by agreement at a reduced salary.
- Variation to Agreed Working Pattern - 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

2.7 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.

2.8 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 by the HR team in conjunction with operational managers at the CCG and Trade Union representatives. 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 using the attached proforma (Appendix 1) and submitting to their line manager. The proforma 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;
 - 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;
 - state whether a previous application has been made and, if so, the date on which it was made;
 - include details of the proposed change, and proposed start date, and an explanation of the employee's view of the impact on the CCG's business/team/department and how this may be dealt with;
 - relate to hours, times or place of work requested;
 - outline any potential barriers or benefits that can be identified to support the business case.
- 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 calendar days after the date of application.
- 1.4 A decision will be made within 14 calendar 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. In this instance line managers must confirm in writing, the period that the working arrangements will be reviewed. This will allow the manager and the employee to review the working arrangements to ensure that they continue to be fit for purpose and allow for refinement, if necessary. A trial period may also 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 calendar days in which to appeal.

2. Appeal Procedure

- 2.1 The employee must submit their appeal in writing using the attached proforma (Appendix 1) within 14 calendar 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 calendar 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 calendar days and is final.

APPENDIX 1

FLEXIBLE WORKING REQUEST PROFORMA



Flexible Working
Request Proforma.doc

APPENDIX 2

Equality Analysis Initial Assessment



Flexible Working
EIA.pdf