

Flexible Working - Policy

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Consultation	HR Policy Group	Applicable to:	All permanent or fixed term employees All Sites
Equality, Diversity and Human Right Statement	The Trust is committed to an environment that promotes equality and embraces diversity in its performance both as a service provider and employer. It will adhere to legal and performance requirements and will mainstream Equality, Diversity and Human Rights principles through its policies, procedures, service development and engagement processes. This procedure should be implemented with due regard to this commitment.		
To be read In conjunction with / Associated Documents:	Internal Transfer Procedure Retirement Policy Wellbeing and Sickness Policy Flexible Working Toolkits ESR Guidance	Information Classification Label	<input type="checkbox"/> Unclassified
Access to Information	To access this document in another language or format please contact the policy author.		

Document Change History:

Version number	Page	Changes made with rationale and impact on practice	Date
7	7	Changed to contractual right to make a flexible working request from day one of employment for all Trust employees.	
7	9	Exploration and Escalation stage introduced to the review process	
8	Full Policy Review	In line with legislation changes and the NHS People Promise, the policy has been fully reviewed to support a culture that encourages flexible working.	10.04.2024

Contents

1. Policy on a page.....	4
2. Flow-Chart.....	5
3. Purpose.....	6
4. Scope	6
5. Policy content.....	6
5.1 Flexible Working.....	6
5.2 General Principles.....	7
5.3 Flexible working - Carers Passport	8
5.4 Short term/Adhoc Requests	8
5.5 Flexible Working Requests Application Process	8
5.6 Criteria to consider when reviewing a flexible working request	9
5.7 Consideration	10
5.8 Meeting to Discuss a Flexible Working Request	10
5.9 Considering a Flexible Working Request	11
5.10 Notifying the Outcome of the Flexible Working Request	12
5.11 Reviewing Flexible Working Arrangements.....	13
5.12 Conditions of Service and impact on Terms and Conditions.....	13
5.13 Salary Sacrifice	13
5.14 Appeal Process	14
5.15 Recording Flexible Working Arrangements	14
6. Exceptions.....	15
7. Training	15
8. Monitoring of compliance	15
9. Relevant regulations, standards and references	15

10. Equality, diversity and human right statement.....	15
11. Legal requirements.....	16
Appendices	17
APPENDIX 1: Equality impact assessment.....	17
APPENDIX 2: Roles and responsibilities.....	21
APPENDIX 3: Examples of Types of Flexible Working Which May be considered ..	23
APPENDIX 4: Reduction in Hours	24
APPENDIX 5: Job Sharing	25
APPENDIX 6: Annualised/Staggered Hours.....	29
APPENDIX 7: Term Time Working.....	29
APPENDIX 8: Compressed Hours.....	30
APPENDIX 9: Homeworking.....	32
APPENDIX 10: Agile Working	35
APPENDIX 11: Managers Guidance	36

1. Policy on a page

This Policy outlines the arrangements in place to support you in requesting flexible working arrangements within the Trust.

The Trust is committed to ensuring flexible working is available to all colleagues and wants to develop a culture which supports flexible working, to allow you to balance your work responsibilities with other aspects of your life.

Flexible working is one of the 7 promises in the NHS People Plan and its aim is to give colleague greater choice over their working patterns.

The Trust recognises the importance of flexible working, therefore, offers a day one contractual right to request flexible working for anyone employed on any form of substantive NHS contract: whether fixed term or permanent.

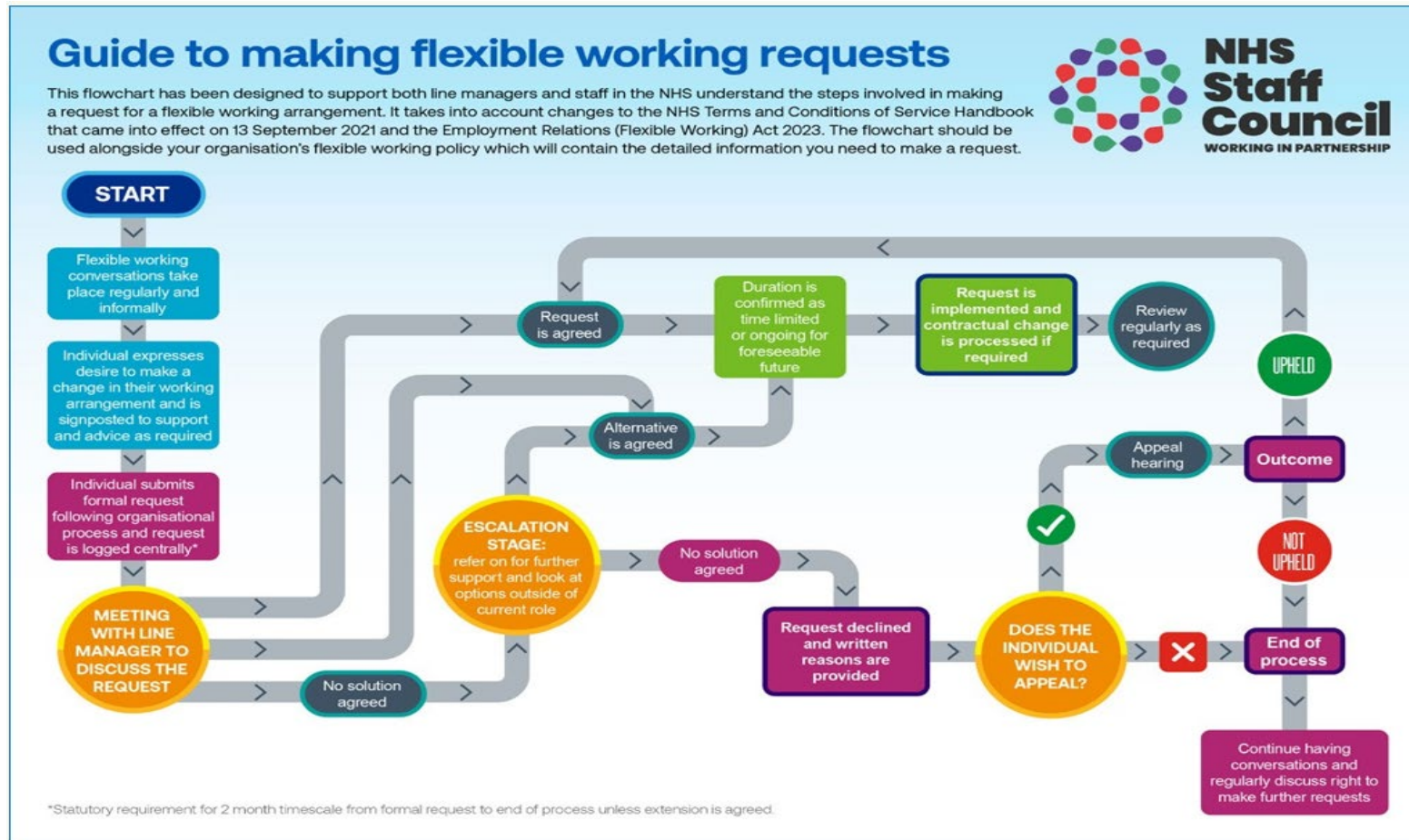
The policy must be read in full.

The Trust has developed a range of working arrangements, both formal and informal which may enable you to work more flexibly, whilst maintaining service provision. **Appendix 3** gives you an idea of the range of options available, but it is not exhaustive.

To apply for flexible working arrangements, you should discuss with your manager in the first instance and submit a formalised request via the Flexible Working section within ESR (see also [Flexible Working ESR Guide](#)).

Colleagues and managers should use this policy together with the [Managers and Employees Guides](#) to support conversations around flexible working.

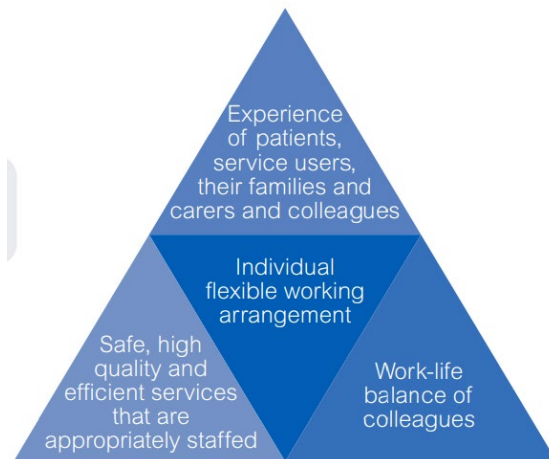
2. Flow-Chart



3. Purpose

The NHS People Plan 2020 provided a clear commitment to tackling workforce shortages and the actions that are needed for this commitment to be delivered. One of the seven promises within the NHS People Plan is to give colleagues greater choice over their working patterns; to help them have a better work-life balance and help the NHS remain an employer of choice.

At LUHFT, we have listened to feedback from the National Staff Survey and our own internal feedback channels, where colleagues have told us that we need to improve flexible working opportunities across the trust. LUHFT is committed to improving the offer of flexible working, encouraging a culture which supports open conversations around flexibility to help you balance home and work life, whilst balancing the needs of services and patients. This will help to improve everyone's life at LUHFT, helping us to be an attractive, modern employer of choice.



The change to the flexible working policy supports the leadership commitment to enabling a flexible working culture and is putting the health and wellbeing of our people at the heart of our people practice. To further support and embed this culture, we are committed to ensuring that where flexible working has been agreed, you do not suffer any disadvantage or less favourable treatment as a result.

4. Scope

Under the revisions to Section 33 Agenda for Change terms and conditions, all staff employed on a permanent or fixed term contract including medical and dental staff are entitled to make a request for flexible working and to have that request considered. This entitlement applies from day one of employment. It applies to existing and new staff in both clinical and non-clinical roles.

You may submit 2 flexible working applications within a 12-month period and the arrangement can be for any duration both temporary and permanent. You do not have to provide a reason for your request as part of the application however, supporting information may assist your manager in decision making.

5. Policy content

5.1 Flexible Working

The NHS has defined flexible working as; 'an arrangement which supports an individual to have a greater choice in when, where and how they work'. The terms

'agile', 'smart' and 'remote working' may be used interchangeably; however, this policy will use the term 'flexible working' to cover the definition throughout this document.

5.2 General Principles

Under this policy, anyone directly employed by the Trust has the right to request flexible working from day one of their employment and the right to make them regardless of reason; have their request considered seriously and responded to within the timescale prescribed by law. There is no limit on the number of requests an Employee may make.

The Trust is **legally** required to fully consider all flexible working requests including the appeal stages within 60 days of the request being formally received via ESR.

Employees wishing to request flexible working must do so via My ESR. Where you are unable to readily access ESR, seek support from your line manager who will enable you to log on to ESR.

Before applying for a change of working pattern, employees are advised to consider any effect it might have on their pay, pension, or other terms and conditions.

If you have a VISA to work, please ensure your new proposed working arrangements are still compliant with your VISA requirements. For example, some professions cannot reduce their hours lower than a certain point in order to maintain compliance with a salary threshold. Please contact the recruitment team for any queries.

An employee may wish to have an informal discussion with their line manager before making a formal application to help speed up the process; however, this should not deter employees from making a formal application via ESR.

Managers must deal promptly with flexible working requests. Managers have 30 days to consider and confirm whether a flexible working request can be agreed.

It can be beneficial for a trial period be agreed to test out a proposed change to working pattern before it is formally agreed. This is only advisable for when managers are unsure as to whether a flexible working arrangement will work in practice. This may not be needed for colleagues who have enhanced statutory needs for flexible working under the Equality Act.

Where an existing flexible working arrangement is affecting service provision, consideration may be given to amending the arrangement following full discussion with the employee/s concerned.

Changes to working patterns must comply with the [Working Time Regulations 1998](#), as well as any local agreements on working time, hours, rest breaks and the working week.

All flexible working arrangements should be reviewed annually during Appraisal, or Management Supervision; or as part of a Wellbeing Conversation, to ensure they continue to meet both the needs of the employee and the service.

Monitoring of flexible working requests, approved and not approved, will be reviewed annually by the People and OD Group; to ensure equity and fairness of application is being applied and to understand the take up of flexible working by staff group, department, all protected characteristics and reasons for refusal.

5.3 Flexible working - Carers Passport

If you have caring responsibilities for a family member, partner or friend who needs help because of their illness, frailty, disability, mental health or any additions and depend on your support you should review and consider the Trust's support for [unpaid carer's](#) page.

Upon discussion and agreement regarding a carer passport, your manager will take the opportunity to discuss flexible working options available to you.

Any applications for flexible working as part of a carer's passport agreement should be considered in line with this policy.

5.4 Short term/Adhoc Requests

Ad-hoc/irregular arrangements (e.g. infrequent homeworking or short-term adjustments e.g. up to 28 days) or those which will not require a change to terms and conditions such as the number of hours/days worked (e.g. flexible hours) may be quickly agreed through informal discussion (possibly after adjusting to overcome any potential barriers). It is recommended that Line Managers confirm the arrangements and start/end date in an email to the colleague.

Short term ad-hoc/irregular arrangements will require no further action or reporting once agreed, however for longer-term arrangements, colleagues and Line Managers should follow the Formal Flexible Working Request process outlined below. It may also still be appropriate to hold a trial period for such arrangements.

Where Line Managers are unable to accept the flexible working proposal based on the information available at the informal stage, colleagues may consider advancing their request to the formal process below to explore the request in more detail.

5.5 Flexible Working Requests Application Process

Employees are encouraged to have regular informal conversations with their line manager regarding flexible working, through induction, one-to-one meetings, team meetings, health and wellbeing conversations and appraisals. Any employee who wishes to submit a formal flexible working request should notify their line manager of their intent prior to submitting the request on ESR. This will assist with ensuring that flexible working requests are responded to in a timely manner.

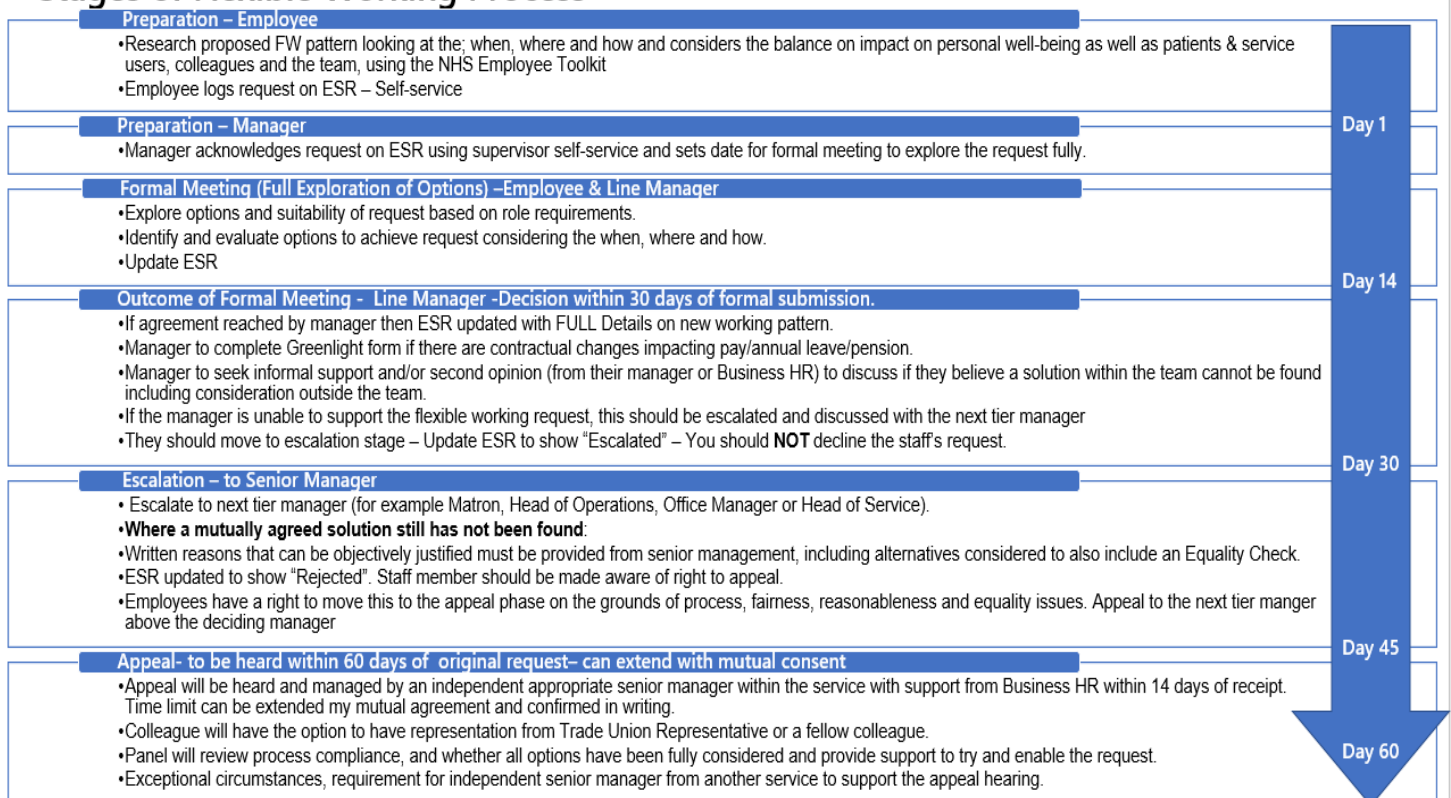
When considering options to work flexibly, it is important to remain open and flexible to find the best arrangement to suit both the employee and the Trust. We recommend employees read the [Employees Guides](#) for Individuals before making a flexible working request. All requests for flexible working must be made via My ESR and a user guide is available on the Trust Staffhub.

Employees are encouraged to submit their flexible working requests 3 months prior to the ideal start date. This is to allow the application to be progressed via the Trust's internal approval process.

If you are wishing to consider a flexible retirement application you should refer to the [Retirement Policy](#). You are advised to speak with the NHS Pensions agency in the first instance.

5.5.1 Stages of Flexible Working Process

Stages of Flexible Working Process



5.6 Criteria to consider when reviewing a flexible working request

When considering flexible working requests, all managers are encouraged to start from a position of trust with their teams, adopting fair and equitable, consistent practice.

Appendix 5 identifies a number of criteria for staff and managers to consider when requesting or considering a request for flexible working. Whilst this list is not

exhaustive as a manager it is important that these are referred to when responding to requests.

5.7 Consideration

Once a flexible working request has been received via ESR from your team member, full consideration will be given to the request. If the flexible working request can be supported without the requirement to meet, line managers can accept the request immediately via ESR and formally write to the colleague using the template letters available on the Staff Hub. On occasions where informal discussions result in formal flexible working arrangements being agreed, line managers must ensure the agreement is logged on ESR for audit purposes.

5.8 Meeting to Discuss a Flexible Working Request

Upon receiving the flexible working request, if the line manager is unable to support the request for Flexible Working based on the information within the application as stated in section 5.7, arrangements should be made to discuss the request in more detail.*

**It is recommended that prior to attending a formal meeting; the line manager should seek advice from their next tier manager for example Matron, Head of Operations, Office Manager or Head of Service to explore possible solutions to support agreeing the request where possible.*

Line managers should arrange a formal meeting with the employee offering the right to representation from either a Trade Union Representative or a Work colleague, to:

- Discuss the request in more detail
- Openly explore the options and suitability of the flexible working request based on the role requirements
- Consider and explore how it might be accommodated within the department, considering when, where, how

The line manager will acknowledge receipt of the flexible working request within 5 calendar days receiving the request or as soon as reasonably practical.

The manager will advise the employee in writing, at least 10 calendar days in advance, of the time, date and place of the meeting (if the employee is agreeable this meeting can be held via Microsoft teams or telephone).

If the initial date is problematic, then one further date will be proposed within 5 calendar days of the original date.

There may be occasions when a further formal meeting is required (which will mirror the initial meeting) to discuss the request further.

If the colleague fails to attend all meetings without good reason, the manager will advise the employee in writing that their request is deemed to have been withdrawn.

The meeting will also allow an open discussion about the contractual changes or concerns such as hours, breaks, health and safety, training, changes to annual leave entitlement and any other terms and conditions affected following the proposed change.

5.9 Considering a Flexible Working Request

The Line manager will consider the proposed flexible working request, looking at the benefits or drawback to the colleague and service/team requirements. The line manager should consider:

- the costs associated with the proposed arrangement.
- the effect of the proposed arrangement on other staff
- the need for, and effect on, supervision
- the existing structure of the department
- the availability of staff resources
- details of the tasks specific to the role
- the workload of the role
- whether the employee is making the request in relation to the Equality Act
- health and safety issues and Working Time Regulations

Each request will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar change to their working arrangements.

The request may be granted in full, in part, or refused. The manager may propose a modified version of the request, the request may be granted on a temporary basis, or the employee may be asked to try the flexible working arrangement for a trial period.

If the flexible working request cannot be agreed, it may be appropriate to include the wider team in discussions (where the employee agrees) to find out how solutions can be made. This may include thinking differently about shift patterns or working practices to ensure services can still be delivered. Confidentiality regarding flexible working requests and arrangements MUST be maintained at all time.

In certain situations, it may be appropriate for managers to discuss existing flexible working arrangements with members of their team to explore if this is still appropriate. In some cases, it may be appropriate to explore whether the flexible working request could be accommodated in a different team, location, or role within the division or care group (there must be a vacancy).

A further discuss with the next tier manager should take place proper to declining the request in cases where the request for flexible working cannot be accommodated to ensure all possible solutions have been explored.

A member of the Business HR team may be consulted with at this stage, to provide advice and support.

5.10 Notifying the Outcome of the Flexible Working Request

Following consideration of the flexible working request, the manager must notify the colleague of the outcome in writing within 7 calendar days of meeting and update ESR. This time limit may be extended by mutual agreement with the colleague and should be confirmed in writing with the colleague. Any extension should not exceed 5 calendar days.

5.10.1 Application Agreed

If the flexible working pattern has been agreed, the line manager should ensure the follow up letter confirms details of the new arrangement, the start date, whether the change is temporary when the arrangement will be reviewed.

Trial periods are an effective way to assess the suitability of the flexible working agreement and allows both management and the employee to ensure that flexible working agreement is effective. If the agreement is unsuitable, this allows the employee the opportunity to discuss 'real' examples with their line manager. There is no formal requirement to include a trial period but they are recommended.

Once a flexible working request is agreed, the manager will need to complete a contractual change form should any agreements be pay effecting, e.g. change in hours.

This should be done using the Trust's standard process via the GreenLight system for action within ESR.

5.10.2 Application Declined

Following full consideration of the application, and support having been exhausted from the next tier manager, if the request for change cannot be accommodated and no alternative solution can be found.

A request can only be refused for one or more of the following 8 reasons allowed by law:

- the burden of additional costs
- inability to reallocate work amongst existing employees
- inability to recruit additional employees
- detrimental impact on quality
- detrimental impact on performance
- detrimental effect on ability to meet service demands
- insufficient work during the period the employee proposes to work
- planned structural change where it is considered the flexible working changes may not fit with these plans

As above, the decision must be provided to the employee within 7 days of the meeting.

The line manager must advise the employee of:

- the legal reasons for which the request has been declined
- why those reasons apply
- their right to appeal against the decision

5.11 Reviewing Flexible Working Arrangements

Flexible working arrangements should be reviewed regularly to ensure that they are working satisfactorily and that any issues that are raised are resolved as soon as possible. Where the impact of the arrangements is unclear, a trial period can be utilised. Arrangements for this period should be set out in writing.

Any subsequent changes made should be subject to full consultation between you and your manager. Where the review determines that it is not possible to continue the flexible working arrangements, the employee and line manager should 'loop back' to the beginning of the process to explore other flexible working options.

Where it is necessary to revert back to the original working practices, 3 months notice will be given for the employee to return to their standard working hours for the department. This can be reduced by mutual agreement.

Agreed flexible working agreements should be reviewed as part of any workforce change. It is also recommended that flexible working arrangements are reviewed on an annual basis.

It is reasonable for a manager to, at times, review the flexible working agreements within a department collectively based on the operational needs of the service. Consideration to individuals needs will be reviewed on a case-by-case situation, and employee will be met with in consultation if there are any changes to their flexible working agreements. Further consideration should be given to any identifiable or ongoing reasonable adjustments that the staff member needs, further guidance can be found in the [Trust's Reasonable Adjustment Policy](#).

5.12 Conditions of Service and impact on Terms and Conditions

Where employees are reducing their hours of work or changing their working pattern they will retain their existing conditions of service as long as there is no break in service of seven or more calendar days. Flexible working arrangements that results in a reduction in hours will have an impact on pay and annual leave entitlements will be reduced on a pro-rata basis. Pension will also be affected, and advice should be sought from NHS Pensions.

5.13 Salary Sacrifice

Any employee who wishes to submit a flexible working request that results in a reduction in pay and currently has an active salary sacrifice scheme in place, please contact Workforce Information – Salary Sacrifice team for guidance.

In instances when employees do wish to pursue a flexible working request with a salary sacrifice scheme in place. The following will apply:

- All Salary Sacrifice contracts identified as an issue would be required to switch to a NET deduction, this means that there would be no potential savings i.e., Tax, NI and pension as set out in the original contract. This could have an impact on their take home pay as they would be paying more in real terms.
- If an employee has a lease car through salary sacrifice and could not afford the higher NET payments, the car can be returned under HMRC rules of a 'lifestyle change' but please note that there could be significant Early Termination (ET) fees. The fees can be found on their original car contract.

5.14 Appeal Process

In cases where the employee is unhappy with the decision reached, a right to appeal exists. The employee should submit the grounds for their appeal in writing to the next level management within 14 calendar days of the date of the outcome of the original decision.

The appeal will be heard and managed by an independent appropriate senior manager within the service with support from a Business HR representative within 14 calendar days of receipt of the appeal. This time limit maybe extended by mutual agreement and confirmed in writing by 5 calendar days.

The employee will have the right to representation from either a Trade Union Representative or work colleague.

In exceptional circumstances, there may be a requirement for an independent manager from another service to support the appeal hearing. In these instances only, the appeal will be heard by 2 managers and a Business HR representative.

The outcome will be communicated in writing to the employee within a further 7 calendar days of the appeal. If the appeal is accepted, the direct line manager will meet with the employee to discuss the new proposed work pattern and start date. Any amendments will need to be updated via GreenLight and ESR.

If the appeal is not accepted, the grounds for giving rise to the decision should be fully detailed in writing. There is no further right of appeal at this stage.

5.15 Recording Flexible Working Arrangements

All flexible working requests should be submitted via ESR Employee Self Service. Upon receipt of the requests, managers are responsible for managing and updating the flexible working requests (both formal and informal) within ESR via Supervisor Self-Service. Both approved and declined flexible working requests should be recorded within ESR along with details of any appeals. The type of flexible working request should be recorded, with details of when the request was made, details of the colleagues working pattern (if agreed) and the date for reviewing. Guidance on recording is set out within the Flexible Working Policy Managers Guide. All written

communication relating to the Trust's Flexible working process should be done using the template letters available on the Staff Hub.

6. Exceptions

This policy does not apply to workers employed on Temporary Staffing contracts.

7. Training

The Business HR Team can provide advice and guidance to all staff and managers across the Trust in relation to the application this policy.

There will be a training suite available to support Flexible Working within the Trust.

8. Monitoring of compliance

The Business Human Resources Team will be responsible for the management of this policy, on behalf of the Joint Negotiating Group - HR Policy. Notification of any changes to policies will be communicated to all employees.

The effectiveness of this policy will be monitored via the site HLT People and OD Groups via ESR reports that will be shared annually. The Trust's Staff Partnership Forum will review trustwide flexible working requests. The reports will review applications that are approved or declined considering demographical information, departments and protective characteristics.

Random samples will be completed annually to determine the effectiveness of the Flexible Working Policy and establish areas of learning or best practice.

Adherence to legal timeframes will be monitored on a monthly basis.

9. Relevant regulations, standards and references

- Children and Families Act 2014
- Working Time Regulations
- Part Time Work Regulations 2000
- Equality Act 2010

Other References:

- NHS Employers NHS Terms & Conditions of Service Handbook
- NHS England's Working Flexibly Toolkits, NHS England
- Flexible Working and Work-life Balance, ACAS
- Flexible Working Factsheet, CIPD

10. Equality, diversity and human right statement

The 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, diversity and human rights principles through its policies, procedures, and processes. This policy should be implemented with due regard to this commitment.

To ensure that the implementation of this policy does not have an adverse impact in response to the requirements of the Equality Act 2010 this policy has been screened for relevance during the policy development process and a full impact assessment conducted where necessary after appropriate consultation. The Trust will take remedial action when necessary to address any unexpected or unwarranted disparities and monitor workforce and employment practices to ensure that this policy is fairly implemented.

This policy and procedure can be made available in alternative formats on request including large print, braille, moon, audio cassette, and different languages. To arrange this please contact Business Human Resources in the first instance.

The Trust will endeavour to make reasonable adjustments to accommodate any employee with particular equality and diversity requirements in implementing this policy and procedure. This may include accessibility of meeting venues, providing translation, arranging an interpreter to attend meetings, extending policy timeframes to enable translation to be undertaken, or assistance with formulating any written statements.

11. Legal requirements

This document meets legal and statutory requirements of the EU General Data Protection Regulation (EU 2016/679) and all subsequent and prevailing legislation. It is consistent with the requirements of the NHS Executive set out in Information Security Management: NHS Code of Practice (2007) and builds upon the general requirements published by NHS Digital/Connecting for Health (CfH).

Appendices

APPENDIX 1: Equality impact assessment

Title	Flexible Working Policy
Strategy/Policy/Standard Operating Procedure	Policy
Service change (Inc. organisational change/QEP/ Business case/Project)	None applicable
Completed by	Business HR
Date Completed	10.4.2024

Description
The objective of this policy is to ensure that the Trust obtains the most effective workforce by ensuring all employees have a healthy work life balance, but ensuring the needs of the service are met.

Who will be affected
All Staff

Section 1 – Initial analysis

Equality Group	Any potential impact? Positive, negative or neutral	Evidence
Age	Positive	<p>Policy will be available for all employees to access and apply for flexible working.</p> <p>Can have a positive impact on enabling older employees to remain in the workforce for longer whilst adopting flexible working approaches to support a positive work life balance.</p> <p>Supports applications from new starters within the Trust. This may impact positively on younger ages groups.</p> <p>This will be monitored via People and OD Operational Meetings</p>
Disability	Positive	<p>Policy will be available for all employees to access and apply for flexible working.</p>

		<p>It recognises that the ability to work flexibly and supports agile working may form a reasonable adjustment to an individual to remain in employment.</p> <p>This will be monitored via People and OD Operational Meetings</p>
Gender Reassignment	Positive	<p>Promotes inclusion through gender neutral language and will be available for all employees to access and apply for flexible working.</p> <p>This will be monitored via People and OD Operational Meetings</p>
Marriage & Civil Partnership	Positive	<p>Promotes a person-centred approach in the application of the policy.</p> <p>Policy will be available for all employees to access and apply for flexible working.</p> <p>This will be monitored via People and OD Operational Meetings</p>
Pregnancy & Maternity	Positive	<p>The policy is accessible through the staff intranet and the application process is available via Individual Employees Staff Portal via ESR.</p> <p>Flexible working may enable parents to return work effectively.</p> <p>Policy will be available for all employees to access and apply for flexible working. This will be monitored via People and OD Operational Meetings</p>
Ethnicity	Positive	<p>Promotes a person-centred approach in the application of the policy.</p> <p>Supports employees who have caring responsibilities, may particularly benefit minority ethnic and migrant employees who may have less family support networks, to continue working.</p> <p>Policy will be available for all employees to access and apply for flexible working. This will be monitored via People and OD Operational Meetings</p>
Religion or belief	Neutral	<p>There is no evidence of negative impacts on individuals with protected characteristics</p>

		<p>such a religion or belief. Nevertheless, this will be monitored via People and OD operational meetings.</p> <p>The policy will be available for all employees to access and apply for flexible working.</p>
Sex	Positive	<p>Offers flexibility to all employees to balance their caring responsibilities and work. As a major employer with a workforce comprising predominately of female employees, implementing this policy will support a substantial number of women in accessing flexible working options.</p> <p>Policy will be available for all employees to access and apply for flexible working. This will be monitored via People and OD Operational Meetings</p>
Sexual Orientation	Neutral	<p>Promotes inclusion through gender neutral language and will be available for all employees to access and apply for flexible working.</p> <p>Policy will be available for all employees to access and apply for flexible working. This will be monitored via People and OD Operational Meetings</p>

Section 2 – Full analysis

If you have identified that there are potentially detrimental effects on certain protected groups, you need to consult with staff, representative bodies, local interest groups and customers that belong to these groups to analyse the effect of this impact and how it can be negated or minimised. There may also be published information available which will help with your analysis.

Is what you are proposing subject to the requirements of the <u>Code of Practice on Consultation</u>?	Yes
Is what you are proposing subject to the requirements of the Trust's Workforce Change Policy?	No
Who and how have you engaged to gather evidence to complete your full analysis? (List)	<p>Policy Group Staff Partnership Forum Staff Side / Trade Unions Flex your Life Sub Group Ethnic Minority Network Neurodiversity Network</p>

	LGBT Network Inspiring Women's Network Freedom to Speak Up Guardian
What are the main outcomes of your engagement activity?	Agreed amendments. Agreed Policy
What is your overall analysis based on your engagement activity?	To ensure the policy supports applications for Flexible Working and adheres to the new legislation

Section 3 – Action Plan

You should detail any actions arising from your full analysis in the following table: all actions should be added to the Risk Register for monitoring.

Action required	Lead name	Target date for completion	How will you measure outcomes
Monitor policy compliance	People and OD	Annually	Reports to Senior Leadership

Following completion of the full analysis you should submit this document with your paper/policy in accordance with the governance structure.

You should also send a copy of this document to the equality impact assessment email address.

Section 4 – Organisation Sign Off

Name and Designation	Signature	Date
Individual who reviewed the Analysis	C Vickers	10.04.2024
Chair of Board/Group approving/rejecting proposal	H Barnett	10.04.2024
Individual recording EA on central record	C Vickers	10.04.2024

APPENDIX 2: Roles and responsibilities

Role	Responsibility
Chief Executive Officer	The Chief Executive, as accountable officer, has the responsibility to ensure that there are effective systems in place to support staff and promote work/life balance which can be delegated to an appropriate Executive Director who will ensure that the systems are implemented.
Chief People Officer	The Chief People Officer is responsible for ensuring that this Policy is fully implemented with appropriate systems in place and that there is a continuing commitment to the training of managers in the implementation of policies.
People and OD/Staff Partnership Forum	This group is responsible for the performance management of this Policy and for ensuring that it is being effectively monitored and promoted.
Managers	Managers are responsible for: - Applying the principles of this policy. Ensuring that staff understands the policy. Ensuring that staff are updated with regard to any changes to this policy. Considering all requests for flexible working. Being fair and equitable in taking decisions with regard to flexible working requests. Monitoring the use of flexible working within their department. Ensuring that all accept/decline flexible working forms logged on ESR Reviewing the flexible working arrangements in the department.
Colleagues	All employees who wish to apply for any of the flexible working arrangements are required to follow the stated application process.
Business Human Resource Services	Business Human Resources will: - Provide awareness/and skills training for managers to ensure the effective implementation of this Policy. Promote the policy and give general guidance and support to managers and staff. Promote consistent policy application across the Trust in order to achieve a balance between organisational requirements and individual needs.
Employment Services	Employment Services will: - Promote the policy and give general advice and support to managers and staff. Monitor and review the implementation and operation of the policy. Issue amendment to contracts. Process any required pay changes.



Trade Union Representatives	Trade Union representatives have a key role to play in the welfare of staff. They contribute to discussions and subsequent actions on matters concerning all aspects of staff welfare. Staff side will also inform and advise their members on the interpretation of the Flexible Working Policy.
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APPENDIX 3: Examples of Types of Flexible Working Which May be considered

The flexible working options listed below are currently in operation within the Trust but, dependent on service needs, some of the options may not be appropriate for use in some work areas.

TERM USED	DEFINITION
Flexible Working	<p>Any type of working arrangement that gives some degree of flexibility on how long, where and when an employee works.</p> <p>The following are common examples of flexible arrangements that employees may request but there may be alternatives or a combination of options which are suitable to both the business and the employee. Not all flexible working options will be appropriate for all roles.</p>
Reduction in hours	Working less than full time hours with reduction in pay, holidays and benefits accordingly.
Job Share	Two individuals share a post and are jointly responsible for meeting the requirements and responsibilities of the post in return for a proportion of the salary, holidays and other benefits.
Annualised /Staggered hours	<p>Annualised hours aims to achieve a more even match between supply and demand for employees by distributing hours to coincide with levels of need.</p> <p>This type of working is particularly suitable in situations where there are peaks and troughs (such as seasonal pressures, regular work cycles). It is also suitable for individuals whose workload is particularly heavy at certain times of the year and lighter at others.</p> <p>A staggered hours' arrangement means that although an employee works fixed hours every day the start, finish and/or break times are specific to them.</p>
Term time working	The employee works during the school term times only. Pay is proportioned equally throughout the year based on the number of days worked. This pattern of work can be useful where activity dips during holiday periods or other cover is available.
Compressed hours	Employees work more hours per day in order to condense working hours into fewer days/shifts per week or fortnight e.g. working 1 full-time week's hours over 4 days, or a 9 day fortnight.
Homeworking	<p>Employees should use this Policy to apply for homeworking when it is intended to be a regular feature over a period of time as part of their formal flexible working arrangements.</p> <p>For adhoc arrangements, please discuss and agree locally with the department manager.</p>
Agile Working	Agile working is about taking a more comprehensive and strategic approach to modernising working practices; utilising the Estate more efficiently and minimising our environmental impact.

The above list is not exhaustive; consideration will be given to all flexible working arrangement requests.

APPENDIX 4: Reduction in Hours

Principles

Reduction in hours' arrangements will usually be agreed on a permanent basis. Advantages can include:

- flexibility in workforce planning to match peaks and troughs in activity
- having a greater range of skills and experience available in the team
- not lose existing employees who cannot continue to work full time
- helps strengthen the loyalty and commitment of staff by enabling them to deal with responsibilities outside work without having to leave or change to a permanent part-time contract

In certain circumstances, e.g., due to personal circumstances, a request can be agreed on a temporary basis, however this will be for a maximum of 12 months and a review must be undertaken no later than 3 months before the end of the agreed period. Normally an alternative solution will be considered after 12 months if the reduction in hours were still required. However, in exceptional circumstances, the temporary arrangements may be extended. Where the reduction has been agreed on a temporary basis, if an individual wishes to return to their former hours earlier than originally agreed, they must give at least 3 months' notice in writing as arrangements may have been made to cover the hours.

Access to Training and Development

Part time employees must have the same access to training, career development and participation in team activities. Part-time opportunities at all levels of the organisation create promotion prospects for part time staff who may otherwise feel limited in aspiration. It is important that part-time employees are included as much as possible in team development.

Pay and Annual Leave

Salaries and holidays for part-time employees are calculated on a pro-rata basis. Pro-rata means that part-time employees are entitled to the same proportion of leave or pay as a full time person. For example – someone working four days per week would be entitled to 4/5ths of the salary as a full time person on the same grade and incremental point and 4/5ths of the full-time holiday entitlement for the grade and length of service. For further information regarding Annual Leave please refer to the Annual Leave Policy

Bank Holidays

Part-time employees are entitled to paid public holidays no less than pro-rata to the number of public holidays for full time workers. Part-time workers public holiday entitlement will be added to their annual leave entitlement and they will take public holidays they would normally work as annual leave. For further information regarding Bank Holidays, please refer to the Annual Leave Policy

Pension & Benefits

All part-time employees are eligible to join the NHS Pension Scheme. It is the individual's responsibility to seek advice from the Trust's Pensions Department regarding any impact on their pension any effect on pension and benefits of any move to reduced hours working.

APPENDIX 5: Job Sharing

Two or more people doing one job are often more productive than one person including:

- The broader range of skills and knowledge offered by two job sharers complementing each other rather than one full time person
- The whole job does not stop if one job sharer is absent

The benefit of job sharing for employees can be:

- It allows people to take up posts in areas where it has not traditionally been possible to work part time e.g. professional occupations and skilled jobs
- It allows people who want to work part time to continue working in a job that reflects their level of skill or qualification
- It makes it easier for women to return to work from maternity leave and can provide work opportunities for some people who would otherwise not be able to work at all

Many posts can be shared and as part of the review of any vacancy, managers must carefully examine whether a post is suitable for job sharing.

Introduction of Job Sharing

Job sharing can be introduced into a post in a number of ways:

Existing employees.

Applications may be from a single individual or from two employees in the same type of work and should include details of how the work could be divided and the way in which the hours could be split.

- Request from two existing employees to share their job
If approved, the arrangement can be introduced as soon as it is practical to do so.
- Employee wishes to hold own post on job share
The employee must apply at least 3 months before they wish to begin the job share.

If it is considered suitable, the remaining part of the post will be advertised. Only when a suitable job sharer is appointed can the arrangement commence.

The person applying for the job share will be given an opportunity to meet shortlisted candidates; however, the appointment panel will remain responsible for the final selection and appointment.

If it is not possible to appoint to the post, further consideration will be given as to whether the work may be organised in a different way to allow the employee to reduce

their hours before the application is turned down.

External applicants for posts

Managers and Appointing Officers must follow the procedure set out in the Trust's Safer Recruitment Policy. Applications may be from:

- Applicants applying with a job-share partner

Both applicants must apply for the post separately. They may choose to add an additional statement in support of their joint application and must both meet the specification set out for appropriate skills and experience.

The applicants will be interviewed separately so that they can each be considered on their own merits against the relevant selection criteria. If one half of a job share is considered unsuitable at any stage of the process, the other applicant will be given the opportunity of continuing with their application.

- Applicants applying for job share without a job-share partner

Where the job share applicant is clearly the best candidate, they may be given a conditional offer of appointment subject to the successful recruitment of a suitable partner.

If a suitable partner cannot be found and the applicant is not able to take up a post on a full time basis then it will not be possible to continue with the appointment.

Conditions of Employment

Working arrangements

An established working pattern must be agreed at the outset by the manager and job sharers. This can be done in a number of ways e.g.

- each employee working mornings or afternoons
- working half the week each
- one person working the whole week and the other person the next week

A handover period between the sharers must also be agreed during the normal working week and the amount of time required will depend on the particular post.

Where one job share partner is absent for any reason and the work needs to be covered, the manager will consider what arrangement may be required. In the first instance this may include asking the other job share partner to work additional hours, but pressure will not be put on the job share partner to cover.

Each job share partner will be given an individual statement of employment terms and conditions.

Band, Pay and Increment

The band will apply equally to both job share partners and any banding review will apply to the whole post.

Starting salary will be in line with the Trust's protocol on starting salaries. Each job share partner's salary will be calculated on the proportion of the hours which they are contracted to work against the full time salary for the post and their commencing salary and increments will be determined in accordance with terms and conditions of service.

Those benefits which vary as a result of length of service e.g. incremental credit, annual leave, sick pay, maternity entitlements etc., will be determined on an individual basis.

Leave

Each job sharer will receive the standard leave entitlement for the post on a pro rata basis according to their contracted hours and length of service. The eight public holidays will be shared pro rata to the hours worked. Individuals will not normally take annual leave at the same time and will be expected to mutually agree dates with their manager according to the needs of the service.

Sickness

Job sharers are entitled to sick pay in accordance with national conditions of service and normal arrangements as set out in the Trust's Wellbeing and Sickness Policy will apply.

Resignation of one half of a Job Share

If a job sharer resigns:

- the manager must consider whether the vacant hours need to be filled and make a request for approval to fill the vacancy
- if approved, the hours will be offered to the remaining job sharer first; if they do not wish to take up the hours the job share will be advertised
- if recruitment is not successful the Trust will have to make a decision regarding the continuation of the job share and redeployment may be considered for the existing post holder.

Appraisal

Job sharers have both joint and individual responsibility for performance and consideration should be given to how appraisal is undertaken and whether this should be conducted together or singly.

Cover arrangements

Where one job share partner is absent for any reason and the work needs to be covered the Manager will consider what arrangements need to be made. This may include

asking the other job share partner to work additional hours. If the individual agrees to work additional hours to cover such absence, any additional hours worked above those specified in their personal contract will be paid at basic rate up to the full time hours for the post.

Changes to Job Share arrangements

As with any other employees, changes in working arrangements or terms of employment may be necessary for either or both job share partners to meet the changing requirements of the service. Where this occurs, the Manager will consult with both job-share partners before implementing the change.

APPENDIX 6: Annualised/Staggered Hours

Annualised hours are a form of working arrangement where a commitment is made to work a set number of hours each year and the pattern of working hours enables activity peaks and troughs to be taken into account. This can allow for seasonal working patterns such as different hours in summer and winter or flexibility over shorter periods.

A staggered hours arrangement means that although employees work fixed hours every day, the start, finish and/or break times are specific to an individual. It enables the work to be covered for a longer working day and can help improve the service offered. It should not be confused with flexi-time programmes.

There are a number of advantages in agreeing staggered hours, including having to provide less desk space and facilities for staff to use, potentially not all staff needing to be in the working environment at the same time, reduced congestion associated with the simultaneous arrival and departure of workers at the workplace, easier access to childcare facilities and other services, extended operating hours, and better arrangements for staff to undertake family obligations or other activities.

Disadvantages include a shorter period when all staff are present, increased record-keeping or administrative difficulties, additional costs associated with extended operating hours for e.g., additional heating, lighting and/or other expenses.

Pay

All annualised hours employees will be paid equal basic monthly salary payments based on average monthly hours irrespective of actual variations in working patterns.

Annualised hours will be worked flexibly and according to needs of the service. This may include working unsocial hours, weekends and bank holidays for which enhancements will be paid in line with terms and conditions of service. Individuals will also be required to agree a minimum and a maximum number of hours per week (unless on leave) which will be agreed with the Department Manager.

When considering introducing annualised hours it is important to involve People Services and the Payroll Department when calculating the hours and associated pay of an individual working on an annualised basis. The following example shows the calculation for determining how many hours a full-time employee with over 10 years' service who is contracted to work 37.5 hours per week is required to work in a year:

Contracted hours = 37.5 x 52.143 = 1,955.36

*Annual leave hours = 37.5 /5 days x 33 annual leave days per annum = 247.50

*Public holiday hours = 37.5/5 days x 8 public holidays per annum = 60.00

Total working hours = 1955.36 – 247.5 – 60 = 1,647.86

***NOTE** – the annual and public holiday entitlements used above are those which apply under Agenda for Change.

Sickness

An employee on an annualised hours arrangement will receive sick pay for any shifts that they were rostered to work but were unable to due to sickness subject sick pay entitlements under terms and conditions of service. Sickness certification and notification will be the same as other employees in the Trust. If an individual is absent due to sickness, the number of hours recorded as sickness will be whatever the employee had been requested to work that week.

Annual Leave and Bank Holidays

Employees on an annualised hours arrangement will receive an annual leave entitlement including bank holidays (pro-rata for part time staff) based on their average weekly working hours. This entitlement will be deducted from the number of hours to be worked annually so that the employee works fewer hours than s/he receives pay for. Medical staff leave is calculated under separate terms and conditions of employment – advice may be obtained from People Services.

Pension and Benefits

An employee considering annualised hours working should contact Payroll to discuss any effect this may have on their NHS Pension or benefits.

Working Time Regulations

Whilst variations in working patterns are permitted under on an annualised hours arrangement, employees will be expected to comply with Working Time Regulations. Staff can work more than 48 hours in one week as long as the average over 17 weeks is not more than 48 hours per week. The individual must also take responsibility for monitoring their hours worked.

Salary on termination

It will be the Manager's responsibility to identify any hours over or under worked for an employee on an annualised hours arrangement, so that salary can be reclaimed for hours underworked and additional payment made for additional hours.

Monitoring and recording hours

Line managers are responsible for keeping a record of the hours worked for any employees working annualised hours and monitoring them against the hours required. Although the numbers of hours may be expressed as an annual total, monitoring must take place on a regular basis to ensure that at the end of a year, an individual has not worked over or under the agreed hours. The employee must also take responsibility for monitoring their hours.

Contract

Agreements with regards to annualised hours will be made on a temporary basis for a maximum period of 12 months. A further request will need to be made at the 12 months point should employees wish to maintain the arrangements. This will need to be processed as a new request.

APPENDIX 7: Term Time Working

Employees who work in term time only do not work at all during the recognised school holidays, including night shifts and weekends, but get paid all year round at a pro-rata rate. This allows an employee to combine employment with the need to respond to childcare responsibilities during school holidays.

There may be limits to the number of posts that can be accommodated on term time only contracts in a department as demand for most health services does not diminish significantly during school holidays, but term time working could apply in circumstances which include:

- School holidays breaks coincide with dips in activity
- Where work is project based and can be planned to meet deadlines without the need to work all year
- Where cover can be easily obtained during school holiday periods.

In these circumstances term time working can help match staffing levels to service requirements.

Work pattern and annual leave

The standard work period is normally 39 weeks, which is in accordance with the standard academic year. An employee would normally be expected to work during term time and take their term time leave during the school holidays. There are options to work a different number of weeks but this would need to be calculated with support from Workforce.

Employees must ensure that they notify their manager of school term dates in advance of the academic year so that work and cover can be planned.

Other leave

In exceptional circumstances the Manager can authorise leave such as special leave or other types of leave where appropriate or unpaid leave.

Contract

Agreements with regards to term time working will be made on a temporary basis for a maximum period of 12 months. A further request will need to be made at the 12 months point should employees wish to maintain the arrangements. This will need to be processed as a new request. The agreement will coincide with the annual leave year can only be agreed from the 1st April each financial year.

Payment of salary

Salary is calculated as an annual amount (inclusive of leave entitlement and bank holidays on a pro rata basis) and paid in equal monthly instalments throughout the year. If you leave part way through the financial year and during your term time contract, please contact Employment immediately to allow them to recalculate figures for that period.

Please contact Employment for support regarding calculating term time only contracts.

APPENDIX 8: Compressed Hours

Principles

Compressed hours is a form of flexible working which can help employees achieve better work-life balance. It enables employees to request a reduction in the number of days worked by extending the number of hours worked on each day e.g.

37.5 hours over a 4 day week or 75 hours over a 9 day fortnight

Considerations

Managers will need to consider the needs of the service when considering any application to work compressed hours. This will include whether the working pattern proposed is appropriate for the nature of work which the employee undertakes as well as the working arrangements of others in the service. A compressed hours arrangement will be relevant to an individual and a specific job. If the employee changes jobs or base and wishes to maintain this arrangement they will need to reapply.

Hours of work

It will be necessary to agree the normal start, lunch and finish times/when the hours are to be worked. A lunch break of not less than 30 minutes must be allowed for where an employee is scheduled to work longer than 6 hours in a day.

The normal pattern would be to allow either one day off a week (e.g. every Wednesday) or one day off a fortnight (e.g. every other Tuesday). The day off is fixed and should not be varied unless there are exceptional circumstances and the express permission of the Manager is obtained.

Working time must be within legal requirements which stipulate a maximum of 48 hours can be worked in a week and there should be a minimum of 11 hours rest between each shift.

A full-time employee working 37.5 hours cannot compress their hours into less than 4 working days.

Annual Leave and Bank Holidays

For an employee working compressed hours annual leave and bank holidays should be expressed in hours rather than days per leave year to take account of the fact that the working day is longer than the standard.

When one of the usual working days of an employee working compressed hours falls on a Bank Holiday or closure day, their usual number of hours for that day will be deducted from their leave entitlement. For example, if you work 9 hours per day and your working day falls on a bank holiday, 9 hours would be deducted from your entitlement. If a bank holiday falls on a day not usually worked i.e. on a Monday when the employee works Tuesday to Friday then no deduction of hours is necessary.

Contract

Agreements with regards to compressed hours will be made on a temporary basis for a maximum period of 12 months. A further request will need to be made at the 12 months point should employees wish to maintain the arrangements. This will need to be



processed as a new request.

APPENDIX 9: Homeworking

Principles

Where homeworking is formally requested as part of an agreed flexible working agreement, please formally request via the Flexible Working Policy. Managers should meet with employees and set out the expectations of acceptable homeworking. Home working allows employees to undertake their normal duties from their place of residence for part of their contractual working hours and will be applicable in areas where the Business Model for the service can be delivered both remotely and on site.

Homeworking can be occasional and used, e.g., for the purposes of enabling particular pieces of work to be completed without the normal interruptions of an office environment.

Where homeworking is occasional, employees do not need to submit a formal flexible working agreement.

Homeworking will not be agreed for all of an employee's weekly contracted hours, unless there are exceptional circumstances, and this has been approved by a very senior Manager (Associate Director or equivalent level). If homeworking is agreed, the Employee's work pattern will be interspersed with attendance at a designated base, to enable them to, for example, attend team meetings; meet with staff they manage and/or participate in developmental activities. It is expected that homeworking will form no more than 50% of an employee's contracted hours for the reasons outlined above.

- Managers must be flexible, open and constructive in relation to discussions and agreement on requests for homeworking and consider each application on its merits, applying the principles of fairness and consistency whilst ensuring the needs of the service and any other relevant requirements are met;
- There is no automatic entitlement for employees to work from home;
- Homeworking may not be appropriate or operationally practical for some teams and roles (for example, those requiring regular contact with or providing direct support to patients/peers/work groups), and some requests may not be considered safe or secure;
- There is no expectation that individuals must work from home and Managers cannot force staff to do so;
- Employees should raise any concerns arising from homeworking, including health and safety and information governance with their Manager at the earliest opportunity;
- Agreements must be reviewed regularly, and employees may be required to return to an office base where circumstances necessitate.

Effective Homeworking

Home working is intended to facilitate the undertaking of the job role to the same standard that would have been achieved in the individual's normal working environment.

In order to ensure the effectiveness of the home working arrangement the employee and their line manager will need to agree a set of objectives and deliverables. These will form the basis of a work plan with measurable outcomes and defined timescales. Any subsequent changes will be communicated by the manager to the employee who is required to confirm the changes as soon as possible via email.

The Homeworking plan will include;

- Hours and pattern of work
- What responsibilities/areas of focus during the homeworking period
- Objectives and deliverables to be achieved during the homeworking period
- Method for measuring and monitoring effectiveness of home working – taking into account employees circumstances where necessary
- Method of communication, including mobile numbers/Microsoft teams/face to face meetings when requested
- Equipment provided to facilitate home working
- Any other issues which need to be taken into account

Sickness Absence

If an employee is unfit for work this should be reported to their line manager and will be managed in line with the Trusts Wellbeing and Sickness policy.

Just because an employee is at home they should not be tempted to carry out any work when they are unwell. This will not help the employees recovery from sickness and may lead to their standard of work being compromised.

All requests for homeworking must be considered in the context of Trust policies regarding Health & Safety and Managers must satisfy themselves that any risks associated with homeworking have been adequately dealt with. Where any significant risks are identified, this is likely to result in a decision that homeworking is not a suitable option. Where risks are identified, there should be discussion as to whether these can be adequately mitigated to ensure the Trust continues to comply with any legal or other obligations. This will also help ensure that through their actions, employees who have agreed homeworking do not expose the Trust to any unnecessary financial, legal or contractual risks.

As a minimum, the relevant Trust policies include:

- [Staff Confidentiality Code of Conduct](#)
- [Access & Management of Information Policy](#)
- [Data Protection and Information Sharing Policy](#)
- [Cyber Security & Information Technology Suite Policy](#)
- [Staff Digital Guidance Policy](#)
- [Display Screen Equipment](#)

Homeworking should not be a substitute for normal care arrangements for dependents, which would be in place when an Employee goes out to work. An Employee must ensure there are appropriate care arrangements in place for dependents in those circumstances. Any Employee requiring a change to their work pattern, or contracted hours, to accommodate caring responsibilities, may make a Flexible Working request in line with this policy.

Where homeworking is agreed as part of an Employee's work pattern, the Employee's designated 'base' will continue to be the Trust premises at which they would otherwise work. That designated base will continue to be used for the purpose of business travel claims. Business journeys which start from and/or end at home will be subject to deduction of home to base mileage.

Considerations

Decisions to agree homeworking must take into account section 3.4 of the Trust's Flexible Working Policy, particularly:

- The needs of the service and the impact on service delivery, quality and performance;
- Requirements of the role;
- Facilities and equipment needed to support the role;
- Any adverse impact on other individuals/service users;
- The ability to organise work around, and in tandem with colleagues, particularly those who remain working on Trust premises;
- Individual's suitability to work at home (e.g., ability to work with minimal supervision and face to face intervention, self-motivation and discipline, the possibility of feeling isolated due to reduced contact with colleagues, or if managing others, ability to set goals and supervise delivery of service);
- The ability of the employee to maintain health and safety and any health and safety implications;
- Whether there are any information governance implications;
- The welfare and well-being of the employee;
- If the environment required is achievable in the employee's home;
- Any particular individual circumstances which may mean the individual needs to be office based, e.g., due to supervision support.

Agile and Homeworking Guidance should be used in conjunction with this section of the policy.

APPENDIX 10: Agile Working

Principles

Agile working is about taking a more comprehensive and strategic approach to modernising working practices; utilising our Estate more efficiently and minimising our environmental impact. It is based on the following principles:

- Work takes place at the most effective locations, e.g. any Trust premises; the premises of partner organisations; co-located premises; or the premises of service users.
- Employees have more choice about where they work, subject to business considerations; e.g., employees may reduce, or eliminate, their daily commute to work by working from a location(s) other than their designated base, for part of their working time.
- An emphasis on working in shared spaces and with shared resources, rather than with territorial or personalised ones.
- Space is utilised more efficiently and running costs are reduced.
- There is effective and appropriate use of technology to increase efficiencies and reduce the environmental impact of workstyles, processes and delivery of services.
- Agile working underpins and adds new dimensions to diversity and equality principles – using new ways of working to recruit, retain and develop a more diverse and inclusive workforce; helping employees, wherever they are located, to develop their skills and capabilities and move forward in their careers.
- Employees are able to lead balanced and healthy lives.
- Work has less impact on the environment.

In summary there are positive impacts from agile working and benefits for the Trust, our workforce, and the environment.

Agile working in the Trust will be a journey, with the aim of making continuous progress towards achieving these benefits.

Agile and Homeworking Standard Operating Procedure should be used in conjunction with this section of the policy.

APPENDIX 11: Managers Guidance

As a manager you should promote and support all colleagues to work flexibly where possible. The aim of flexible working is to allow members of your team to meet the demands within their personal lives while continuing to deliver the operational needs of the service throughout different points of the employee life cycle.

As a manager you are encouraged to hold regular discussions with colleagues about flexible working arrangements throughout the recruitment and onboarding process, the local induction process, any one-to-one / health and wellbeing meetings, team meetings, and appraisals. Where possible, you should hold team conversations around how flexible working can benefit the whole team, whilst balancing the needs of the service, patients and their families. As a team you should find innovative ways to work together to work flexibly, whilst benefitting patients and families. You can find useful information on having conversations around flexible working in the Trust [Flexible Working Guides](#).

As a manager you are required to consider flexible working options for all colleagues in your team, from day one of employment. Some staff may have enhanced statutory rights to flexible working, so these may take precedent, including the following:

- Colleagues who have a protected characteristic under the Equality Act 2010
- Colleagues returning to work following maternity/paternity leave, parental leave, adoption leave or shared parental leave
- Colleagues in need of temporary changes to their employment arrangements following a domestic crisis, bereavement, or sickness absence where a referral to Occupational Health may be appropriate.
- As a manager you must openly consider requests for flexible working arrangements, considering:
 - The potential benefits of the arrangement on the colleagues health, wellbeing and work-life balance, helping them to stay well in work.
 - The nature and urgency of the requests, making temporary arrangements where needed to support with changes in a colleagues mental wellbeing
 - Any financial implications of certain requests on the service (for example enhancements including where certain shifts are being requested).
 - The effect of the proposed arrangements on the wider team and how solutions can be found to manage these.
 - The impact of the request on the current needs of the service.
 - The impact of the request on the responsibilities of the post including supervision requirements, department structure, staff resources, workload of role

- Implications for lone working (for individual or other colleagues)
- The impact of any potential solutions proposed by the member of staff
- The length of time for which flexibility is required (temporary or permanent)