# Flexible Working Policy

**NO. HRP6**

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# Flexible Working Policy

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1. INTRODUCTION

Wirral Community NHS Trust is committed to improving the Health & Wellbeing of its staff. A national review of the NHS health and wellbeing conducted by Dr Steven Boorman (2009) identified a range of possible benefits to staff and patient services which may be realised through a strategic focus on improving the health and wellbeing of NHS staff. This included;

- 3.4 million additional available working days a year for NHS staff.
- Equivalent to an extra 14,900 whole-time equivalent staff.
- Estimated annual direct cost saving nationally of £555 million.

It is the intention of Wirral Community NHS Trust to realise a proportion of these estimated gains for the organisation. One of the recommended methods of improving employee health and wellbeing is through partnership working, supporting staff to balance their personal lives with the commitments of the service provision. As part of the commitment, all staff need to feel confident that should they request a change of working pattern then their request will be carefully considered. Wirral Community NHS Trust is dedicated to building a workforce which is valued and whose diversity reflects the communities it serves, enabling them to deliver the best possible healthcare service to those communities.

This policy may be supplemented by localised interim agreements.

2. SCOPE OF THE POLICY

This policy aims to facilitate partnership between managers and all Wirral Community NHS Trust staff with regard to balancing work and domestic responsibilities of employees whilst maintaining the highest standards of patient care. The policy is intended as support for both managers and staff, to raise awareness of a wider range of flexible working options. The policy also aims to provide an all inclusive framework which supports all Wirral Community NHS Trust’s diverse range of staff.

The overall context will be the need to deliver a quality service that enables staff to achieve a work-life balance. In principle all posts will be open to requests for flexible working where it can be demonstrated through reviewing objective, technical or work organisation implications that such an arrangement is acceptable to the Trust and will not compromise patient care. This is subject to the observance of the procedure laid out in this document.

3. PRINCIPLES AND VALUES

The application of this policy sets out the process and timescales required in order to ensure the organisation is compliant with the Employment Act (2002) – Flexible Working: The right to request and the duty to consider. The Policy also seeks to

Wirral Community NHS Trust has an overriding responsibility to deliver timely and effective services to patients. The Trust is also responsible and subsequently has the right to seek ways of developing the capacity of its services increasing its capability to deliver a safe quality service through the Trusts employees while maintaining cost effective services.

This policy allows any employee the right to apply for a change in their working arrangements but does not guarantee that a change will be made.

Every employee of Wirral Community NHS Trust is entitled to one flexible working request within a 12 month rolling period which must be provided in writing using the application form in appendix F. All requests for flexible working in line with the conditions of the policy will be given full consideration.

Employees are required to demonstrate that full consideration to service provision has been considered. Employees are required to detail how their proposed flexible working request will not detrimentally impact or pose a risk to service provision. No reasonable request for flexible working will be refused where it can be demonstrated there would be no risk or detrimental impact to service provision.

Managers will ensure staff who request flexible working are aware of the implications (if any) to their terms and conditions. In implementing the policy, managers must ensure that all staff are treated fairly and within the provisions and spirit of the organisations Equality and Diversity Policy HRP36. Wirral Community NHS Trust’s flexible working policy exceeds the statutory minimum requirements of the legislation in that it extends the right to request flexible working and associated statutory rights (See Legal Obligations section 4.1) to all employees of Wirral Community NHS Trust.

4. LEGISLATION

The following statutes set out legal obligations on employers which come under flexible working. Failure to comply may have financial implications for the Trust which should be negated through application of the processes set out in this policy which exceed the statutory requirements. The obligations placed on Wirral Community NHS Trust under flexible working are set out in the following acts;

- The Employment Rights Act (1996)

4.1 Legal Obligations
4.1.1 Criteria for Legal Right to Request

The legislation places a legal requirement on Wirral Community NHS Trust to grant certain employees who meet legally specified criteria the right to request flexible working arrangements. The legally cited criteria that grants employees automatic rights to request flexible working is as follows;

You must:

- Be an employee, but not an agency worker
- Have worked for your employer for 26 weeks continuously before applying
- Not have made another application to work flexibly under the right during the past 12 months

You will then have the statutory right to ask if you:

- Have or expect to have parental responsibility of a child aged under 17 (from April 2011 a child aged under 18)
- Have or expect to have parental responsibility of a disabled child under 18 who receives Disability Living Allowance (DLA)
- Are the parent/guardian/special guardian/foster parent/private foster carer or as the holder of a residence order or the spouse, partner or civil partner of one of these and are applying to care for the child
- Are a carer who cares, or expects to be caring, for an adult who is a spouse, partner, civil partner or relative; or who although not related to you, lives at the same address as you

The request can cover hours of work, times of work and place of work and may include requests for different patterns of work. The legislation requires that the request is made by the employee to Wirral Community NHS Trust in writing using the application form in appendix F. Wirral Community NHS Trust has a statutory duty to consider the request seriously and to refuse it only if there are clear business grounds for doing so. Employees have the right to be accompanied at the meeting by either a trade union representative or work based colleague. Equally, line managers also have the right to have HR support at the meeting.

4.1.2 Employer Obligations

For employees who meet the criteria for the right to request flexible working Wirral Community NHS Trust must comply with the following;

- Acknowledge receipt of the application for flexible working within a reasonable timescale
- Hold a meeting with the employee within 28 calendar days of receiving the application for flexible working to discuss the request
• Inform the employee of the right to be represented by either a trade union representative or a work based colleague.
• Seriously consider whether the business can accommodate the request
• Notify the employee of the decision in writing within 14 calendar days of the meeting.

If refusing the requested flexible working pattern the legislation requires that Wirral Community NHS Trust comply with the following;

• Explore alternative flexible working patterns
• State the business reasons why the request cannot be accommodated to the employee in writing
• Set out the appeal procedure to the employee in writing

4.1.3 Working Time Regulations

Any flexible working patterns agreed by the organisation must comply with the Working Time Regulations (1998). The main provisions of these are:

• A maximum (average) working week of 48 hours
• 11 consecutive hours rest per day
• 24 hours uninterrupted rest per week (or 48 per fortnight)
• 20 minute rest break when working over 6 hours

Further information on the practical application of these provisions, including how they are calculated and any exclusions which apply, is available from the Human Resources Department. It may also be necessary to take into consideration the provisions set out in the Corporate Governance Manual in the case of outside employment and a second job, links to which are detailed on the front page of this document.

4.1.4 Associated Legislation

• Sex Discrimination Act 1975
• Equal Pay Act 1970
• Race Relations Act 1976
• Disability Discrimination Act 1995 (DDA)
• Employment Equality Regulations
• Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
• The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000

5. EQUALITY IMPACT ASSESSMENT
Wirral Community NHS Trust is committed to an environment that promotes equality and embraces diversity in its performance as an employer and service provider. It will adhere to legal and performance requirements and will mainstream equality and diversity principles through its policies, procedures and processes. The policy should be implemented with due regard to this commitment.

To ensure that the implementation of this policy does not have an adverse impact on employees Wirral Community NHS Trust has conducted an Equality Impact Assessment to assess it’s impact on equality which has been reviewed in consultation with trade union representatives and direct with employees.

The purpose of the assessment is to minimise and if possible remove any disproportionate impact on employees on the grounds of race, sex, disability, age, sexual orientation or religious or other belief. No detriment was identified.

WCNHST will monitor workforce information to ensure that this policy is implemented fairly.

6. GOOD CORPORATE CITIZEN

Flexible working is a key element in building a healthy society, allowing employees to balance their work and home commitments and keeping them in work longer than might otherwise be possible. Research demonstrates that flexible working increases the commitment of employees to their employer, improves levels of performance and helps with recruitment and retention.

7. DEFINITIONS

**Self Rostering:** Employees are self-sufficient by scheduling their own shifts however still maintaining agreed service levels.

**Annualised Hours:** Contractual hours are calculated over the period of a whole year.

**Flexi-time:** Allows employees to take paid time off work when time has been accumulated.

**Job Share:** The division of duties and responsibilities for a full-time post between two people.

**Employment Break:** These are intended for employees who wish or need to leave their job to cover domestic or other responsibilities or for personal or professional development purposes, whilst retaining the right to return at a later date.

**Home Working:** Homeworking is when employees do their job from home, either occasionally or as a permanent working arrangement.
**Term Time:** Allows employees with young or school age children to be away from work during the school holidays.

**Flexible Retirement:** various options for flexible retirement which provide alternatives to simply stopping work and drawing a pension that may suit some employees

**8. DUTIES (RESPONSIBILITIES)**

**8.1 Chief Executive**

The Chief Executive has overarching responsibility for ensuring the content of this policy is applied consistently and fairly across the organisation.

**8.2 Director of HR and Corporate Affairs**

The Director of HR is the named officer responsible for ensuring the content of this policy is applied fairly and consistently across the organisation.

**8.3 HR Department**

The HR department is responsible for providing accurate and timely advice to managers and employees to ensure the policy is appropriately utilised across the organisation. The HR department is also responsible for monitoring the key performance indicators detailed on the front cover of this document.

**8.4 Head of Service**

The Head of Service is responsible for considering the impact this policy may have on restructures or redesign of teams and departments within their service. They are also responsible for overseeing the dissemination of implementation of this policy across their service at any time when organisational change may impact on employees.

**8.5 Line Manager**

Line managers and team leaders are responsible for the dissemination and implementation of this policy within their teams at any time where organisational change impacts on the pay or conditions of service of employees.

**8.6 Employee**

Employees are responsible for taking due consideration of this policy where organisational change poses an impact on their work.

**9. BENEFITS OF FLEXIBLE WORKING**
Flexible working will be a key part of the Trust’s approach to both recruitment and retention. There will be benefits for a number of parties:

9.1 **The employee** - may be able to alter the balance between work and life away from work although this is not a legal requirement.

9.2 **The Trust** - as the employer will have more scope to plan and adapt the workforce capacity to meet the changing demands of a 24 hour, 365 day service recruiting and retaining valuable knowledge and skills.

9.3 **Patients and other service users** - will have increased access to treatment and care from staff who are more flexible and motivated in delivery of their work.

In addition to supporting both recruitment and retention, flexible working has wider benefits for the organisations service provision including:

- Building a more diverse range of skills within the workforce
- Balancing staff levels and activity levels more efficiently
- Increasing diversity equal opportunities
- Improving morale
- Improving attendance rates
- Addressing issues of punctuality
- Extending working careers and retaining skills
- Contributing to staff wellbeing reducing stress
- Engendering staff loyalty and commitment to the trust
- Fostering staff engagement and motivation to contribute to service aims

Flexible working can act as an enabler of equal opportunities assisting the organisation in recruiting and maintaining a diverse workforce. Through flexible working, Wirral Community NHS Trust hopes to gain the benefits to service provision which can be obtained through operating with a diverse workforce.

10. **FLEXIBLE WORKING OPTIONS**

This section details a range of options that should enable managers and staff to achieve a balance between competing demands placed upon them both at work and at home. However it is important to note that not all of the following options are suitable or feasible for all services. Any flexible working option request will be considered alongside and will be based on the needs of the service.

10.1 **TEAM-BASED SELF ROSTERING**

10.1.1 What is Team Based Self-Rostering?

Team-based self-rostering, also known as “shift swapping” involves a basic shift in the way people think about work. It is a process by which staff on a unit collectively
decide and implement their monthly work schedule. A conventional approach represents a job as something that is done between the same fixed times each day, with staffing patterns decided by the manager. Self-rostering is a "bottom up" approach to scheduling work, giving people more control over their working week. Self-rostering means agreeing the staffing levels and skill mix required at any time in the day. Giving staff the ability to schedule their working day collectively to cover each others shift preferences. Team based self-rostering attempts to utilise the alternative shift preferences of different staff members which may alternate throughout different times, events and responsibilities in a persons life.

10.1.2 Benefits of Team Based Self-Rostering

The aim of Team based self-rostering is that staff have more flexibility around planning to fulfill the needs of the service allowing staff to collectively work around other personal commitments and responsibilities. Given the range of potential personal preferences of a diverse team with various personal commitments and responsibilities the staff as a collective should be able to utilise each others preferences and cover each others shifts whilst delivering the staffing levels and skills required to maximise efficient delivery of services. The effect is that even those who do not take up this flexibility will feel differently about their role because of the greater control they have been given. Team-based self-rostering can spark fundamental changes in the way that teams co-operate together and engage with their work taking ownership and accountability. This can also bring benefits such as reducing reliance on agency and bank staff and improve retention/sickness levels of existing staff.

10.1.3 Service Considerations for Team Based Self-Rostering

Team based self-rostering is inappropriate where there is limited diversity amongst teams containing staff with similar responsibilities and personal commitments leading to similar shift preferences. Application of team based self-rostering within a team with limited diversity can cause tension and conflict with staff competing to take similar shift patterns. Staff members who do not wish to work team based self-rostering may often lose out and may feel isolated and potentially victimised. Operation of team based self rostering within a team with limited diversity can cause a detrimental impact on the service if it is operated based on the priorities of individuals rather than on the balance of the needs of the team and service.

The first step is to assess and ensure the support amongst all staff members to be involved. Team based self-rostering does not guarantee every shift desired, but is instead a way to ensure optimal cover with minimal individual disadvantage through allowing staff to coordinate cover of shifts as a collective.

10.1.4 Sample Guidance for Operating Team Based Self Rostering
Team-based self-rostering systems should incorporate a series of steps in preparing rosters. These steps should support managers looking to implement this type of flexible working and is not prescriptive;

- Members of staff should have access to a monthly roster system (this may be a longer/shorter period of time depending on your planning timescales)
- Well in advance of the roster period they should input their preferred choices for the shifts they wish to work during that period by filling in their name against the band listed on the roster system
- Staff should then assume responsibility for covering the agreed shift
- If when looking at the roster, the individual identifies a shift they require to be full, they should approach a colleague who has not requested that shift and negotiate a change with them
- When the rosters have been completed, the individual should complete a line on the master roster system, ensuring that they do not exceed any existing parameters which have been set
- If a colleague approaches an individual to negotiate a change, the idea is to be flexible and try to assist them with their request. However, if all peers have been approached and negotiation of a shift change has been unsuccessful, the line manager may be approached to seek alternative solutions
- It is likely that a request booking system will still be in place in order to guarantee annual leave or training. Any requests should be copied onto the roster before it distributed for completion on line
- Rosters should be made easily accessible to all members of staff

10.2 ANNUALISED HOURS

10.2.1 What is an annualised hour’s contract?

An annual hour’s contract is a system whereby the period of time within which employees must work is defined over a whole year rather than a week. For example (specific annual requirements of staff should be calculated individually accounting for annual leave entitlement etc), an average 37.5 hour week becomes 1,762.5 annual hours, assuming five weeks of holiday entitlement (47 weeks x 37.5 hours per week). This is the total hours an employee must work each year under the contract. The annual hours contract then allows both the employer and employee flexibility around when these hours are delivered.

For example an employee may be required to work 150 hours over 4 weeks in a month. An employee in agreement with their manager may work 7 hours one week then 47 hours for the next 3 weeks to deliver the 150 hours. Annual hours expands this example over the course of a year.

Once the annual hours of work have been agreed these hours can be distributed to work around the variations in service demand and the personal circumstances of the employee. Some of the hours may be held in reserve to be used when the employer and employee agree, or they may all be used within the schedule. It will also be necessary to allow for bank holidays and over contract hours.
10.2.2 Benefits of annual hours system

Annual hour's schemes aim to achieve a more even match between supply and demand for staff, by distributing hours worked by staff to coincide with actual levels of need – flexing the working year. They are particularly suitable in situations where there are predictable fluctuations in activity levels for teams and staff over different periods. Annual hours may also be appropriate for individual staff whose personal commitments occur at certain times of the month or year and can help reduce the working week or month where necessary to be made up at another time. Operation of annual hours can support reducing overtime or reliance on bank and agency staff releasing staffing costs to be utilised when they are most needed maximising efficiency.

10.2.3 Service Considerations for Annual Hours

If not monitored carefully annual hours poses a potential risk of breaching the Working Time Directive. When implementing annual hours careful monitoring of its operation will be required as with all types of special leave. Staff can work more than 48 hours in one week, as long as the average over 17 weeks is less than 48 hours per week. Utilising an annual hours contract may pose difficulties with recruiting to the post due to the ambiguity of shift arrangements not being suitable to potential employees. When operating an annual hours contract the short notification periods which may be beneficial to the employee may reduce the freedom of the employee and may cause conflict leading to a reduction in the employees' commitment and engagement with the role.

10.3 REDUCED HOURS / PART TIME WORKING

10.3.1 What is Reduced Hours / Part Time Working?

Reduced or part time hours usually involve any utilisation of any employee contract which is less than the accepted full time equivalent of 37.5 hours. Reduced or part time working hours can take various forms, and in addition to accepted part-time working may include job sharing and term time working which are covered in subsequent sections. Further options may involve a situation whereby an employee wants to voluntarily reduce their working hours for a specific period, in the guidance that follows this is referred to as V-time. Such arrangements may be to manage personal or caring responsibilities and pay will be reduced proportionately. Reduced working hours may be a permanent change. Implementing Part time working requires a shift in thinking about the nature of work from paying staff for the number of hours worked to focusing on the key issue of employees delivering the required activity or the required service objectives.

Where an employee works less than full time, there will be implications in respect of both annual leave in terms of the amount and which option they are entitled to and
pension entitlements and it will be essential to ensure that there is continued access to training and development opportunities.

10.3.2 Benefits of Reduced Hours / Part Time Working are the benefits of employing part-time workers?

Within the NHS 50% of female staff and 10% of male staff work less than full time all of whom play a vital role in service delivery. Demographic and other factors suggest that the proportion of staff working reduced hours is likely to increase still further in the future.

Offering part time working widens the potential pool of applicants to the role who may otherwise have been restricted from applying. Offering part time working can increase the diversity of applicants often with a wide range of skills and experience which may not otherwise have been available. Offering part time working can engage employees who value the flexibility offered by the business leading to increased commitment and loyalty to the Trust.

Utilising part time working can allow the Trust increased adaptability to meet varying peaks in service demands delivering the skill requirements at the time it is needed in a cost effective and efficient manner.

Part-timers often have a greater sense of responsibility and control of working life. As part time staff are often able to obtain a greater balance of work and personal commitments this can lead increased staff wellbeing and subsequently to lower rates of sickness. Part time staff, content with the work life balance can also lead to increased employee productivity with time spent in work focused on the service objectives instead of worrying about meeting personal commitments such as child care. Perhaps most importantly the use of reduced hours can support the retention of skilled and talented staff who can often be difficult and costly to recruit to.

Part time working can act as an efficient way of controlling costs where full time cover is not required to deliver the service requirements.

10.3.3 Service Considerations for Reduced hours / part-time working

When operating part time working consideration should be taken into account of a variety of potential implications to services. Limitations of part time working to be considered should include the requirements and access to mandatory training required for a role. For example, where a member of staff wishes to work in a role 4 hours a week requiring substantial mandatory training which would occupy their contracted hours for a substantial period of time (i.e. 6 months focused solely on training before they could deliver the role). If this hinders the ability of the employee to deliver the service needs for a substantial period of time whilst they fulfill the training requirements, priority should be given to covering potential risks to service needs.
Consideration should also be given to potential performance issues which may arise from part time working. Part time working may lead to a variety of performance issues dependant on the nature of the role such as difficulties managing workload within the timescales. Further issues may arise from roles which require staff to maintain specific skills to deliver patient care which is hindered by their reduced hours. There can also be communication problems leading to problems of continuity, which may affect service delivery.

Contact HR for guidance for introducing reduced hours arrangements.

10.4 FLEXI-TIME

10.4.1 What is Flexi Time?

Flexi-time working is one of the most common forms of flexible working across the UK. Many organisations including Trusts operate various forms of flexi-time, often for staff who would otherwise be working a conventional 9 – 5 working day. In more complex work situations where staffing levels, skill mix and other considerations require a rigorous organisation of hours, flexi time may be utilised through staggered hours across shifts, which set specific start and finish times for staff.

Flexi-time allows staff on Band 5 and under to vary their actual working hours outside certain core times each day, please note core times will vary for service areas and will be based on service requirements. Usually this means staff can vary their start and finish times to suit peaks in service demand as well as domestic responsibilities or travel arrangements. Staff can build up a credit or debit of hours worked within a specific period. Services may allow staff to consolidate extra hours worked into a half day off. It is recommended that no more than a half day is accrued or owed by an employee through Flexi time.

10.4.2 Benefits of Flexi Time

Use of flexi time can generate greater staff morale and job satisfaction through staff having greater control over their work life balance. The flexibility offered to employees can reduces stress from worries around personal commitments and subsequent fatigue. Using flexi time can bring about improvements in absenteeism whilst increasing productivity. As well as the usual benefits of flexible working such as ability to recruit and retain staff flexi time can lead to increased cost efficiency. Through Flexi time Work time visits to doctor / dentist can be in the employees time. Measured employee’s attendance can ease employee difficulties such as with childcare arrangements. Flexi time can allow staff to avoid the stress of commuting at peak times if their start and finish times are staggered whilst the service only pays for time in attendance i.e. delayed arrival caused by traffic congestion, delayed trains with employees making the time back. Flexi time can allow staff control over their personal time leading to benefits such as employees resolving personal matters without having to take time off.
10.4.3 Service Considerations for Flexi Time

When deciding to operate Flexi time consideration will have to be given to how it will be monitored and applied given the varied nature of different management relationships. When operating flexi time service cover needs to be arranged to ensure any accrued use of time in lieu - usually a half day can be covered / planned for. Similarly, action must be taken to ensure that employees take accrued time back and that the limits of the working time directive are not exceeded with staff permitted to work 48 hours in one week, as long as the average over 17 weeks is less than 48 hours per week. When applying flexi time focus should remain on the actual workloads rather than on minute counting.

Contact HR for further guidance for introducing reduced hour's arrangements.

10.5 JOBSHARE

10.5.1 What is a Job share?

Job sharing is defined as a way of working where two people share the responsibility of one full time position which would normally be held by one individual. All posts will be regarded as a potential job share. There may be some exclusions, but these will be a small minority based on essential service requirements. By arrangement, job sharers may work split days, split weeks or work alternate weeks, according to the requirements of the post.

10.5.2 Benefits of a Job Share

Job share can increase flexibility to meet peak demand and provide greater continuity in the occurrence e.g. sick leave, annual leave or maternity leave. Utilising a job share for a post can contribute a wider range of views and ideas to a post than would be expected from one person supporting innovation within the role. Fundamentally the use of job share arrangements may be a way of retaining talented staff who might otherwise leave due to changing commitments in their personal life. The use of a job share arrangement may enable employees to balance the demands of home and work.

10.5.3 Service Considerations for Job Share

Existing employees should follow the process outlined in Section 12.

10.5.4 Filling a vacancy on a job share basis

All jobs, unless identified in the excluded category, will be advertised as suitable for job sharing. Job applicants will be asked to indicate whether they are applying on a job share basis or for the whole post.
Normal arrangements for selection and interviewing will apply when filling the vacancy. In the event an applicant is selected to a post who wishes to work part time hours for a full time post, managers will be required to fill the remaining hours. Managers can fill the remaining hours either through existing staff who may wish to take up the remaining hours or through the normal recruitment process to the remaining hours.

Once a suitable job share partnership has been identified, agreement should be reached between the Manager and the two individuals regarding the allocation of duties and working hours. This should be confirmed in writing.

10.5.5 Arrangements when one sharer leaves

In the event of one job sharer leaving a job share partnership, the hours of work previously undertaken by that person will be offered to the remaining sharer on a full time basis. If this is not suitable, another job share partner will be sought using the normal recruitment and selection procedures.

Please feel free to contact HR for further guidelines for introducing reduced hour’s arrangements.

10.6 EMPLOYMENT BREAKS – Please note, this scheme is temporarily suspended until further notice

10.6.1 What is an Employment break?

Employment breaks are extended unpaid periods of leave. An employment break may last for a minimum of three months and a maximum of 12 months during which there would be a right to return to the Trust in a role with as broadly similar duties as possible. Employees returning from an employment break will return to work on the equivalent salary level, reflecting any cost of living increases awarded during the break. Further information can be obtained from the Employment Break Scheme (HRP8).

10.7 SPECIAL LEAVE

10.7.1 What is special Leave?

Special Leave is to support employees faced with domestic, personal and family emergencies that require immediate attention. The Special Leave Policy (HRP10) provides a framework for helping staff to balance the demands of domestic and work responsibilities times of urgent and unforeseen need through the provision of paid or unpaid leave. Special leave covers a range of different situations which may require the employee to take time off from the workplace such as to undertake civic and public duties.

10.7.2 Benefits of special Leave
The objective of such leave is to help staff balance the demands of domestic and work responsibilities at times of urgent and unforeseen need through the provision of paid or unpaid leave. Leave granted under these arrangements covers varying periods of time, but is generally of a short term nature to allow employees to put in place measures to deal with the situation. Special Leave is designed to support situations whereby employees require immediate time off work to deal with a situation for which they could not have foreseen or prepared for that is not a sickness related absence. Special leave is designed to support managers in developing an honest and open dialogue with staff to identify potential underlying trends to absence. Identification of such underlying trends can allow for support mechanisms to be put in place to help prevent recurrence of absence from work related to caring or domestic responsibilities.

10.7.3 Service Considerations for Special Leave

Granting of special leave and whether it is paid or unpaid is at the discretion of the line manager and subject to the circumstances of each individual situation. It is the aim of the Trust to ensure that acceptance and refusal of special leave is coordinated in a manner that is fair and equitable.

When considering flexible leave HRP 10 Special Leave Policy and Procedures should be referred to for full details. You may also wish to contact a member of HR for further advice.

10.8 HOME WORKING

10.8.1 What is Home Working?

Home working is a form of flexible working whereby employees are allowed to carry out their work duties from their own home either on a full time or part time basis. Home working will be an option that will not be available to all employees and will depend on the nature of the work. In order for an employee to work from home they must be clearly able to conduct their work at home and have the facilities to do so. It will be most suitable for office based staff who have access to technology that may enable them to work away from their normal base for short periods. It may also be an option for clinicians and will give them flexibility in relation to the administrative component of their work although confidentiality issues will need be considered. Home working may become a routine part of an employee’s working arrangements or may be agreed as a one off in specific circumstances.

10.8.2 Benefits to Home Working

Allowing staff to work at home on either a full or part-time basis can bring a range of business. Home working can widen the pool of applicants from which the Trust can recruit as well as boosting the chances retaining staff successfully in services for example disabled people & working parents with childcare responsibilities who may
prefer to work from home. Home Working can also provide productivity gains through staff having fewer interruptions and less commuting time reducing stress and subsequently sickness levels whilst increasing staff motivation. Further service benefits include savings which can be made on reduction in required office space and other facilities.

10.8.3 Service Considerations for Home Working

There are a number of potential difficulties in applying Home working. First and foremost of which is how the Trusts health and safety obligations towards home workers are managed. This involves providing suitable equipment, including adaptations to meet health and safety standards and the potential employee needs of disabled employees for example. Further considerations will include how to manage home workers, monitoring performance, maintaining staff development, risk of communication & information security problems. Thought also needs to be given as to how team spirit will be maintained and the potential for staff to feel isolated from colleagues. Working from home will only be suitable for certain types of role.

Home working has a number of legal obligations and is a particularly complex form of Flexible working. In considering operating this form of Flexible working the Trust provides separate guidance on Home Working which should be consulted for further direction. Please ensure you contact HR if considerations are being given to introducing Home Working arrangements.

10.9 TERM TIME WORKING

Term-time working allows employees to remain on a permanent full-time or part-time contract but to take unpaid leave during some or all of the school holidays.

10.9.1 Benefits to Term Time Working

This obviously benefits employees who are parents and could not otherwise work. It benefits services as it encourages staff retention and keeps valuable skills within the organisation. Services with seasonally based demand may find this type of flexibility suits their business demands allowing a cost effective match of staffing levels to service requirements. Employee absence coinciding with school holidays may be prevented. Term time working could avoid the adverse impact of term time related absence on skills being removed from the team and the impact on other staff by allowing plans to be developed to cater to foreseeable workforce demands.

10.9.2 Service Considerations for Term Time Working

Term time working requires that the calendar of activity, or the composition of the work group, allows for extended periods of unpaid leave, without disrupting the service. In order to adopt term time working consideration should be given as to whether service activity dips coincide with School holiday breaks. Thought should
also be given as to whether work can be rescheduled to term or if school holiday periods coincide with availability of staff from other sources.

Further guidance on term time working is available from the HR Department.

10.10 FLEXIBLE RETIREMENT

10.10.1 What is Flexible Retirement?

Flexible retirement is defined as flexibility regarding the age at which an employee retires, the length of time an employee takes to retire or the nature and intensity of work in the lead up to final retirement. Some employees wish to consider alternatives to simply stopping work as they begin to prepare for retirement. There are 4 broad alternatives to retirement:-

- Wind down
- Step down
- Retire and return to the NHS (it must be stressed however, that this option will have implications for the individuals continuous service in relation to any mutually agreed resignation schemes, voluntary or compulsory redundancy entitlements)
- Draw down

Further information can be obtained from the Retirement Policy (HRP31).

10.11 CARER SUPPORT

One in seven adults look after a relative or companion who cannot cope alone because of sickness, age or disability. There are 6 million carers in the UK. The value of the unpaid care they provide has been estimated at £87 billion each year [www.carersuk.org/Newsandcampaigns/News /1213264228](www.carersuk.org/Newsandcampaigns/News /1213264228). With 4.4 million carers of working age, 3 million are currently juggling work and care, caring is a key issue affecting employers and business. Currently one in five carers give up work to care, but in a competitive world we cannot afford to lose men and women with a variety of skills who want to work but are unable to carry on. Wirral Community NHS Trust aims to be an employer who support carers in the workforce to reap the reward increased loyalty and hard work from a talented group of people assisting them to deal with the multiple pressures being a working carer poses. The Trust has recognised the need to support employees who have such caring responsibilities and guidance is set out in the Support for Carers who are Employees Policy HRP 9.

10.12 WORKING FAMILY/CHILDCARE SUPPORT

Many staff have childcare responsibilities and they will need support in combining domestic and work responsibilities. The Trusts already provide some support for this and further information can be found in Human Resource Policy HRP 10 - Special leave. This covers time off for domestic issues, parental leave, adoption leave and paternity leave. Guidance is also provided for employees in relation to entitlements.
to maternity leave and a member of the Human Resources Team will always assist with information on this issue.

The Trust has an Employee Relations Advisor. Part of their role is to help the Trust develop and implement a range of childcare/carer practices that enable employees to better balance work and family life.

Some staff may be eligible for some form of tax credit, which is part of the Working Tax Credit scheme. Information on this is available from the HR Department. The same information can be obtained direct from the Inland Revenue Helpline, contact 0845 6095000, calls are charged at local rates.

11.0 FLEXIBLE REQUEST PROCEDURE

Please refer also to process flow charts in Appendix A&B.

11.1 Informal Discussion

Employees intending or considering submitting a request for flexible working may informally discuss their potential proposals for a request and the implications to the service with their line manager. Please note requests for flexible working should not be approved at this point. All requests for flexible working must be submitted for approval by completing the application form in appendix F to the service budget holding manager. The Informal discussion stage is to assist managers and employees in formulating the request. This stage should act to highlight and address difficulties between the needs of the individual against those of the service before it is formulated into a written request. Employees should also use this opportunity to seek clarification about completing the form if they need it.

11.2 Submission of Application Form

11.2.1 Requirement for Consideration

For flexible working requests to be considered the application form in appendix F should be completed and submitted to the budget holding service manager of the employee presenting the request. Individuals should note that under the right it may take up to 14 weeks to consider a request before it can be implemented and possibly longer where difficulties arise. Individuals should therefore ensure that they submit their application to the appropriate person well in advance of the date they wish the request to take effect.

This is a formal application made under the legal right to apply for flexible working and the duty on employers to consider applications seriously. Budget holding service managers have 28 days after the day they receive the application in which to
arrange a meeting with the employee to discuss their request.

11.2.2 Requirements of the Application Form

The application form from the employee should include the following details

- The employee’s current working arrangements.
- The proposed new working arrangements.
- The date that they would like the new working arrangements to start (bearing in mind timescales to put appropriate cover arrangements in place).
- The reason for the request (indicating if the request is to care for children or dependant adult under the Flexible Working Regulations – see criteria in section 4.1.1)
- What they think the benefits of the change would be on their workload, their team mates and the overall work of the department
- Proposals for how the workload could be covered.

All employees making a request for flexible working will be required to demonstrate that they have considered the impact to service provision. The factors employees will need to demonstrate consideration of include:

- the burden of additional cost;
- any detrimental effect on the ability to meet service needs;
- inability to reorganise work amongst existing staff;
- inability to recruit additional staff;
- improved/detrimental impact on quality;
- improved/detrimental impact on performance;
- sufficiency of work during the period the employee proposes to work;
- planned structural changes

It will help managers to consider the request if as much information as possible is provided about the desired working pattern. It is important that all the questions are completed otherwise the application may not be valid.

Once the form is completed, it should be forwarded immediately to the budget holding service manager (individuals may want to keep a copy for their own records). They will then have 28 days after the day your application is received in which to arrange a meeting with you to discuss your request. If the request is granted, this will normally be a permanent change to your terms and conditions unless otherwise agreed.

11.3 Receipt of Request & Invite to Interview

Where an employee submits a request via the application form for a change to their working arrangement, the manager will send written communication acknowledging
their receipt of the application form. The written communication should include the following:

- Acknowledgment of the receipt of the request for flexible working application form.
- Seek to arrange a meeting to consider within 28 calendar days of receiving the application form.
- Inform the employee of the right to either a trade union representative or work based colleague. Line managers also have the right to be supported by an HR representative.

Notes documenting the key actions will be taken at the meeting and copies will be provided.

11.4 Meeting to Consider the Request

Within 28 calendar days of receipt of the application form the manager must hold a meeting to consider the request. Managers will be entitled to support from an HR representative, whilst employees will be entitled to representation by either a trade union representative or work based colleague. The employee must be notified of their right to representation at the meeting.

11.5 Notification of the Decision

Within 14 calendar days of the meeting to discuss the request taken place, the manager considering the request must confirm their decision to the employee. The decision must be in writing. If the request is declined the manager must include in the written notification the business reasons for declining the request for flexible working. The written notification should also include the procedure for appealing against the decision.

11.6 Agreement of Flexible Working Request

At agreement of the flexible working request the following actions should be taken by the manager agreeing the request:

- Completion and submission of any subsequent required ESR forms
- Agreement of scheduled 3 monthly review period to review the flexible working arrangement and confirm permanent or temporary arrangement.
- Recording and logging of agreed flexible working shift pattern on employees file with review date(s).
- Recording of flexible working arrangement on managers department / directorate / locality agreed flexible working monitoring arrangements.

11.7 Flexible Working Appeal Procedures
Should a flexible working request be rejected the employee will have one right of appeal against the decision.

11.8 Written Notification of Intent to Appeal

Employees who have had a request for flexible working rejected must provide written notification of their intention to appeal. The Right of Appeal should be directed to the immediate line manager of the initial decision maker who rejected the flexible working request. Employees will have 20 calendar days to submit their written notification stating their intention to appeal from the point of notification of the decision.

11.9 Receipt of Written Appeal Acknowledgement

The manager receiving the written notification of appeal from the employee will provide written communication acknowledging receipt of the employee’s intention to appeal. The written communication acknowledging the appeal should include the following:

- Acknowledgement of appeal letter receipt.
- Seek to offer arrange a meeting within 28 calendar days.
- Notify employees that they are entitled to be represented by either a trade union representative or work based colleague.

11.10 Conducting the Appeal

The appeal meeting will be chaired by the manager in receipt of the appeal letter against the initial line manager decision. The manager will act as chairperson and will be entitled to HR support. The appeal procedure will allow both the employee requesting the flexible working arrangements and the management rejecting the flexible work request to present their case. The employees will be entitled to union representation. Management presenting the case for rejecting the request will be entitled to HR support. The flexible working appeal meeting procedure will follow the format laid out in appendix C.

11.11 Notification of the Appeal Panel Decision

The Chairperson of the panel will inform the employee of the panel decision within 20 calendar days of the appeal hearing. The decision must be in writing.
If the appeal is successful the manager of the requesting employee must follow the process outlined at Stage 6 Agreement of Flexible Working Request.
If the appeal is upheld the panel chairperson must include in the written notification the business reasons for rejecting the request for flexible working.

12.0 AGREEING FLEXIBLE WORKING
12.1 Trial Periods

All managers who agree to flexible working should do so on a trial basis initially. It is recommended that the trial period should be for 3 to 6 months. At the end of this period, team members should be given the opportunity to comment on the effectiveness or any problems they have experienced. Both the line manager and the employee should be able to evaluate what kind of impact this has had on the running of the service, and use any feedback to analyse the operation of the flexible working arrangements and its impact on service delivery including the Equality Impact Assessment.

It is recommended that regular review periods are utilised by managers to review the effectiveness of any agreed flexible working during trial periods for the employee and the service.

Therefore any agreements should be documented with a copy sent to HR for filing.

These recommendations are not prescriptive and are merely guidance to managers operating flexible working who may wish to operate more frequent reviews.

12.2 Contractual Implications

Before applying for a change to their working patterns, employees should consider the affect on their pay, pension and other terms and conditions (such as annual leave in terms of option a and b entitlements and reckonable service for the purposes of calculating severance and redundancy entitlements). They should also be aware that, unless there is explicit agreement at the start of the arrangement that the change is for a temporary period only, the new working arrangements will apply permanently and their will be no automatic right to return to the previous working pattern. Staff can obtain further advice on the contractual implications of the new arrangements from their manager or the Human Resources Team. It is particularly important to get HR advice where the flexible working option requires complex adjustments to pay, such as with term time working arrangements.

13. TRAINING/SUPPORT

It is not anticipated that this policy will incur any additional training needs. The Employee Relations team will support Line Managers/Heads of Service in the application of this policy.

14. CONSULTATION WITH STAKEHOLDERS

In order to achieve publication, due consideration has been made to the stakeholder groups (employees via trade union and professional representatives, managers and HR professionals) who will be using or who will be affected by this policy. They have been consulted with and their comments incorporated into the final version.
15. DISSEMINATION

The draft policy has been discussed, amended and approved by the HR policy review group, which consists of members of staff side organisations, senior HR representatives and senior managers.

16. APPROVAL AND RATIFICATION

Once the members of the HR policy review group are satisfied that this policy meets all the criteria in order to be publicised, it is escalated for consideration by the Education and Workforce Committee. When the policy is approved, it is considered to have been ratified and is then cascaded to managers across the organisation for storage in their policy files and published on the Intranet site.

17. REVIEW

This policy is subject to periodic review by the HR Policy Review Group which has delegated authority from the Joint Forum.

18. DOCUMENT CONTROL AND ARCHIVING

If, following review, it is decided that this policy should be superseded by another and archived; this version will be removed from the Intranet site and replaced, and stored within the shared files in the HR system. Managers will be requested to destroy their copies of the archived document held in their files and to replace it with the updated policy.

19. PROCESS FOR MONITORING EFFECTIVE IMPLEMENTATION

The fair application of this policy will be monitored across the organisation by the Human Resources department. This will involve the department maintaining a register of all applications for flexible working and the outcomes.

In order to achieve this it is vital that all line managers contact the HR department to discuss all applications for flexible working which they receive.

20. IMPLEMENTING FLEXIBLE WORKING

There will be two main elements to flexible working, these will include reviewing current working arrangements from a service perspective and accommodating the specific needs of individual employees.

- In the case of the service - employees will have views on how work is organised and this may include how it could be done better. Consultation with staff should focus on changes that they would like to see that would result in greater flexibility relating to the delivery of care or the provision of a service.
• In the case of an individual employee - each request needs to be considered in the context of the specific circumstances, the impact on the team or department, the peaks and troughs of work and any legal considerations relevant to employment.

21. OTHER RELEVANT PROCEDURAL DOCUMENTS

Linked Policies:
• HRP5 Managing Attendance
• HRP7 Job Share Policy
• HRP8 Employment Break Scheme
• HRP9 Support for Carers who are Employees
• HRP10 Special Leave Policy
• HRP20 Maternity, Paternity and Adoption
• HRP31 Retirement Policy

22. REFERENCES

CIPD –
http://www.cipd.co.uk/hr-resources/factsheets/flexible-working.aspx

NHS Employers –
http://www.nhsemployers.org/PlanningYourWorkforce/Flexible-workforce/employmentpractice/extensionofflexibleworkingrights/Pages/Applying%20for%20flexibleworking.aspx

ACAS –
http://www.acas.org.uk/CHttpHandler.ashx?id=661&p=0

Direct Gov
APPENDIX A - PROCEDURE FOR REQUESTS TO WORK FLEXIBLY

Informal discussion with manager
- reasons for request
- potential impact on services
- impact on individual/colleagues/team/patients

Manager Action Required - M
Employee Action Required - E

Is the proposed flexible request workable?

Yes

Use application form attached to policy.
Employee using form as guidance should consider;
- Effects on service
- Impact on them as an individual and on the service
- Potential for compromise
- Best working practice that fits the change of working pattern

No

Is the proposal in writing?

Yes

Has acknowledgement of receipt been sent and letter of proposing a meeting date?

Yes

Hold meeting to discuss request within 28 Calendar days.
Employee can bring either union rep or colleague.

No

Manager decides whether to accept request?

Yes

Written notification of decision to employee within 14 days of meeting.
- Set a trial period date, i.e. 3mths, 6mths etc...
- Complete ESR forms
- Be clear if this is a temporary change or permanent change.

No

Notify employee of decision in writing within 20 calendar days. Letter declining decision must include the following;
- Business reason for decision
- Outline the appeal process

Reasons for turning down a request:
- the burden of additional cost;
- any detrimental effect on the ability to meet service needs;
- inability to reorganise work amongst existing staff;
- inability to recruit additional staff;
- detrimental impact on quality;
- detrimental impact on performance;
- sufficiency of work during the period the employee proposes to work;
- planned structural changes
Proceed to Flexible Work Appeal Procedures see Appendix B
**APPENDIX B - APPEAL PROCEDURE FOR FLEXIBLE WORK REQUEST DECISIONS**

Employee to approach deciding manager for informal discussions around compromise agreements. 
**Does manager agree compromise agreement is workable?**

- **No**
  - Has the employee submitted written notification of their appeal against the decision within 20 days of the request being rejected? 
    - Letter of appeal to the immediate line manager of the initial decision maker.
    - **Yes**
      - Hold meeting to hear appeal within 28 Calendar days. 
        - Employee can bring either union representative or work based colleague.
    - **No**
      - Has letter been sent? 
        - Acknowledging receipt of appeal 
        - Proposing a meeting date 
        - Informing of the right to trade union or work colleague representation.
        - **Yes**
        - **No**

- **Yes**
  - Panel decision to agree request? 
    - **Yes**
      - Written notification of decision to employee within 14 days of meeting. 
        - Set a trial period date, i.e. 3mths, 6mths etc…
        - Complete ESR forms
        - Be clear if this is a temporary change or permanent change.
    - **No**
      - Notify employee of decision within 20 calendar days 
        - Letter rejecting decision must include the following; 
          - Business reason for decision 
          - State there is no further right of appeal (This is the end of the procedure)

**Reasons for turning down a request:**
- Detrimental effect on the service 
- Extra cost 
- Inability to reorganise work 
- Inability to recruit replacement 
- Lack of work during proposed working periods 
- Planned structural changes

Record Outcome of Flexible Working Request and Appeal on the employee’s file
Notify Employee Relations on outcome of appeal.
APPENDIX C - APPEAL HEARING PROCEDURE

At the Hearing of an individuals appeal against a rejected flexible working request before the Appeal Panel, the following procedure shall be observed:

(a) The employee or his/her representative shall put his/her case in the presence of management’s representative.

(b) Management’s representative shall have the opportunity to ask questions of the individual.

(c) The members of the panel (Delegated Operations Manager & HR Support ) shall have the opportunity to ask questions of the employee.

(d) Management’s representative shall state management’s case in the presence of the employee and his/her representative.

(e) The employee or his/her representative shall have the opportunity to ask questions of management’s representative.

(g) The members of the Panel shall have the opportunity to ask questions of management’s representative.

(h) Management’s representative and the employee or his/her representative shall have the opportunity to sum up, if they so wish. The employee or his/her representative shall have the right to speak last. In their summing up, neither party may introduce any new matter.

(i) Nothing in the foregoing procedure shall prevent the members of the Panel from inviting either party to clarify any statement he/she may have made; or from asking him/her such questions as may be necessary to ascertain whether or not he/she proposes to call any evidence in respect of any part of his/her statement.

(j) The Panel may, at their discretion, adjourn the Hearing.

(k) Management’s representative, the employee and his/her representative, shall withdraw.

(l) The panel shall deliberate in private, only recalling both parties to clear points of uncertainty on evidence already given. If recall is necessary, both parties shall return notwithstanding only one is concerned with the point giving rise to doubt.

(m) Within 20 calendar days of the panel hearing, the panel chairperson will notify the employee in writing of the outcome of the employees appeal.
APPENDIX D – EMPLOYMENT BREAK APPLICATION FORM

*Please note, the Employment Break Scheme has been temporarily suspended until further notice*

To be completed by the employee and submitted at least three months prior to the requested time of commencement of the break.

SECTION A  To be completed by member of staff:

<table>
<thead>
<tr>
<th>Name</th>
<th>Directorate/Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band</td>
<td>Hours</td>
</tr>
<tr>
<td>Working Pattern</td>
<td>Start date:</td>
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</tbody>
</table>

Reasons for applying for a employment break:

NB: The purpose of this policy is NOT to allow people to leave to work with another organisation. However exception to this may be where, for example, work overseas or charitable work could broaden experience.

Length of leave requested: *(minimum of 3 months to a maximum of 1 year)*

SECTION B to be completed by Line Manager/Team Leader and returned to Human Resources

I approve/decline *(delete as appropriate)* the above application for a employment break.

NB: *if the employment break is not approved, feedback must be given to the member of staff and attached to this application*

I can confirm that the employment break will be for the following period:

<table>
<thead>
<tr>
<th>Start date:</th>
<th>End date:</th>
</tr>
</thead>
</table>

Name: ____________________________ Title: ____________________________

Signature: ____________________________
Appendix E: Equal Opportunities Monitoring – Flexible Work Requests

We require this information for monitoring under the associated legislation and directives covering equal opportunities and diversity. The Trust is committed to equal opportunities and fully supports this monitoring. As a Public Authority it is the Trust’s duty under the associated acts outlined in Section 4.1.4. if this policy to monitor equality in implementing this policy.

Part 1: Requesting Employee Details (TO BE COMPLETED BY THE EMPLOYEE)

<table>
<thead>
<tr>
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<th>Black or Black British</th>
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<tbody>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White British</td>
<td>A</td>
<td>White &amp; black Caribbean</td>
<td>D</td>
</tr>
<tr>
<td>White Irish</td>
<td>B</td>
<td>White &amp; Black African</td>
<td>E</td>
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<td>C</td>
<td>White &amp; Asian</td>
<td>F</td>
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<tr>
<td></td>
<td></td>
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<tr>
<td>No disabilities</td>
<td>Under 20 years</td>
<td>Male</td>
</tr>
<tr>
<td>Dyslexic</td>
<td>20-24 years</td>
<td>Female</td>
</tr>
<tr>
<td>Blind/sight impaired</td>
<td>25-44 years</td>
<td></td>
</tr>
<tr>
<td>Deaf/hearing impaired</td>
<td>45+ years</td>
<td></td>
</tr>
<tr>
<td>Mobility difficulties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part 2:- TO BE COMPLETED BY THE BUDGET HOLDER (DECIDING MANAGER)
Please indicate the type of flexible working requested and detail further if necessary.

<table>
<thead>
<tr>
<th>Team Based Self Rostering</th>
<th>Compressed Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annualised Hours</td>
<td>Home Working</td>
</tr>
<tr>
<td>Part Time Working</td>
<td>Term Time Working</td>
</tr>
<tr>
<td>Flexi Time</td>
<td>Flexible Retirement</td>
</tr>
<tr>
<td>Job Share</td>
<td>Carer Support</td>
</tr>
<tr>
<td>Employment Break</td>
<td>Childcare Support</td>
</tr>
</tbody>
</table>


Part 3:- Action Taken

Approved ☐ Rejected ☐ Date:

Part 4:- Appeal Received

Yes ☐ No ☐ Date:

Part 5:- Appeal Decision

Decision Upheld on Appeal ☐ Decision Overturned at Appeal ☐ Date:

A COPY OF THIS DOCUMENT SHOULD BE SENT TO THE HR EMPLOYEE RELATIONS TEAM
APPENDIX F – FLEXIBLE WORKING APPLICATION FORM

To be completed by the member of staff & submitted to the Service Budget Holder.

SECTION A  To be completed by member of staff:

<table>
<thead>
<tr>
<th>Name</th>
<th>Directorate/Team</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please state your Line Managers’ Name:

Total no. of hours worked per week or per month if annualised:

Please outline your current working arrangements in the table below:

<table>
<thead>
<tr>
<th>Day (please mark with an x)</th>
<th>Hours of work</th>
<th>Day (please mark with an x)</th>
<th>Hours of work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td></td>
<td>Friday</td>
<td></td>
</tr>
<tr>
<td>Tuesday</td>
<td></td>
<td>Saturday</td>
<td></td>
</tr>
<tr>
<td>Wednesday</td>
<td></td>
<td>Sunday</td>
<td></td>
</tr>
<tr>
<td>Thursday</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please provide any further details to explain your working pattern e.g. you work these hours during term time only:

Please outline your proposed pattern of flexible working in the table below:

<table>
<thead>
<tr>
<th>Day (please mark with an x)</th>
<th>Hours of Work</th>
<th>Day (please mark with an x)</th>
<th>Hours of work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td></td>
<td>Friday</td>
<td></td>
</tr>
<tr>
<td>Tuesday</td>
<td></td>
<td>Saturday</td>
<td></td>
</tr>
<tr>
<td>Wednesday</td>
<td></td>
<td>Sunday</td>
<td></td>
</tr>
<tr>
<td>Thursday</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please provide any further details to explain your proposed working pattern e.g. you wish to work these hours during term time only:

Please detail the planned/requested start date of the flexible working:

Please provide details of your reasons for the requested pattern of flexible working:
<table>
<thead>
<tr>
<th>Please outline and detail the implications and effects on the service of your flexible working request being accepted:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Please outline how any implications of increased workload or decreased staffing availability to patients of the proposed pattern of flexible working may be potentially overcome:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

**SECTION B** to be completed by Service Budget Holder & returned to HR

Flexible Working Policy - Version 1
<table>
<thead>
<tr>
<th>Date request received</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date acknowledgement &amp; invite letter sent</td>
<td></td>
</tr>
<tr>
<td>Date meeting held</td>
<td></td>
</tr>
<tr>
<td>Decision (\textit{tick})</td>
<td>Fully Met:</td>
</tr>
<tr>
<td>Date decision sent out</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
</tr>
<tr>
<td>Signature</td>
<td>Date</td>
</tr>
</tbody>
</table>